

KARADENIZ TECHNICAL UNIVERSITY * INSTITUTE OF SOCIAL SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

PhD PROGRAM

**THE RELATIONSHIP BETWEEN THE FEATURES OF THE
ORGANIZATIONAL CONTEXT AND EMPLOYEES
WORKPLACE OUTCOMES: A MODERATED
SEQUENTIAL MEDIATION MODEL**

PhD DISSERTATION

Alaaaldeen MOHAMMEDHASSAN

DECEMBER - 2024

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Supervisor: Prof. Dr. Halil İbrahim BULUT

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APPROVAL

Upon the submission of the dissertation, **Alaaaldeen MOHAMMEDHASSAN** has defended the study “**The Relationship Between the Features of the Organizational Context and Employees Workplace Outcomes: A Moderated Sequential Mediation Model**” in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration at Karadeniz Technical University, and the study has been found fully adequate in scope and quality as a thesis by **unanimous** vote on **03.02.2025**.

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According to earlier research, the characteristics of the organizational context, such as organizational culture and organizational climate, are among the most crucial elements in having a positive impact on work performance. There exists a substantial amount of research on outcomes of organizational climate and organizational culture, specifically investigating the direct impact of organizational culture and organizational climate on employees' workplace outcomes. The primary research question of this study is how leader prototypicality and stereotypicality and employees' trust in the organization play moderating roles in the relationships between both organizational climate and organizational culture on one side and employees' workplace outcomes on the other. Therefore, based on social identity theory, the present study offers a more comprehensive understanding of the relationships between organizational culture, organizational climate, and employees' workplace outcomes, including the mediators and the moderators of the relationships.

This dissertation adds many essential contributions to the research in the field of management and organization studies. First, this research expands the understanding of the social identity theory in the management and organization field by introducing the mediation functions of organizational identity and self-categorization in the relationships between organizational context features and workplace outcomes. Second, this research highlights the moderation mechanisms of leader prototypicality, leader stereotypicality, and trust to the organization on the sequentially mediated relationships between organizational culture, organizational climate, and organizational outcomes. Finally, the findings of the research could be used as directives to guide organizations' management recruitment procedures along with organizational career strategy for organizations looking to improve organizational workplace outcomes in existing or future employees.

I would like to thank my dissertation supervisor, Prof. Dr. Halil İbrahim BULUT. I would like to take this opportunity to express my endless gratitude to Prof. Dr. Taner ACUNER and Prof. Dr. Salih DURSUN, who have helped me as dissertation co-supervisors, and special thanks to Prof. Dr. Adnan ÖZYILMAZ, who has helped me as dissertation first supervisor and has always supported and guided me throughout my thesis work and my doctoral process.

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Alaaaldeen MOHAMMEDHASSAN

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ABSTRACT

Recognizing ways to enhance workplace outcomes is a key research aim for researchers and managers as well. Organizational context features such as organizational culture and organizational climate have been acknowledged as essential determinants for improving workplace outcomes. While researchers have focused on the direct impacts of organizational context features on workplace outcomes, it is equally vital to examine the boundary conditions of these relationships. Moreover, to recognize the situations in which they have a more significant influence on employees' workplace outcomes. This study draws its theoretical framework on the social identity theory by combining organizational identity lenses. Furthermore, it extends the knowledge of theory by involving leader prototypicality, leader stereotypicality, and trust in organization as regulation structures. The study firstly aims to investigate the indirect effects of organizational context features on workplace outcomes (task performance and organizational citizenship behavior). Subsequently, to investigate the mediating function of organizational identity constructs (self-categorization and organizational identity), creative efforts and employees' willingness to engage in cooperative behavior. Finally, to explore the moderating role of leader prototypicality, leader stereotypicality and employees' trust in the organization on the associated relationships. A questionnaire was administered to collect data from 473 employees working in small and medium-sized business organizations operating in the tourism sector in Trabzon, Turkey in a four-tier process by convenience sampling. Correlational analysis, confirmatory factor analysis, and structural equation modeling are the statistical analysis methods that were used to test the hypotheses of the study. This study has used such software as IBM SPSS 22, Hayes PROCESS Procedure for SPSS Version 4.2, and IBM AMOS V26. The findings of the study suggest that organizational identity mediates the associations between organizational context features (organizational culture and organizational climate) and creative efforts and employees' willingness to engage in cooperative behaviors. The findings also indicate that both leader prototypicality and leader stereotypicality moderate the associations between organizational culture, organizational climate, and organizational identity. Moreover, they indicate that employees' trust in the organization moderates the connections between organizational identity and creative efforts. Hence, the major contribution is illustrating that the effects organizational culture and organizational climate have on both task performance and organizational citizenship behavior are sequential and through organizational identity constructs, creative efforts, and employees' willingness to engage in cooperative behaviors. This is an important contribution to the current body of knowledge on organizational culture and organizational climate, as this study provides fresh perspectives on how organizational context features affect workplace outcomes.

Keywords: Organizational Culture, Organizational Climate, Self-categorisation, Organizational Identity, Social Identity Theory

ÖZET

İş yerinde verimliliği artırmanın yollarını belirlemek, hem akademik çalışmalar hem de pratik yönetim uygulamaları açısından kritik bir konudur. Örgütsel bağlam özellikleri, özellikle örgüt kültürü ve örgüt iklimi, iş yeri sonuçlarını iyileştirmede belirleyici faktörler olarak kabul edilmektedir. Literatürde, bu bağlam özelliklerinin örgütsel sonuçlar üzerindeki doğrudan etkileri yoğun şekilde incelenmiş olsa da, bu ilişkilerin sınır koşullarını ve hangi durumlarda çalışanların iş yeri sonuçları üzerinde daha belirgin bir etkiye sahip olduklarının ortaya çıkarılması kritik bir öneme sahiptir. Bu bağlamda, çalışmada, sosyal kimlik teorisi çerçevesinde örgütsel kimlik unsurları ele alınarak bu konudaki bilgi birikimine katkı sağlanması amaçlanmaktadır. Çalışma, lider prototipliği, lider basmakalıplığı ve çalışanların örgüte duyduğu güven gibi düzenleyici faktörlerin de bu ilişkiler üzerindeki etkisini değerlendirerek literatüre özgün bir yaklaşım sunmaktadır. Araştırmanın üç temel amacı bulunmaktadır: Birincisi, örgütsel bağlam özelliklerinin (örgüt kültürü ve örgüt iklimi), görev performansı ve örgütsel vatandaşlık davranışı üzerindeki dolaylı etkilerini incelemektir. İkincisi, örgütsel kimlik unsurlarının (öz-kategorizasyon ve örgütsel kimlik), çalışanların yaratıcı çabaları ve iş birliği davranışlarına katılım eğilimleri üzerindeki aracılık rolünü belirlemektir. Üçüncüsü, lider prototipikliği, lider stereotipikliği ve çalışanların örgüte duyduğu güven gibi faktörlerin düzenleyici etkilerini analiz etmektir.

Araştırma, Trabzon ilinde faaliyet gösteren küçük ve orta ölçekli turizm işletmelerinde çalışan 473 kişiden kolayda örnekleme yöntemiyle toplanan verilerle gerçekleştirilmiştir. Veri toplama süreci dört aşamada tamamlanmış, analizler için IBM SPSS 22, Hayes PROCESS for SPSS Version 4.2 ve IBM AMOS V26 yazılımları kullanılmıştır. Araştırmada korelasyon analizi, doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi gibi yöntemlerden yararlanılmıştır. Çalışmanın bulguları, örgütsel kimliğin, örgütsel bağlam özellikleri (örgüt kültürü ve örgüt iklimi) ile yaratıcılık çabaları ve çalışanların iş birliğine yönelik isteklilikleri davranışları arasındaki ilişkiyi aracılık ettiğini göstermektedir. Ayrıca, lider prototipliği ve lider basmakalıplığının, örgüt kültürü ve örgüt iklimi ile örgütsel kimlik arasındaki ilişkiyi düzenlediği tespit edilmiştir. Bunun yanı sıra, çalışanların örgüte duyduğu güvenin ise örgütsel kimlik ile yaratıcı çabalar arasındaki ilişkide düzenleyici bir etkiye sahip olduğu gözlemlenmiştir. Dolayısıyla, bu çalışmanın en önemli katkısı, örgüt kültürü ve örgüt ikliminin hem görev performansı hem de örgütsel vatandaşlık davranışları üzerindeki etkilerinin sıralı bir şekilde, örgütsel kimlik unsurları, yaratıcı çabalar ve çalışanların iş birliğine katılım eğilimleri aracılığıyla gerçekleştiğini göstermesidir. Çalışma, örgüt kültürü ve örgüt iklimine dair literatüre yeni bir bakış açısı kazandırarak, örgütsel bağlam özelliklerinin örgütsel sonuçlara nasıl etki ettiğine dair önemli bir katkı sunmaktadır.

Anahtar Kelimeler: Örgüt Kültürü, Örgüt İklimi, Öz-Kategorizasyon, Örgütsel Kimlik, Sosyal Kimlik Teorisi

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LIST OF ABBREVIATIONS

CFI	: Comparative Fit Index
CI	: Confidence Interval
CMV	: Common Method Variance
GFI	: The Goodness of Fit Index
IFI	: The Incremental Fit Index
OCB	: Organizational Citizenship Behavior
RMR	: Root Mean Square Residual Index
RMSEA	: Root Mean Square Error of Approximation
SCT	: Self-categorization Theory
SD	: Standard Deviation
SIT	: Social Identity Theory
TLI	: The Tucker–Lewis Index
VIF	: Variance Inflation Factor
WECB	: Willingness to Engage in Cooperative Behaviors

INTRODUCTION

Realizing the ways to boost employees' performance, work-related behaviors and workplace outcomes continues to be a top research priority for both researchers and managers as well. The importance of studying workplace outcomes stems from the fact that they represent the desired and expected outcomes in an organization. Specifically, how well an organization meets its organizational goals. Along with that, it is important to study the development process of employees' workplace outcomes. In other words, the identifying of the antecedents and the main predictors of workplace outcomes as well as how and when these predictors yields organizational outcomes.

In this research, task performance and organizational citizenship behavior (OCB) were selected as workplace outcomes because they are among the most commonly researched outcomes in management field. Moreover, they reveal distinct features of workers' efficiency in the workplace along with essential aspects associated with job performance and overall organizational outcomes. Relevant facets of work behaviors and many characteristics of workplace efficiency are captured by task performance and OCB (Bergeron, 2007; Colquitt et al., 2007; Tsai et al., 2007; Rich et al., 2010; Bezrukova et al., 2012; Purnama, 2013; Yu & Frenkel, 2013; Deng & Guan, 2017; Joseph & Kibera, 2019; Marinova et al., 2019; Bartram et al., 2021; Obeng et al., 2021).

Task performance means the completing of official employment necessities such as the previously stated workplace processes (Yu & Frenkel, 2013). It refers to a form of in role and non discretionary conduct with an emphasis on effectiveness (Rich et al., 2010). Moreover, task performance presents an essential and appreciated workplace outcome (Ozyilmaz et al., 2018). This is because it demonstrates how well workers accomplish the work behaviors outlined in their official task definition, especially achieving performance standards, finishing tasks on time, and carrying out commitments as outlined in the job description (Williams & Anderson, 1991).

In this context, prior studies have employed the concept of OCB to characterize work behavior that is in a particular way within the scope of conventional assessments of workplace performance (Van Dyne et al., 1994; Bolino & Turnley, 2005; Daily et al., 2009; Buil et al., 2019; Fitrio et al., 2020). OCB is described as personal conduct that is voluntary, not instantly or formally acknowledged by the established system of rewards, and that overall enhances the efficient operation of the organization (D'intino et al., 2002). This conduct refers to individual actions that are not

formally rewarded or clearly acknowledged (Daily et al., 2009). OCB practices are important for the efficiency of organizations due to their ability to increase the adaptability within it (Marinova et al., 2019).

Improving employees' workplace performance is a key goal for organizations looking to continue their efficient and successful outcomes. The organizational efforts is therefore to focus on enhancing employees' performance while keeping into consideration the organizational context where these workplace outcomes are created (Den Hartog et al., 2004; Rusu et al., 2016). It has been acknowledged that organizational context features play a significant role in determining the development process of employees' performance, work-related behaviors, and workplace outcomes. Organizational context features have been accepted as an essential consideration in studying the antecedents and predictors of organizational success and expected workplace outcomes (Ketchen Jr, 1996; Hogg & Terry, 2000; Murphy & DeNisi, 2008; Erez & Nouri, 2010; Li et al., 2018).

In literature, there are several definitions of the features of organizational context in different academic fields. The most developed conception of organizational context features seems to be found in the organizational management research, which frequently includes features like organizational culture, organizational climate, leadership, organizational goals and missions, work procedures, policies, and form of organizational governance (Porter & McLaughlin, 2006; Dee & Heineman, 2016; Rusu et al., 2016; Li et al., 2018).

The implications of the wider organizational context on certain aspects of both employee and group workplace outcomes has received an essential consideration in the field of organizational behavior in general (Tosi, 1991; Mowday & Sutton, 1993; Porter, 1996; Shamir & Howell, 1999; Osborn et al., 2002; Porter & McLaughlin, 2006). Organizational features including organizational culture, organizational climate, implicit standards, and common values that affect employees' behaviors are perceived as crucial organizational context features (Montgomery et al., 2003). Organizational culture and organizational climate have emerged as major organizational context features in several studies (Chuang et al., 2004; Adisa et al., 2017; Li et al., 2018; Akanji et al., 2020).

Organizational culture has most frequently been reported to affect employees' performance and workplace outcomes (Leithy, 2017; Pinto et al., 2017; Joseph & Kibera, 2019; Khedhaouria et al., 2020). Understanding the principles and convictions that influence the process of decision-making and behaviors is possible through an investigation of organizational culture (Dee & Heineman, 2016). Several scholars contend that there is a causal link connecting organizational

culture and organizational performance, but the majority of them acknowledge that organizational culture has the potential for a positive impact on organizational performance (Chatman et al., 1998; Bezrukova et al., 2012; Glisson, 2015; Leithy, 2017; Joseph & Kibera, 2019; Akanji et al., 2020; Fitrio et al., 2020). It has been repeatedly demonstrated in the field of research how important organizational culture is to an organization's success and effective performance, however less focus has been placed on analyzing the processes that are behind these associations (Khedhaouria et al., 2020).

In this context, organizational climate creates an atmosphere that promotes certain behaviors, like group involvement and interpersonal communication, which foster organizational effectiveness, workplace outcomes and organizational performance (Griffin, 2007). Having a positive organizational climate is seen to be crucial to creating a productive workplace (Adamovic et al., 2020; Beus et al., 2020). The effects of organizational climate on employees' organizational behaviour is confirmed to be greater with regard to relationships with others, such as job achievement, and overall results of the organization (Jung & Ali, 2017). Additionally, it is apparent that all aspects of organizational climate have an impact on how individuals in the organization are evaluated and performed, and therefore, as a result, organizational climate is connected to job achievements (Obeng et al., 2021). Several studies have linked organizational climate to workplace outcomes, organizational performance and employees' behaviors (Burton et al., 2004; Glisson, 2015; Hadiyatno, 2018; Marinova et al., 2019; Ephraim & Renthlei, 2021).

Social identity theory (SIT) has contributed to a greater understanding of the significance of the features of organizational context on a wide range of workplace outcomes and employees behavior indicators (Abrams & Hogg, 2004; Chattopadhyay et al., 2020; Piening et al., 2020; Bartram et al., 2021). Research in this field has mostly concentrated on organizational context features, and has been driven by the premise that organizational context affects collective behavior, cohesiveness in groups, societal impact, inspiration, and one's understanding of the self (Hogg & Turner, 1987; Turner, 1987; Turner et al., 1994; Abrams & Hogg, 2010; Turner & Reynolds, 2011; Chattopadhyay et al., 2020). Understanding the manner in which an organization employs social mechanisms to foster social identification and constructive inside-group behaviors throughout the workplace, that could enhance the performance of individuals, becomes easier with the assistance of SIT (Bartram et al., 2021). Therefore, prominent organizational context features such as organizational culture and organizational climate are considered as crucial antecedents and indicators of employees' workplace outcomes (Pradhan et al., 2017; Akanji et al., 2020; Khedhaouria et al., 2020; Moradi & Beigi, 2020; Phina et al., 2021).

Despite researchers have investigated the direct implications of organizational context features on employees' workplace outcomes (Sheridan, 1992; Schneider et al., 2002; Sorensen, 2002; Lee & Yu, 2004; Prajogo & McDermott, 2011; Ahmad, 2012; Tan, 2019; Akpa et al., 2021), examining the boundary conditions of organizational context features also is essential to comprehend the extents of their effects and the contexts in which they make a greater contribution to employees' behaviors and workplace outcomes. SIT indicates a strong theoretical framework for the possible boundary conditions by highlighting that employee's behaviors and performance are caused by the interaction between employee's self-concept and the organizational context (Abrams & Hogg, 2010; Powell & Baker, 2017; Mell et al., 2020; Bartram et al., 2021). It's important to comprehend when and under what circumstances organizational culture and organizational climate have a more significant impact on workplace outcomes and employees' behaviors. This is because the influence of organizational culture and organizational climate would be overestimated if other contextual factors were excluded. In other words, that would lead to a false assumption that organizational culture and organizational climate are the primary factors to organizational effectiveness and successful performance, whereas the real picture may be more complex.

There are various reasons why research in the area of workplace outcomes and the antecedents that drive employees behaviors can be questioned. First, the realm demands an extensive model that depicts the development of workplace outcomes. Additionally, present models are unable to anticipate a complete picture of organizational outcomes (Elfenbein & Ambady, 2002; Boyd et al., 2009; Gregory et al., 2009; Tsai et al., 2009; Cho & Ringquist, 2011). Organizations will be unable to make well-informed decisions on recruitment and training when they are incapable to determine the factors that precede employees' task performance and OCB. Second, despite the relationships between organizational culture and organizational climate and workplace outcomes are not following a direct path (Gu et al., 2014; Lee et al., 2018; Ugheoke, 2019; Waheed et al., 2019; Obeng et al., 2021; Imran & Jingzu, 2022), there is a disagreement over the nature of these relationships. Third, some of prior studies have indicated that the relationships are moderated by environmental context, leadership style or innovation (Abdullah & Siam, 2014; Gu et al., 2014; Imran & Jingzu, 2022;), while others have argued that work passion or moral efficacy mediate the relationships (Khan et al., 2020; Obeng et al., 2021). Regarding to these inconsistent findings from earlier studies on the relationships between organizational context features (organizational culture and organizational climate) and employees' workplace outcomes (task performance and OCB) it is vital to conduct a comprehensive model. Fourth, earlier studies have focused on exploring the simplest and direct influence organizational culture and organizational climate have on the development of organizational identity and self-categorization (Chuang et al., 2004; Sindic & Condor, 2014; Willis et al., 2019; Yang et al., 2023). Given the implicit premise that organizational identity constructs are uniformly affected by organizational culture and organizational climate, despite the fact that the relationships are complex. Fifth, nonetheless, not much is known about how organizational context

features (organizational culture and organizational climate) under the lens of SIT can affect employees' workplace outcomes. Moreover, the possible mechanisms that might underlie these relationships have not yet been fully explored. To fill the determined gaps in prior literature, there is a worthwhile call for further investigation of potential moderators and mediators to the associated relationships. Hence, this research, in an effort to fill up such literature gaps, offers a moderated sequential mediation model.

While researchers have focused on the direct impacts of organizational context features (organizational culture and organizational climate) on employees' behaviors and organizational outcomes, it is equally vital to examine the boundary conditions of these organizational context features in order to comprehend the extent to which they have an impact and the situations in which they have a more significant influence on employees' behaviors and workplace outcomes. The moderated sequentially mediating model provided in this research addresses different issues related to the research field of organizational and workplace outcomes by analyzing how organizational context features (organizational culture and organizational climate) lead to employees' workplace outcomes (task performance and OCB). First, rather than focusing on a single path through which organizational culture and organizational climate improve workplace outcomes, this study's model presents two paths through which organizational culture and organizational climate can lead to higher task performance and OCB. Thereby improving the predicting capabilities of study's model. Second, this study's model will assist enhancing the results in earlier research studying the relationships between organizational context features and organizational outcomes by incorporating moderating variables that present the circumstances under which these relationships will be stronger. Third, the study's model will clarify the effect organizational culture and organizational climate have on employees' self-categorization, organizational identity, creative efforts, the willingness to engage in cooperative behaviors (WECB), task performance and OCB by expansion, through considering how specific leader prototypicality and leader stereotypicality along with employees' trust in organization can strengthen the powerfulness of the effect of theses relationships. Finally, the study's model presents a well-supported theoretical clarification of the relationships between creative efforts, the WECB and workplace outcomes, and reveals how creativity and cooperation can influence task performance and OCB.

This research aims to make the following theoretical contributions. First, this research provides a deeper understanding of the determinants of employees' workplace outcomes and how they interact with the leader prototypicality and leader stereotypicality along with employees' trust in organization. Second, this study also adds to the existing pool of literature in the fields of organizational culture, organizational climate, organizational identification, employees' trust in organization and workplace outcomes by testing the research model in this context. Third, this

research also investigates the boundary conditions of the influences of organizational context features (organizational culture and organizational climate) on organizational outcomes. Drawing on SIT (Tajfel & Turner, 1979; 2004) and self-categorization theory (SCT) (Turner, 1987; Turner & Reynolds, 2011), this study utilizes employees' trust in organization to define its boundary conditions as well as its regulatory impact on the relationships between organizational culture, organizational climate and organizational outcomes. Finally, the findings of the research could be used as directives to guide in organizations' management recruitment procedures along with organizational career strategy for organizations looking to improve organizational workplace outcomes in existing or future employees. The findings could also be of useful to employees for their own development, promoting their organizational identification and self-categorization, and interpersonal cooperative behaviours.

The key objectives of this research are to bring attention to some issues regarding the associations between organizational culture, organizational climate, and employees' workplace outcomes (task performance and organizational citizenship behavior) as well as to offer a fresh viewpoint that will improve the comprehension of the moderated-mediating relationships that indirectly link these variables to one another. In this study, it is investigated how organizational identity influences reactions to organizational culture and organizational climate, in addition to leader prototypicality and leader stereotypicality, expanding on results gathered from an in-depth investigation of four organizational responses to self-administered surveys that measure different organizational constructs at the organization. The study offers an empirically supported consideration of the interactions between organizational culture, organizational climate, and organizational identity and highlights the importance of organizational identity in mediating the connections between organizational features such as organizational culture and organizational climate and employees' workplace outcomes such as task performance and organizational citizenship behavior. The results of this research will show that there is an evolving connection between organizational culture, organizational climate, and organizational identity and employees' workplace outcomes that has only previously been theorized separately, but has never been consistently supported by empirical evidence.

In this context, the study seeks to answer the following research questions:

1. Do organizational context features (organizational culture and organizational climate) affect the organizational identity constructs (self-categorization and organizational identity)? If so, in what direction and to what level?
2. Do organizational identity constructs (self-categorization and organizational identity) affect creative efforts and employees' willingness to engage in cooperative behaviors? If so, in what direction and to what level?

3. Do creative efforts and employees' willingness to engage in cooperative behaviors affect employees' workplace outcomes (task performance and organizational citizenship behavior)? If so, in what direction and to what level?
4. Do leader prototypicality and leader stereotypicality moderate the associated relationships between organizational context features (organizational culture and organizational climate) and the organizational identity constructs (self-categorization and organizational identity)? If so, in what direction and to what level?
5. Do employees' trust in organization moderates the associated relationships between organizational identity constructs (self-categorization and organizational identity) and creative efforts and employees' willingness to engage in cooperative behaviors? If so, in what direction and to what level?
6. Do organizational context features (organizational culture and organizational climate) have an indirect effect on employees' workplace outcomes (task performance and OCB) through a sequential mediation of organizational identity constructs, creative efforts and employees' willingness to engage in cooperative behaviors? If so, in what direction and to what level?

The developed model has been tested in this research using a quantitative research methodology. Research hypothesis have been developed after a comprehensive analysis of earlier literature in the area of organizational context features (organizational culture and organizational climate) and employees' workplace outcomes (task performance and OCB) under the lenses of SIT. A questionnaire was administered to collect data from 473 employees working in small and medium sized business organizations operating in the tourism sector in Trabzon/Turkey in a four-tier process by convenience sampling. Distributing research instruments in this context was a very complex process due to the exerted effort and time to collect the necessary data for this research. Furthermore, the four-tier process of collecting research data longed for nine months, where research instruments were distributed one month apart. Correlational analysis, confirmatory factor analysis, and structural equation modeling are the statistical analysis methods that were used to test the hypotheses of the study. This study has used software as IBM SPSS 22, Hayes PROCESS Procedure for SPSS Version 4.2 and IBM AMOS V26.

The study consists of three chapters. It addresses the theoretical underpinnings of research analysis in the first chapter. This part discusses the conceptual framework of the study and makes the case for the integration of both organizational identity representations and perspectives in a comprehensive definition of organizational identity. In this context, a comprehensive discussion of research dimensions is introduced. The concepts of organizational culture, organizational climate, organizational identity, self-categorization, creative efforts, employees' WECEB, task performance and OCB are comprehensively discussed. In addition, the regulator constructs of the associated relationships between research variables are introduced. Specifically, leader prototypicality, leader

stereotypicality and employees' trust in organization. Moreover, this chapter introduces the developed hypothesis in this study and gives a comprehensive theoretical discussion. The second chapter introduces this research methodology and provides details about the data collection process. Furthermore, it shows the survey scales that were used to collect research data and provides the statistical analysis used in this study. Finally, the third chapter includes the analysis of the collected data and testing study hypotheses with appropriate statistical methods. In addition, it highlights study findings and provides a comprehensive discussion. The study is completed with the theoretical and practical contributions and conclusion subsections.



CHAPTER ONE

1. THEORY AND HYPOTHESES

1.1 Relevant Theories

In this section, a brief summary is provided to present social psychology theories on social identity, such as the SCT and the SIT (Tajfel & Turner, 1979; Tajfel & Turner, 2004). SCT (Turner, 1987; Turner & Reynolds, 2011) and SIT provided a distinctive and comprehensive explanation of relationships between groups that is still crucial to the present moment. These connected theories of interpersonal interactions are the focus of this chapter. This research chooses a more comprehensive approach to what is commonly referred to as the social identity approach, instead of presenting these theories sequentially and emphasizing the distinctions and commonalities between the two. In addition to the innovative works by Tajfel and Turner, this study concentrates on the most recent attempts to describe social identity and investigates the ways that various classifications provide information about the processes that underlie intergroup relationships.

1.1.1 Social Identity Theory

According to Abrams and Hogg (2010), SIT entails a variety of additional supplementary theories of the social cognitive, inspirational interpersonal relationships, and macro-social dimensions of organizational group functioning. There are two main concepts, which are Turner's SIT of the group and Tajfel and Turner's SIT of relationships among groups, which were later combined to form the SCT (Hogg & Turner, 1987; Turner, 1987; Turner et al., 1994; Turner & Reynolds, 2011). In a brief words, whereas SCT concentrates on the social-cognitive framework of social identity operations, SIT emphasizes on the function of identity in conflict between groups and cohesion. The foundation of afterwards social identity concepts as well as clarifications of other organizational group-related concepts, such as stereotyping, collective behavior, cohesiveness in groups, leadership, decision-making in groups, societal impact, deviance, inspiration, and one's understanding of the self, is provided by these two the original elements (Abrams & Hogg, 2010). SIT is considered as the complete philosophical theory that highlights the connection between relationships between groups and self-concept. It also offers the foundation for the growth and expression of theoretical concepts at the interpersonal, as well as cognitive, collaborative, intergroup, and societal levels as well (Abrams & Hogg, 2004). In accordance with the SIT, people classify those who are identical to them based on an aspect that is important to them as their ingroup while

identifying those who are different on that aspect of themselves as their outgroup (Chattopadhyay et al., 2020).

Understanding the manner in which an organization employs social mechanisms to foster social identification and constructive inside-group behaviors throughout the workplace, that could enhance the performance of individuals, becomes easier with the assistance of SIT (Bartram et al., 2021). Individuals' social identity plays an important role in inter-organizational collaboration and knowledge exchange (Mell et al., 2020). Henri Tajfel and John Turner established the original and most fundamental theoretical elements of SIT along with those they taught. Tajfel suggested and outlined the idea that when employees classify things along with other employees, they intuitively emphasize their attention on associations inside and distinctions among classifications on dimensions that they assume to be associated with the classification, particularly if the classification or the associated dimensions are significant or extremely valuable. The basic idea of SIT and the theories that followed it is how employees develop a substantial, significant, and satisfying self-perception by contrasting the organizational groups they are associated to with those they do not. According to the SIT and theories that followed, social identity is more closely linked with how employees perceive and interpret intergroup differences than it is with the real situation (Abrams & Hogg, 2010). The foundation for comprehending the reasons behind the way individuals within an organization react to situations that affect the organization as a whole is provided by social identity theories and studies (Piening et al., 2020).

Studies on SIT demonstrates how individuals of within-groups promote as well as amplify their similarities to each other (Powell & Baker, 2017). According to the SIT, individuals desire to be a part of social communities since it boosts their sense of identity. Identity is important as it facilitates the technique by which individuals identify themselves, share that definition with everybody else, and utilize that concept to move forward with their tasks (Bartram et al., 2021). Individual and social identity, according to SIT, should be seen as existing on separate sides of an identical continuum, and according to SCT, a related theory, they should be seen as existing at various levels of a hierarchy of self-categorizations. Both of SIT and SCT regard both personal and social identities as self-conceptualizations that might result from an identical mechanism incorporating various social comparison settings as well as content rather than as structures. Social identity processes are central to the research and theories in the field of social psychology. Several personal and social issues, such as physical and mental wellness, academic success, cooperative behavior, and social transformation are influenced by social identity (Reimer et al., 2020). The social identity concept, which is characterized through the facets of an individual's self-concept depending on their group affiliations, lies at the center of the approach of social identity (Cargile, 2017).

The degree to which a group affiliation is integrated into an individual's sense of self differs from employee to employee and from one organizational context to another. This variation in social identification reflects and explains this variation. Social identification is a sign that people value their organizational affiliation and view it as relevant and significant. A broad concept known as social identification encompasses a sophisticated set of mechanisms governing organizational affiliation to groups (Reid & Deaux, 1996). In literature, several definitions tend to recognize that social identification is a multi-dimensional phenomenon. Tajfel & Turner (2004) explained social identity as the aspect of an employee's self-perception that stems from that employee's awareness of his participation in a social group as well as the importance and emotional connection associated with the group's affiliation. Tajfel's writings, including this definition, form the foundation of SIT. The theory aims to understand intergroup relations in contexts that are characterized by group hierarchy and position inequalities. The theory holds that employees should develop and preserve positive individuality from other groups. This means that individuals make an effort to show how the ingroup is, in some way, preferable than the outgroup or at the very least, distinct from them (Reimer et al., 2020). As a result, employees may think more highly of ingroup members than individuals of the outgroup since only the first group individuals help them feel less uncertain regarding their social environment (Grieve & Hogg, 1999). SIT holds that identifying with a unique and significant group strengthens an individual's sense of being, as this arises when a person adopts the group's favorable traits for himself (Beus et al., 2020).

1.1.2 Social Categorization Theory

Social categorization boosts the perception of an employee's resemblance to the appropriate inside-group prototype, and as a result, social categorization is the psychological foundation of group behavior (Bartram et al., 2021). According to Hogg and Terry (2000), the approach of social categorization involves an employee's intellectual integration of their identity to the inside-group template, leading to decentralization of their perception of themselves. In order to better understand the presence of organizational groups and the possibility of communication between these organizational groups, the social categorization theory has been initially developed. Social categories are seen as cognitive groups of oneself and some class of stimuli as the same (identical, similar, equivalent, interchangeable, and so on) in contrast to some other class of stimuli. The mechanism of classification is becoming increasingly general and abstract, as well as and classifications are arranged according to their degrees of generalization. According to the social categorization theory, the classifications of human identity, social identity, and personal identity are the three basic degrees of categorization that determine one's perception of oneself. The social identification degree is a middle stage of classification that distinguishes oneself as an individual of an in-group (a social group that one belongs to) compared to an out-group (a group that one does not belong to) (Hornsey & Hogg, 2000). It is possible to categorize people into an unlimited number of different social groups.

According to the social categorization theory, the criteria for classification in any particular situation are accessible and appropriateness. A social category is considered to be well-fitted if it reduces differences within groups and increases intergroup distinctions. Appropriateness refers to the extent to which the provided social category is descriptive of social reality and represents true variations. Additionally, the ease of access of a classification, referred to as perceiver preparedness, which is a reflection of the employee's previous knowledge, attitudes, objectives, and desires, is strongly related to their utilization of that classification (Voci, 2006).

There are two basic goals for the social categorization mechanism. It first helps to separate and organize the social context. The second goal, is the ability to position oneself inside that social setting, which allows the employees to identify themselves. Social self-identification is the process of defining oneself with regard to other people in that organizational group (Ashforth & Mael, 1989). When individuals encounter someone, they utilize social classification to determine that person's social status and to determine if they belong to an in-group or out-group. When employees working in an unfamiliar setting do not connect with the locals, they are seen as belonging to an outside group, which can lead to perceptual and psychological prejudices that reduce overall group effective performance. While having the ability establish a connection with the host nation could promote conformity to that group's social standards (Cronin et al., 2011).

1.1.3 Self-Categorization Theory

According to SIT as well as its expansion SCT, an employee's self-concept is formed by his awareness of his affiliation in a social group, as well as the intrinsic worth and emotional importance associated with that participation (Mell et al., 2020). For the purpose of trying to clarify the particular features that individuals connect with ingroups and outgroups, the SCT investigates whether social distinctions determine the universal characteristics of groups. By emphasizing contradictions and distinctions, particularly intergroup variations in relation to intragroup distinctions, these prototypes are produced in a psychological matter. Stronger group attractiveness is a result of more apparent more distinctive group prototypes. Group attractiveness describes a condition in which a category's characteristics provide the impression that it is an integrated, well-organized entity that is different from other types of entities (Hamilton & Sherman, 1996). According to the other groups that are being contrasted to and which features or qualities are most significant, several prototypical representations of a given group will be used. Since ingroup prototypes differentiate against target outgroups, they frequently exhibit intergroup prejudices by capturing idealized traits instead of real ones (Abrams & Hogg, 2010). Considering that identifying with the group has significant implications for perception, inspiration, and behaviors, the social psychology research shows that social identification could be strongly linked to mental autonomy (Bartram et al., 2021).

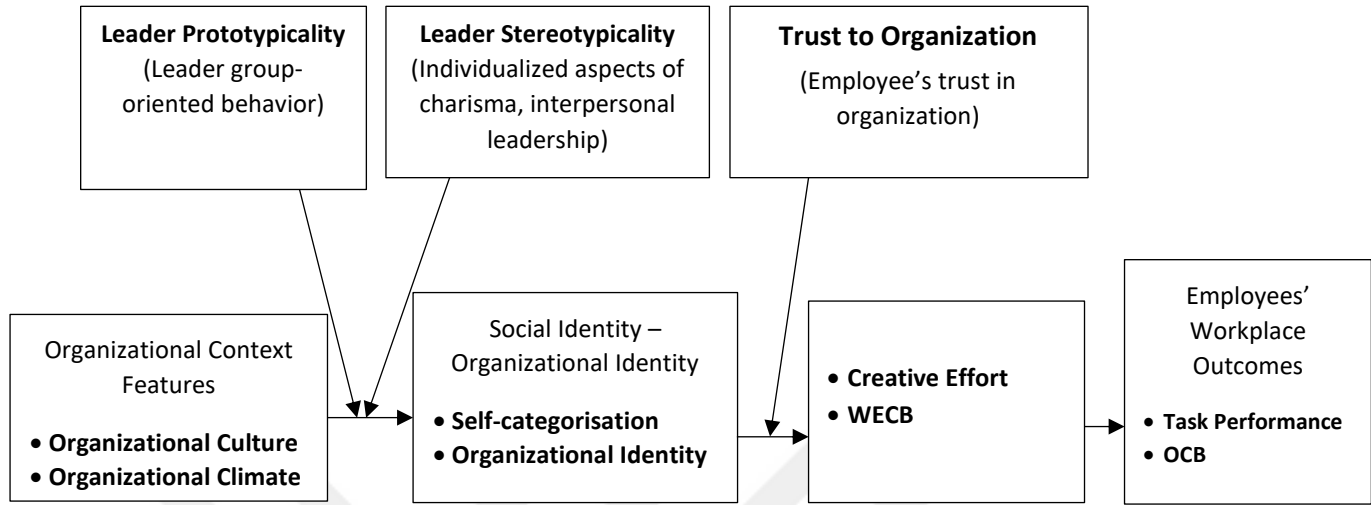
Employees define themselves and other employees based on how closely they are considered as fitting into an identity pattern (Powell & Baker, 2017). Individuals who belong to a certain organizational category are intuitively disconnected due to the fact that they are perceived as having the same social identity and accompanying organizational group symbolic features (Otten, 2003). Accordingly, stereotyping term is emerged. Stereotyping is the term used to describe the depersonalizing of individuals of outgroups. SCT's central premise is that, whenever affiliations to groups are prominent, categorization-based depersonalizing also produces self-stereotyping with respect to in-group characteristics (Hamilton & Sherman, 1996). Increased relating to, trust, and cooperation with individuals in the ingroup are fostered by recognized similarities inside the in-group as well (Abrams & Hogg, 2010).

The social classification process makes a contribution to two main goals. First, it facilitates the segmentation and self-categorization aspects of the SIT, resulting in to other significant advancements. The clarification of the social impact or referential informational impact theory was essential. This first emphasized group impact before becoming more closely associated with the approach of self-categorization later on (Abrams & Hogg, 1990). SCT is viewed as another important theoretical subordination theory that focuses on group unity and cohesiveness as a result. The psychological prominence of social identity was the subject of a third strain of this theory (Turner et al., 1994). Although the main premises of social identity and self-categorization theories match up, they possess separate conceptual focuses. The two approaches indicate that group distinctions cause the creation of inside group and outside groups according to these distinctions. The self-categorization approach, in particular, concentrates on negative interactions among groups, while the social identity approach concentrates on the causes of social classification. In other words, individual intrinsic need to feel like members of a certain social inside group and to have a sense of social belonging (De Meulenaere et al., 2022).

1.2 Research Constructs and the Developed Relationships

The sections 1.2.1 to 1.2.8 discuss and specify the constructs of this research, where the developed associations between these constructs and the suggested model are shown in figure1. The moderating factors in the current study are described in sections 1.3.1 to 1.3.3, along with an explanation of their regulatory effects and their boundary-setting behavior. Section 1.4 discusses this research hypothesis development. Research model is presented in figure 1, which depicts the relationships between research constructs.

Figure 1: Research Model



1.2.1 Organizational Culture

Scholars have suggested several definitions for the term of organizational culture component in management research and literature (Martin, 2001). In this research, organizational culture is typically defined as a set of common mental presuppositions that direct interpretations and conduct in organizations by determining acceptable conduct in a range of contexts. Ravasi and Schultz (2006) claim that these largely embedded presumptions and convictions are demonstrated and exhibited in an interconnected series of both official and unofficial behaviors and practices as well as observant oral, and tangible objects, which represent the most obvious, apparent, and perceived components of an organization's culture. Organizational culture could be described as a set of universally held fundamental beliefs that a particular group gained as it worked through issues with outside adaptability and integrating internally (Pinto et al., 2017). Culture serves as an ever-present evolving phenomenon which is continually produced and formed by how individuals communicate with others and influenced by leadership conduct, as well as a set of habits, frameworks, regulations, and standards that serve to both direct and control behavior (Schein, 2010). The shared values, conventions, opinions, and preconceptions that employees have throughout an organization that serve to guide their actions as they ought to function in order to successfully run organizational operations are referred to as organizational culture (Khedhaouria et al., 2020).

Organizational culture is generally thought to be passed down through generations and social groups. It is recognized as the fundamental foundation of behavior and constitutes the elements of the system of society. It comprises of the typical, value-related, conventional, religious, and

behavioral characteristics of a specific group of individuals (Akanji et al., 2020). The communal conditioning of the cognitive system that separates individuals from a particular community compared to others is known as culture. As a result, organizational culture is able to be described as a multifaceted, wide, and influential component of an organization (Adisa et al., 2017). In the literature on organizational theory, the concept of organizational culture has played a significant role in the analysis of organizational behavior. The concept of organizational culture has been linked increasingly with the study of organizations. Organizational culture serves as a conceptual link that connects between personal and group-level occurrences. Despite operating mainly through supporting the person's level process of sense-making, organizational culture is communicated and sustained at the group stage of assessment (Harris, 1994). Current understandings of organizational culture frequently center on the notion that culture is made up of an interconnected set of cultural reactions, such as customs, tales, artifacts, speech, and further, that reveal a fundamental framework of common interpretative convictions, presumptions, and norms (Ravasi & Schultz, 2006). Organizational culture has a positive significant impact on commitments to the organization, satisfaction with work, and performance among staff members (Purnama, 2013).

As an organization to approach efficient organizational achievement and function effectively, aspects of organizational structure like organizational culture and organizational climate are seen as critical factors. They are linked to organizational success, favorable results, low employee turnover, and satisfaction with service (Glisson, 2015). The overall structure of an organization is built upon by organizational culture, which provides a complicated knowledge of organizational aspects including empowering others (Sinha et al., 2016). Additionally, a higher degree of empowerment could end up when organizational workplace conditions are seen as a collection of social, physical, and psychological aspects of the organizations climate (Pradhan et al., 2017). Organizational culture is believed to set a particular organization apart from the rest and influence its employees views, beliefs, and feelings (Pinto et al., 2017). The standard language that people ought to utilize for understanding how to effectively address difficulties as a group is determined by organizational culture, which has a significant impact on how well organizations function. This makes organizational culture essential for better overall organizational performance (Khedhaouria et al., 2020). Organizational culture and organizational climate in an organization serve as a societal setting made up of connections between employees that both limit and encourage specific behaviors and exchanges. The organizational societal setting affects various behaviors, such as the adoption of creativity, participation, and work involvement (Aarons et al., 2012).

The links between organizational identity and organizational culture have mostly been studied conceptually in prior studies. An major source of self-other differentiation and an indication of organizational identity, according to supporters of the so-called social player technique, is

organizational culture (Whetten, 2006). These academics contend that distinctive principles, opinions, and customs can assist members of organizations in expressing their recognized distinctiveness and supporting identity assertions. Consequently, considering this angle, it is evident that organizational identity and culture are related. A specific culture could play a role in the solution to the identity issue: Who am I? What sort of business is this? (Ravasi & Schultz, 2006). Organizational culture is commonly described as a type of presumption held, unconsciously embraced by the group and determining how an individual feels, thinks, and reacts to their environment diversity. This is because the culture of the organization, as established by the top management, will be submitted across all present staff members throughout the organization (Hadiyatno, 2018).

1.2.2 Organizational Climate

Organizational climate is a term used to describe how staff members in a certain organization see the environment within that organization. In other words, organizational climate refers to how individuals perceive their workplace's functional environment (Phina et al., 2021). According to Burton et al. (2004), organizational climate is a combination of what workers think of the organization they work for, involving the degree of trust, disagreement, spirits, incentive equity, trustworthiness of the leaders, and resistance toward change. Individuals' impressions of every dimension of their workplace impact motivation and behaviour, and these opinions can be assessed to determine the organizational climate (Hadiyatno, 2018). The common opinions, feelings, and perceptions of people in the organization about the organization's essential characteristics convey the prevailing standards, beliefs, and perspectives of the organization's culture and have an effect on employees' conduct either favorably or adversely (Moradi & Beigi, 2020). Research on organizational climates reveals that they are key psychological functions in personnel management (Shen & Zhang, 2019). There are associations between the perceptions of several aspects of organizational culture and organizational climate and organizational workplace outcomes (Johnson & McIntye, 1998).

Indeed, the attitude individuals have toward their employer can be referred to as the organizational climate. In other words, organizational climate refers to employees' perceptions of how their organization operates. Further, organizational climate refers to the psychological as well as social atmosphere that characterizes a particular organization. The way that employees in an organization view and acknowledge their personal surroundings from an attitude and value perspective is called the organizational climate (Phina et al., 2021). Because of the diversity of employees' opinions and evaluations as well as the organizational climate's characteristics, a number of academics have referred to organizational climate as a multidimensional entity. According to Noordin et al. (2010), there is widespread recognition that organizational climate is a multiple-

dimensional notion and that it may be represented by a number of common characteristics. An organization's climate can be influenced by a variety of elements, such as independence, tension, supervision, appreciation, truthfulness, job experience, ages, position as well procedures, job descriptions, and responsibilities (Hart et al., 2000). Leadership style, involvement in taking decisions, and styles of communication are additional aspects. Other factors are making for pleasant work environments, an appropriate job ladder, and growth opportunities for individuals by giving them difficult duties, lowering feeling bored and dissatisfaction, and administrative rules (Hadiyatno, 2018).

Organizational climate has emerged as a crucial element that has received a lot of discussion and focus in research on the behavior of organizations (Burton et al., 2004; James et al., 2008; Glisson, 2015; Marinova et al., 2019; Bartram et al., 2021; Ephraim & Renthlei, 2021). Nevertheless, considering into account connections, a feeling of belonging, and the execution of tasks, organizational climate has a significant influence on individuals' perceptions (Obeng et al., 2021). The common opinions regarding organizational regulations, standards, and processes could potentially be utilized to describe organizational climate. Additionally, it is believed that organizational climate refers to how individuals perceive their actual working conditions, which include the organization's characteristics and their connections with one another (Schneider et al., 2013).

Organizational climate has served as a major focus of academic and professional studies throughout the past. As a result of its outstanding contribution to supervising operations, it is believed to be extremely important to an organization's sustainability (Shen & Zhang, 2019). Having a positive organizational climate is seen to be crucial to creating a productive workplace. The effects of organizational climate on employees' organizational behavior is confirmed to be greater with regard to relationships with others, job achievement, and overall results of the organization (Jung & Ali, 2017). Additionally, it is apparent that all aspects of organizational climate have an impact on how individuals in the organization are evaluated and performed, and therefore, as a result, organizational climate is connected to job achievements (Obeng et al., 2021).

1.2.3 Self-categorisation

SIT and SCT are part of the social identity approach in the discipline of social psychological research. According to this approach, the primary mechanism responsible for coordinated action is the individual's categorisation as an integral component of the group (Adam-Troian et al., 2021). According to SIT, social identity refers to the facets of a person's self-perception that stem from the societal groups that they identify with. The social identification perspective has maintained that there

exists a connection concerning organizational outcomes and social identity (Haslam et al., 2013). Individuals' perceptions of self as well as what matters about their lives are shaped by their social identities, which may also be a significant generator of societal assistance (Steffens et al., 2016a). In fact, individuals have a tendency to evaluate others with greater approval and with greater trust whenever they develop a relationship to them as fellow individuals in their own community, as well as to react to their speech with greater positivity (Haslam & Ellemers, 2005). The relationship involving social identities along with the way social others are treated was specifically examined by SIT, whereas the purpose of SCT was to clarify the way these social identities were initially established (Cargile, 2017).

According to SCT, the conceptual procedures of categorizing, once employed on oneself, results in a feeling of identifying to a social classification or grouping and generates a variety of reactions which individuals identify with belonging to that group, such as nationalism, stereotypes, and compliance (Hogg, 2001). The SCT is a theoretical framework from social psychology that explains how an individual in accordance with specific conditions would see sets of individuals, involving oneself as a group. Furthermore, the effects of viewing individuals via a group lens. Self-categorization can be understood as a broad examination of the way societal cognition and communication mechanisms work, including both group dynamics and aspects of personal identity (Haslam et al., 1997). SIT specifically examined the relationship between social identities and the way others in society are treated, whereas SCT attempted to understand the process by which these social identities were initially determined (Cargile, 2017). One of the concepts that emerges from SCT is depersonalization which describes a practice of self-stereotyping. This is the point at which individuals begin to perceive themselves less as distinct individuals characterized by distinct characteristics from outsiders and greater as identical models of a social category due to societal categorization popularity and subsequent emphasis (Treppe & Loy, 2017).

People classify themselves and other people based on how closely they are considered as fitting into an identity pattern (Powell & Baker, 2017). Individuals behave as part of a group in this way, and SCT aims to clarify the conditions that cause individuals to move alongside this sense of belonging to their group (Cargile, 2017). Being a group member requires an employee to categorize himself in a way that changes his perception of himself and puts him under the control of a group prototype that dictates the way he should experience, believe, and behave as well as how other people should see and communicate with him (Hogg, 2007). Self-categorization explores the consequences of individual's self-definition as both private and collective beings, including the circumstances under which it occurs. It also looks at the way this variation in self-perception from personal concept to overall group's one affects the comprehension of psychological processes and behavior (Turner & Reynolds, 2011). According to the self-categorization concept, and employees become drawn to a

group greater when they see themselves as higher prototypical members of that group. Identifying oneself to be a staff member validates one's identity as it emphasizes how one stands apart from a lot of workers (Schaubroeck et al., 2022). Therefore, employees can view themselves as distinct personalities or as a component of a social group, according to self-categorization. The self-categorization describes how employees identify themselves as personalities or group beings and the consequences of these views in various contexts. According to self-categorization, it is essential to comprehend the psychological aspects of one's identity in relation to the belonging groups and affiliation. An employee's perception of self and personal interest get intricately linked to the well-being and goals of the group by means of the mechanisms of self-categorization (Hogg, 2007).

Scholars of SIT have concentrated on a shared self-perception, or social identity which is known in this context. Self-categorization is essential to the development of social identities (Piening et al., 2020). The principle of self-categorization facilitates in an analysis of the consequent transitions between an individual's and a group's self-concept (Cargile, 2017). One very significant branch of SIT is self-categorization. Based on self-categorization classifications are consciously arranged based on prototypical features. A prototype feature is an intellectual perception of characteristics that characterize and specify group traits so reducing ambiguity and providing sense to employee's participation in the group (Schaubroeck et al., 2022). According to the self-categorization, assigning affiliations to groups based on external features may result in in-group and out-group differences that encourage multiculturalism and preference for employees within-group (Reynolds et al., 2003). Expanding upon the SCT, a higher degree of compatibility is achieved when individuals think that the social structure of their firm aligns with their personal aspirations (Ghosh, 2018). It is recognized that in the context of self-categorization, aggregate identification encompasses the social identification which makes up employees' view of themselves and is distinct from the unique or particular characteristics which characterize someone (Reynolds et al., 2003). An employee's intellectual engagement is enhanced by the self-categorization operation, that also encourages depersonalization and favorable inside-group beliefs, cohesiveness, compassion, and psychological transmission through the group's internal prototypes. Employees tend to be more inclined to go above and beyond in such circumstances to support the group (Bartram et al., 2021).

In accordance to SCT, people tend to organize themselves and other people under groups assuming the classification criteria have sense and significance for them. In this sense, a community that makes up social entities is divided into categories for example elderly and younger individuals by an assortment of traits as ages. Moreover, as social conduct is shaped by group categorizing, SCT thus seeks to explore the effects of viewing individuals through a group lens (Oliveira & Cardoso, 2018). According to the theory of self-categorization, people believe that while people in the outgroup are different from them, they are identical to other people in their own group when it comes

to of principles, opinions, and views (Piening et al., 2020). Situational identification can also refer to an employee's self-categorization being an example of a particular group. Profound structural identification, on the other hand, refers to the incorporation of the oneself and place of employment providing a link connecting the employee and the organization (Ghosh, 2018). Employees try to find their place in their social setting and minimize ambiguity by classifying themselves as well as others within distinct social groups or classifications (Piening et al., 2020). It is maintained that identity unification demands that individuals of a group identify as belonging to the same group based on the SCT (Reynolds et al., 2003).

1.2.4 Organizational Identity

The response to the question, "what kind of person are we in terms of an organization?" represents our organizational identity. What is important, unique, and durable regarding an organization is commonly specified to as its organizational identity, where important aspects are those that represent the organization's main goals, fundamental principles, or desirable behaviors (Beus et al., 2020). Social identity theories as well as studies state that organizational identification enables people from two distinct divisions to view one another as a more comprehensive 'we' instead of as 'us' against 'them'. People who identify with their organization are more likely to trust it, to think deeply about the assets possessed in various parts, as well as to advance in the social hierarchy within it (Gray et al., 2019). According to SIT and SCT, a person's perception is influenced by his affiliations in organizational groupings that include the organization itself along with the task groups, associations, sections, or work classifications nested inside it (Mell et al., 2020). Identity is typically ascribed to in an organization as a fundamental concept which is essential to comprehending both personal and group behavior. The common views of individuals regarding the unique, essential, and comparatively stable characteristics of the organization constitute its organizational identity (Piening et al., 2020).

A shared organizational identity plays an essential role in helping employees' effective interaction (Powell & Baker, 2017). Organizational individuals' perceptions of their own organizational identities are thought to be socially produced phenomena with adaptable relevance which applies to each one's self as well as the group. In other words, people are driven to generate opinions about the core values associated with their organizations, along with these opinions may spread throughout the workforce in order to influence collective cognition and conduct (Beus et al., 2020). The degree whereby information obtained from different departments is regarded with respect increases with organizational identification, which in turn improves views of the potential advantages of an entirely novel through department connections (Gray et al., 2019). When it comes to how well an organization can fulfill identity objectives like reducing ambiguity, desiring to evaluate one's self favorably, or desiring one's perception of oneself to be consistent over time and in different contexts,

individuals' assessments of the organization heavily depend on organizational identity (Piening et al., 2020).

One way to see organizational identity is as an underlying structure that shows up as a particular form of disputation and agreement that essentially hides opposing opinions or views (Jacobs et al., 2021). Organizational identity is conceived as the organizational counterpart to self-identity at the personal scale. In other words, refers to a sense of a shared identity that fulfills employees' demand for a favorable self-image and allows them to place the organization distinctively throughout a social setting (Cloutier & Ravasi, 2020). When it comes to framing organization's decision-making processes and activities, organizational identity is able to serve as an integrated guideline that defines what the organization represents in the minds as well as the hearts of its employees (Kouamé et al., 2022). One way to conceptualize organizational identity involves considering the traits employees use to express how they perceive their organization. In addition, it is possible to think of organizational identity as reflecting the characteristics of personal level identity, meaning that, similar to persons, companies may possess social, interpersonal, and individualized identities (Cloutier & Ravasi, 2020).

Initially, organizational identity was interpreted simply the core, unique, and lasting traits of an organization, where the term 'lasting' by the definition implies endurance across time (Kouamé et al., 2022). The declared mission, beliefs, objectives, and actions of the organization all portray its organizational identity, which affects the way various individuals view the organization and determine their willingness to do business with it (Cloutier & Ravasi, 2020). Power dynamics that govern employees' distinct personalities are interconnected to the deeper implications of an organizational identity. While definitions assigned to the collaborative activities are referred to organizational identity, definitions assigned to one's own self are referred to individual identity (Hein & Ansari, 2022). Instead of being a concept set in stone which an organization possesses, organizational identity might be understood as a continuous achievement or development that continues evolving (Kouamé et al., 2022).

According to this perspective, instead of standing still, organizational identity endures through continuation and adaptable flexibility (Kouamé et al., 2022). Identification activity refers to the process by which people develop, present, and maintain distinctive identities which are consistent with or beneficial to their perception of oneself (Hein & Ansari, 2022). It is maintained, based on the social identity approach, that employees' opinions of how they are treated personally by their bosses develop a sense of organizational identity (Schaubroeck et al., 2022). Organizational identity work, such as the expressive, intellectual, and social mechanisms that assist people or organizations in

developing, sustaining, disseminating, and updating formalized statements regarding what the organization they work for is as well as represents, is how an organizational identity is maintained and updated (Hein & Ansari, 2022). Employees who strongly identify with an organization are therefore a greater likelihood to interact deliberately with both the organization and the larger community, since this provides as a foundation for favourable ideas and feelings through which they generate to connect their identities as individuals to that of members of the society they are working for (Schaubroeck et al., 2022). The connection among an individual's societal identity as being an employee of the organization and their individual identity is referred to an organizational identity. Consequently, organizational identification encourages acts that demonstrate interaction with employees of the organization, such as workplace creativity, and strengthens their ties to the larger cultures and social integration (Schaubroeck et al., 2022).

1.2.5 Creative Effort

Employees' creativity is essential for many organizations which depend on, in order to obtain competitive advantage, adaptation, and survival. Research on organizational employees' creative efforts has gained increasing attention (Hirst et al., 2009). The process of combining multiple ideas in order to create a completely original concept is called creativity (Ephraim & Renthlei, 2021). The rate to which individuals conduct creatively in organizations is, according to some scholars, significantly influenced by contextual circumstances. Moreover, depending on the inventive characteristics of the personnel, the effects of all of these variables and practices are subject to variation (Zhou, 2003). Creativity is a vital part of growth in organizations, effectiveness, and sustainability (Ribeiro et al., 2018).

This research employed one of the common definitions of employees' creativity, which is in accordance with earlier studies as well as theories (Amabile et al., 1996; Chang et al., 2012; Anderson et al., 2014; Ribeiro et al., 2018). Individuals' innovative and practical suggestions about practices and methods employed within the workplace are referred to as creative efforts (Amabile, 1988). According to this definition, employees' creative efforts differs from organizational innovation in that employees' creative efforts involve the development of ideas by workers individually, in contrast to organizational innovation involves the development and execution of ideas across the organization. As a result, organizational innovation frequently has its beginnings as a result of individual's creative efforts (Oldham & Cummings, 1996).

Encouraged by the increased importance of innovation research, research on creativity has become an accepted field of management and organizational studies. In addition, employees' creativity has long been the domain of psychological research (Ford, 1996). It was a field of study in

which seminal contributions to art or science were investigated. Early efforts to understand creativity focused primarily on the individual characteristics of the employees (Reuter et al., 2005). As people realize the value of creativity and being motivated to promote it, a greater number of creative individuals are being employed, particularly in leadership roles (Deng & Guan, 2017). Creativity is increasingly significant in organizational operations since it is critical to organizational development, achievement, and competitiveness (Zhang et al., 2020).

In this research, social identity investigation is used to estimate individual's creative efforts. Research hypothesis is that organizational identification (self-categorization and organizational identity) leads to greater employees' creative efforts. Furthermore, it is hypothesized that, the relationships between organizational context features and employees' creative efforts are mediated by organizational identification constructs.

1.2.6 Willingness to Engage in Cooperative Behavior

Cooperative behaviors go above and beyond what is anticipated and they come from the individual group member and not the group itself. The research in organizational psychology clearly demonstrates that individuals' desire to engage in these cooperative behaviors is related to the survival of organizations (Tyler & Blader, 2001). Engagement in cooperative behaviors entails the deliberate application of individual efforts toward the completion of associated tasks. Engagement in cooperative behaviors is usually highly required because engagement and affiliation are crucial for teamwork effectiveness (Brueller & Carmeli, 2011). In such an organization, team cooperation has been cited as a major predictor of team success in a number of earlier studies (Dukerich et al., 2002; Tauer & Harackiewicz, 2004; Lee et al., 2011; Sardjono et al., 2014). Moreover, organizational cooperation is seen as an essential team activity and has been connected to team effectiveness (Lin et al., 2017). Previous studies have shown that such concrete support from other employees lowers the barriers personnel must overcome in order to complete their duties, thereby increasing their effectiveness and task performance (Tsai et al., 2007).

Creating an environment that encourages the engagement in cooperative behaviors and coordinating towards achieving objectives represents one of the management's key responsibilities in an organization (Amin et al., 2018). In light of the growing technological complexity and worldwide competition, organizations are trying to enhance coordination at the organizational internal level, and decrease redundancies by fostering the employees to achieve organizational tasks jointly. Employees' abilities to share knowledge and information and provide unique competencies for achieving organizational tasks are becoming more and more important indicators of how effectively they can contribute as individuals (Chatman & Spataro, 2005). Organizations require

workers who are willing to go beyond merely following already established management's pattern; they require collaborators who will put forth the effort necessary to achieve the organization's objectives (Deng & Guan, 2017). The inspirational forces behind teamwork are referred to as cooperative behaviors (Lin et al., 2017). An important aspect of collaboration is organizational cooperation, which encompasses the motivating factors required for improved organizational performance (Salas et al., 2015).

Organizational interactions are influenced by various factors. Organizational identification encourages cooperative acts toward other employees because the idea of belonging to the identical community indicates an interest for common welfare and, as a result, a willingness to contribute to the success of not just oneself but also of other employees (Mell et al., 2020). The group's individuals' willingness to offer their own assets to the organization is strengthened by the feeling of unity which grows among them. As employees interact, contribute expertise, and build their talents, this approach could assist employees become more skilled (Bartram et al., 2021). Employees that feel deeply connected with their workplaces have a greater probability to be involved at work and participate in cooperative behaviors (Buil et al., 2019).

Being a part of a group that is thought to possess qualities that are regarded favorably by society makes its individuals pleased with their organization. Therefore, organizational identity predicts employees' WECB. Since most group individuals have similarities to one another, they are highly inclined to collaborate and trust one another than when they deal with different other individuals (Reinwald & Kunze, 2020). Prior studies have shown that organizational identification entails enhancing one's affiliation to an organizational group and amplifies the effects of group stresses on a person's beliefs and behaviors (Ashforth et al., 2008). Hence, the employee may experience greater assurance, collaboration, and affiliation as a result of organizational identification with his organization. Therefore, it makes sense to draw the conclusion that an employee's tendency to participate in work cooperative activities will depend on the degree of identification (Wan-Huggins et al., 1998). Strong organizational identification is connected with in-group preferences and a greater readiness to collaborate and interact with their coworkers (Porck et al., 2020).

Associations between engagement in cooperative behavior and targeted organizational team outcomes have been experimentally proven by prior research (Lin et al., 2017). Particularly, organizational teams that confirm they can achieve their goals head for working harder and taking more calculated risks. Moreover, these organizational teams' individuals perform better and feel more satisfaction (Salas et al., 2015). The relationship between staff member assistance and support, on

the one hand, and task performance, on the other hand, is supported by a number of experimental studies (Tsai et al., 2007).

1.2.7 Task Performance

Completing official employment necessities such as the previously set stated workplace processes, is referred to as task performance. It refers to a form of in role and non discretionary conduct with an emphasis on effectiveness. Within that setting and others involving medium- to low-skilled employment roles, creativity is an extra-role, voluntary conduct that refers to the development of creative and beneficial thoughts that support innovations (Yu & Frenkel, 2013). In this section task performance is identified as the whole contribution an individual provides to the objectives of the organization through their range of actions, in both direct and indirect ways (Rich et al., 2010). Task performance is the efficiency with which individuals performing a task contributing to the technological basis of the organization, either through direct contribution by carrying out a portion of its technological operations or through indirect contributions by supplying it with the resources that it actually requires (Borman & Motowidlo, 1997).

Task performance refers to an individual worker's efficiency in comparison to his coworkers in a variety of work-related activities and results (Buil et al., 2019). Several combinations of actions that each contributes differently to an organization composes an employee's performance on the job. The initial specific component of job performance is task performance, which can be characterized as the actions taken to carry out essential duties or to contribute directly to the completion of essential tasks related to an organization's technological core (Motowidlo et al., 1997). The conduct patterns that make up task performance are well-established, essential to any certain work, well recognized, and have remained largely constant across time (Rich et al., 2010).

The entire anticipated benefit to the organization of each distinct conduct that an employee engages in through a regular period of time is what is referred to as job performance (Motowidlo, 2003). The notion that performance is a behavior-related attribute constitutes one of this definition's key concepts. It is specifically an accumulated attribute of various distinct activities that take place over a period of time. Another crucial concept is that behavior's anticipated benefit to the organization is the aspect by which performance is referring to (Motowidlo et al., 1997). According to this definition, a task performance concept is a variable that makes a distinction across a variety of behavioral activities accomplished by various people and between collections of behaviors conducted out by an identical person over several periods. The difference is predicated on the likelihood that the collective combination of actions will enhance or undermine organizational

performance. Performance variation is, in brief, a variation in the anticipated organizational effectiveness of conduct (Motowidlo, 2003).

1.2.8 Organizational Citizenship Behavior

Prior studies have employed the concept of OCB to characterize work behavior that is in a particular way within the scope of conventional assessments of workplace performance. Theoretical interest to this behavior at work continues to rise as the issue of worldwide competitiveness emphasizes the significance of organizational creativity, adaptability, profitability, and response to evolving circumstances outside the organization (Van Dyne et al., 1994). OCB is described as personal conduct that is voluntary, not instantly or formally acknowledged by the established system of rewards, and that overall enhances the efficient operation of the organization (D'intino et al., 2002). OCB refers to individual actions that are not formally rewarded or clearly acknowledged (Daily et al., 2009). OCB can be thought of as social conduct that is optional for a person to engage with, when the official system of rewards does not either explicitly or implicitly clearly identify and fully play a role in an organization's efficient functioning (Fitrio et al., 2020).

Previous research, both theoretical and empirical, has examined at two different aspects of employee's performance: achievement in roles as well as achievement outside of roles. Conduct patterns that either directly or indirectly belong to the organization's objectives and are typically included in the job description of an employee are referred to as in role performance, which is also referred to as task performance. These actions frequently depend on the position of employment. Extra role achievement, in the opposite case, can be defined as a particular type of personal achievement including actions that benefit the organization though are not often part of an employee's job description. These seem to be consistent practices throughout all employment positions (Bergeron, 2007). Based on existing research, OCB refers to actions taken by employees that assist and benefits the organization (Deng & Guan, 2017).

Based on previous studies which highlighted the discretionary aspect of OCB by defining it as positive conduct which is not specified in an employment-related official job description, including supporting staff members with their duties, supporting others in acquiring something new, helping others to do activities that advantage the workplace groups, and directing new staff members (Van Dyne & Ang, 1998). As a result, OCB can be seen as a behavioral sign of how employees are reacting to their working conditions.

OCB involves an employee's conduct that is voluntary, not specifically acknowledged by the official system of awards, and, in the overall, supports the organization's efficiency and effectiveness (Buil et al., 2019). According to Bergeron (2005), both employees as well as organizations can benefit from OCB. Several research has examined into the connection between OCB and employment results including assessment of achievement and incentives (Kelloway et al., 2002; Bolino & Turnley, 2005; Anuja et al., 2016; Ribeiro et al., 2018; Marinova et al., 2019). Employees who believe they are regarded properly by their employers go above and beyond the bare expectations of their positions to assist their organization and other individuals. Contrarily, when people like contract employees believe that organizations see them as something that's short-term, reusable, or immediate, they respond by doing simply the necessary tasks and limiting their citizenship conducts (Van Dyne & Ang, 1998).

An individual's specific concern for the environment is likely to be the best indicator of one's tendency toward participating in OCB's activities, according to Daily et al.'s (2009). Employees form profound connections with organizations when psychological agreements involve a lot of incentives from them, and they then respond through their contributions to the organization. Their contributions consist of submission, devotion, and teamwork. Conversely, when psychological agreements tend to be fewer favorable, employees respond by acting fewer OCB. As a result, adopting voluntary conduct like corporate citizenship is a psychological reaction to the incentives offered by an organization (Van Dyne & Ang, 1998).

Employees' extra role acts are able to be differentiated from in role conduct, according to recent findings from organizational studies on citizenship behavior. Moreover, these variations between behaviors outside of role are significant to staff members and supervisors (D'intino et al., 2002). A significant amount of earlier research on citizenship behavior concentrated on OCB that were broadly relevant throughout various organizations and roles (Kelloway, 2002; Bolino & Turnley, 2005; Anuja et al., 2016). The area of such on an individual basis citizenship performances is therefore rather large and requires additional exploration (Daily et al., 2009). When employees act in a way that goes above what is required of them in their jobs and the organization as a whole, they are engaging in OCB. Thus that there is no organizational incentive program that, if used by staff members, would enhance the organization's performance (Fitrio et al., 2020). In conclusion, it appears that OCB benefits both the person and the group along with the organization. According research works, OCB enhances workgroup and the performance of organizations with respect to of general productivity, efficiency of operation, both quantity and quality of production, and satisfaction with clients (Bergeron, 2007). These OCB practices are important for the efficiency of organizations due to their ability to increase adaptability within an organization (Marinova et al., 2019). The causes that contribute to the development of OCB are interconnected and extremely complicated. The

following subjects will be addressed, and they include organizational culture, organizational climate, creativity and employees' WECEB.

1.3 Moderators of the Study

1.3.1 Leader Prototypicality

Latest relationship-based theories related to leadership aim to clarify how the leader affects followers actions and contextual elements like inside-group position and organizational culture by means of interactions in order to increase the effectiveness of leadership and fulfill desirable results for the organization. The improvement of followers' attitudes about a particular task or development is one long-term goal or outcome that a leader seeks to achieve. Due to the sense of a connection between mental state and task achievement in the real world and the theoretical relationships between thoughts, actions, and results that have obtained extensive research over many years, leaders strive for this good mindset (Van Knippenberg & Hogg, 2003).

The SIT of leadership was developed by Hogg (2001), who argued that group interactions and conventional conduct are the primary determinants of leadership. According to Hogg's (2001) study findings, leader prototypicality refers to the extent to which individuals perceive a leader in a given organization as an important part of the group who shares the group's objectives and conventional acts. Following individuals assert that the extent whereby a leader conforms to the template successfully encourages the employee's sense of self by offering a favorable assessment of the organizational group. According to the SIT, similarities elevate the degree of leader prototypicality and may impose attractive leadership traits on the leader (Van Knippenberg & Van Knippenberg, 2005).

The theory was subsequently developed into the social identity framework for leadership by Van Knippenberg and Hogg (2003). The extent to which a leader is thought to resemble or represent the group prototype is defined by this framework as leader prototypicality. Following employees are more likely to accept the notion that the leader's conduct and decisions are centered around groups and that the leader's objectives fit with the group objectives if the leader is seen to behave more like the prototype (Ashforth & Mael, 1989). Employees have a tendency to associate with a leader more easily if their destiny is comparable to that of the group, much as they do with a group with whom they have a common destiny.

The group individuals' perceptions of oneself is greatly improved if the leader strongly exemplifies the traits linked to the prototype. The ideal individuals in the group is represented by the prototype, and a leader who is thought to be reflecting of the prototypes promotes the qualities of the ideal individuals of the group. The employees identify with this ideal individual because they see a reflection of their ideal personality in that individual. This encouraging feedback helps the group individuals feel better about themselves (Hogg, 2001). Employees will have a favorable opinion of the leader, be more open to modifications, and be more motivated as a consequence of strong leader prototypicality. The following employees' results have been empirically proven to be closely associated with these factors (Wayne et al., 1999).

When in such an organization the perceived level of leader prototypicality is low, the follower approvals and evaluations of the leader are commonly decrease. Having a weaker sense of social affiliation, low prototypicality indicates a position of confusion or misunderstanding for the followers. As a result, the followers must use more of their cognitive resources to understand and comprehend the leader, their actions, and how they affect the individual in question. As a result, the followers must use more of their cognitive resources to understand and comprehend the leader, their actions, and how they affect the individual in question (Hogg & Terry, 2000). Due to these two concurrent situations, the person becomes doubtful and faces difficulties with their a sense of self. Because of this, lower leader prototypicality will increase opposition, provide obstacles, and result in difficulties to the leader's actions as the person assesses the more complicated circumstance and interacts intellectually with dangers to their own sense of self. Additionally, it has been demonstrated that these factors adversely impact followers organization's performance assessments (Van Knippenberg & Hogg, 2003; Tepper et al., 2006).

1.3.2 Leader Stereotypicality

Leader stereotypicality is an expression utilized to describe how much in a certain organization the leader is seen as possessing the qualities and traits deemed ideal in an effective leader (Hogg et al., 1998). In other words, the greater the traits and qualities associated with a particular leader, the greater admired, respected, and sought this leader will become. Previous research found that employees' endorsement and acceptance of their leaders were impacted by leader stereotypy as seen by those working within an organization (Cronshaw & Lord, 1987). In an extensive study, Cronshaw & Lord (1987) found that the characteristics of an effective leader that were perceived by the people who followed as appearing in every setting and conditions they looked at were: delaying behavior till making a decision, carefully planning what needed to be done, emphasizing the objectives of the group, coordinating group operations, and communicating expectations to the employees (Montes-Berges & Moya, 2009).

Indeed, an initial component that appears important for leader approval, adoption, and assessment relates to an understanding of the qualities seen suitable or appropriate for the leader. Moreover, it is anticipated that a leader's stereotypicality degree will influence how well-liked and respected they are by people who follow them (Epitropaki & Martin, 2005). Therefore, a leader who exhibits greater stereotypy is going to receive greater approval and acceptance. But according to earlier studies, this is not the only issue (Fiske, 1993; Abrams & Hogg, 2010; Cadinu et al., 2013; Oliveira & Cardoso, 2018). Additional other variables also have an impact on leader assessment. The shared emotional connection between the leader and those who follow him is one of the elements that influences the acceptance and appraisal of a leader in such an organization (Lord et al., 2001). To sum up, both leader stereotypicality (as what was previously discussed: the expression of features that follower employees prefer within their leaders) as well as mental similarities between the employees and their leaders have significant effects on the leader evaluation, acceptance, and endorsement (Montes-Berges & Moya, 2009).

Therefore, leader stereotypicality construct between groups was addressed through three stages. First, there is a high degree of stereotyping, meaning that the assumed leader largely possesses the desired traits (the suggestions are as follows: "The person you have to assess is very competent, is a very good listener, is very friendly and accessible, and very intelligent, very capable of getting the group to clarify its attitudes, and is very capable of making decisions about what is to be done and how to do it."). Second, medium stereotypiness: The leader exhibits these traits to some extent (using terms like "fairly competent or somewhat accessible."). Third, lack of stereotyping: The leader lacked any traits viewed as fitting of a leader (for instance, the leader was "not very competent"), (Hains et al., 2006).

1.3.3 Trust in Organization

A number of social science disciplines, including the fields of sociology, psychology, politics, economical studies, anthropological research, historical events, and sociobiology, have written about the construct of trust to organization (Lewicki & Wiethoff, 2006). The study of trust to organization has grown in importance across several academic fields, particularly in the management field as well as in ethics, psychology, sociology, and the economical research (Colquitt et al., 2007). Recent studies have shown that trust issues in organizational interactions are becoming more important on organizational researchers' schedules, which is justified by developments in society's social structure, an economical exchange associations, and organizational structures (Bijlsma & Koopman, 2003). The analysis of trust has emerged in a number of areas recently and has gained popularity as an area of research. Throughout the last twenty years, organizational trust especially has become a key topic in organizational study (Chiu & Chiang, 2019). One of the oldest academic explanations of the construct of trust to organization describes it as a person's hopeful anticipation regarding how

a situation will turn out. In past studies, trust was defined as an individual's irrational decision in the presence of an unknown event where the predicted loss was larger than the anticipated benefit (Hosmer, 1995). Trust is a broad behavioral intended purpose for accepting risk, however the actual result is putting oneself at risks (Mayer & Gavin, 2005). The development of trust through close conversations and connections between individuals is a crucial component of interpersonal associations (Tan & Tan, 2000). In interactions with others, trust serves as a facilitator to promote easy communication (Lount Jr & Pettit, 2012). The basic assessment one may make of a different individual is whether or not they are able to be trusted (Tasselli & Kilduff, 2018).

One of the factors influencing the tendency of individuals to collaborate with other individuals at the workplaces is trust between individuals (Lee et al., 2011). Trust between individuals is the readiness to be susceptible in the presence of a trustees in the hope that the trustees would fulfill a promise without exercising any kind of supervision (Schoorman et al., 2007). Regardless of having the capacity to observe or exert influence on the other party's activities, trust to organization can be described as the readiness of an individual to be exposed to the acts of a different individual in anticipation that the latter will take certain behaviors in the trustor's best interests (Mayer & Gavin, 2005). Given that vulnerability entails risk, this characterization of trust directly acknowledges the connection among trust to organization and the crucial problem of risks. As a result, among the trustor and trustee, trust to organization is built and progressively maintained. Additionally, it is a confident anticipation that is dependent on the potential results of other people's ultimate actions and necessitates the willingness to expose oneself to other people's vulnerability (Hosmer, 1995). Being trustworthy is crucial for the exchange of knowledge throughout especially tight links (Tasselli & Kilduff, 2018).

According to Mayer and Gavin's (2005) hypothesis, a trustor's genuine risk-taking in their interaction with the trustee determines the result of the trust in the organization. Increasing one's level of trust will encourage the trustor to take additional risks. Instead of just being ready to be exposed to risks, the trustor's actions really make the trustees open to vulnerability. The degree of trust is a reflection of how much risk a person is prepared to undertake, and trust is defined as the readiness to accept risks (Schoorman et al., 2007). Considering the necessity of coordinating among groups of individuals who are not related to one another, trust is essential to the broker function within organizations (Tasselli & Kilduff, 2018). Over the last few decades, several consensus-building notions concerning trust have arisen (Davis et al., 2000; Colquitt et al., 2007; Lount Jr & Pettit, 2012; Ghosh, 2018). Such agreements have given rise to the chance to identify differences and advance perceptions of trust at the same time. The majority of researchers acknowledge that the conception of risk is essential in the context of trust (Bijlsma & Koopman, 2003).

Maintaining a good identity is aided by a higher positive perception of one's position in-group. This indicates that subgroup differences can coexist with interpersonal bias, as employees' trust to organization and organizational identity can interact to drive willingness to collaborate and organizational outcomes (Reinwald & Kunze, 2020). Trust is believed to decrease people's uncertainty in interpersonal interactions, improving the level of social interactions through mechanisms that make it easier for employees to obtain information, assistance, and additional assets (Schaubroeck et al., 2013). In earlier studies, it was hypothesized that trust had a significant impact on behaviors such as job performance, employees satisfaction, commitment to the organization, cooperative behaviors, and OCB (Bijlsma & Koopman, 2003; Lewicki & Wiethoff, 2006; Chiu & Chiang, 2019). The relationship between organizational performance and human resource management techniques, attitudes among staff members, leadership and performance in the organization, and OCB is also influenced by trust (Chiu & Chiang, 2019). Because trust in an organization represents a consistent character feature in the trustor, the mutual dependence of the two sides lowers the possibility of harm and promotes continued beneficent conduct. There seems to be convincing proof that trust in organization influences OCB and the overall performances of groups, and as a result, trust in organization and OCB are clearly related (Mayer & Gavin, 2005).

Scholars, along with professionals and advisors in business, believe that trust to organization to be a crucial construct. There seems to be a broad consensus regarding the significance of trust to organization in human behavior (Hosmer, 1995). Since interpersonal trust is the fundamental building block of social interaction in organizations, researchers tend to utilize trust thoughts to put into practice the impacts of social transactions (Schaubroeck et al., 2013). Numerous research has investigated at the connections among trust in organization and each of OCB and organizational performance. There is an association connecting trust to organization and successful achievements within an organization, according to a number of research done in workplaces (Mayer & Gavin, 2005). To be able to make decisions regarding accepting risks, opinions about others as well as the potential risks involved in the actions under consideration have to be analyzed (Schoorman et al., 2007). The feeling of perceived responsibility in high-quality interactions serves as an amplifier of motivation for employees to put out greater effort on to support their leaders and other members of the group when there is a substantial, beneficial connection among personal performance and group overall objective achievement (Schaubroeck et al., 2013).

Trust would therefore, when established, serve as a valuable accelerator for interacting with others. As an example, in groups within organizations, individuals who trust each other are more probable to participate in transparent interaction, and this is believed to result in an improved awareness of each other's capabilities and deficiencies. The group individuals' increased willingness to lend assistance as well as encouragement to other group individuals is an additional advantage of

trust to the organization. From the other side, individuals who don't trust one another are more probably to withhold or deform the knowledge and assets required for productive cooperation (Lee et al., 2011). To summarize, due to the amount of effort and time invested on self preserving measures, individuals that are reluctant to be susceptible to upper management become less ready to make a contribution towards the organization. Having stated that, it's critical to keep in mind that, in addition to a staff members capacity for attentional concentrate on the tasks at hand, other aspects are well-known to have an impact on task performance (Mayer & Gavin, 2005). According to Schaubroeck et al. (2013), trust among coworkers is important for fresh or new employees' performance as well as the formation of psychological ties among them as well as the organization they work for. The normal, apparent results of trust to organization communications include straightforward interaction, recognizing other individuals' requirements, demonstrating kindness to everyone else, and helping other individuals achieve objectives (Lee et al., 2011).

1.4 Research Hypothesis Development

1.4.1. Research Hypotheses with Direct Effects

Earlier literature has contended that organizational culture can be seen as a type of social control that can function when individuals of a group or organization participate values, beliefs, and expectations related to a proper organizational behavior (Schein, 2010; Leithy, 2017; Joseph & Kibera, 2019; Khedhaouria, 2020). According to the most recent research, workplace behaviors and beliefs can be significantly influenced by the culture of the organization (Pinto et al., 2017). When individuals of an organization sustain strong cultural values they will be more accepted from their work colleagues. On the other hand, other individuals who diverge from such norms and values are gaining less acceptance. The key point to defining how organizational work is done is how much organizations or work groups focus attention on independence or interdependence (Chatman & Spataro, 2005). According to the level of value consistency and value contents that individuals of an organizational group share, Chuang et al.'s (2004) research has examined how organizational cultural strength and content directly affect intra-group conflict as well as how they moderate the association between the diversities of group and intra group conflict. Different definitions of the theory of culture have differently focused on its cognitive, behavioral, symbolic, value related, phonetic, historical, or geographic characteristics (Amin et al., 2018). According to the definition of social identity, it is the aspect of one's self-concept that results from his awareness of his affiliation in a social community, as well as the importance and emotional impact associated with such affiliation (Lee et al., 2015).

According to SIT, group identification and comparing is a way for people to improve or preserve their sense of self-worth, reduce self-perception unpredictability, and strike an equilibrium between their demands for affiliation and individuality (Adamovic et al., 2020). According to

Ashforth and Mael (1989), people can choose certain organizations to boost their feelings of self-worth (Younis & Hammad, 2020). The emphasis on prototypes in the theory of self-categorization enables some significant theoretical improvements in SIT that have immediate consequences for organizational settings like organizational culture (Hogg & Terry, 2000). Organizational context and group related process variables are frequently investigated in prior studies on self-categorization and group diversity. In a setting where conventional identifications have decreased and there are no borders, processes, or staff members, organizational identification which refers to the feeling of unity with or feeling of belonging to an organization, is believed to be more crucial (Yang et al., 2023). Social categorization boosts the perception of a person's resemblance to the appropriate inside-group prototype, and as a result, social categorization is the psychological foundation of group behavior (Bartram et al., 2021). Even though previous research has highlighted the primary influences of organizational settings on intra group self-categorization, it is crucial to look at the circumstantial elements that mitigate or enhance those influences, particularly the organizational culture (Chuang et al., 2004). It is expected that there will be a positive link between organizational culture and self-categorization because self-categorization presupposes that when employees self-categorize as group individuals, they tend to see themselves as similar to other individuals in the group, which is related to their beliefs and expectations of their group (Sindic & Condor, 2014).

H₁: Organizational culture is positively associated with self-categorization.

Understanding organizational climate in relation to employees' organizational outcomes has received a great deal of attention from academics in the organizational domain over the course of previous research. The term organizational climate refers to the aspect of the organizational context that includes all of the organizational actions and operations within an organization as they are seen by the members of the organization. Moreover, these organizational activities include organizational policies, relations and practices. Numerous important employees' outcomes, including work satisfaction, employee morale, job success, and OCB, have been shown to be strongly associated with the organizational climate (Willis et al., 2019). Social identification is a mechanism by which individuals come to identify themselves as members of a certain group (Bartram et al., 2021). The degree to which people characterize their identities with reference to an additional person, an association, or a group is known as identification (Cooper & Thatcher, 2010). In this study, it is proposed that the act of self-categorization enhances the perception of likeness to other individuals in the organization when one classifies oneself as an integral element of the group in question. Employees consequently focus on everything they share in connection with the other employees as they identify with the organization they work for (Brickson, 2000). The tendency for people to support people belonging to their own within-group and to discriminate in opposition to participants of other groups is a result of social identity (Adamovic et al., 2020). One of the goals of this study is to comprehend how self-categorization and organizational identity function as mediators in the

relationships between organizational climate, task performance, and OCB, where these mediating relationships are moderated by leader prototypicality and leader stereotypicality.

The social categorization has the important consequence which results in prototype based decentralization of oneself and other people. Individuals emphasize unfavorable stereotypes against different groups whereas highlighting beneficial perspectives that attribute to their particular group (De Meulenaere et al., 2022). Nevertheless, there is limited research investigating the associations between organizational climate and, social identification, and employees' self-categorization, and even less has been done on the psychological processes that might explain how and why organizational climate affects employees' self-categorization (Willis et al., 2019). The relevance of social relationships in organizational identification is highlighted by studies on social identity, which recognizes the role of human connection links in developing an identity (Yang et al., 2023). In order to determine whether social identification and self-categorization predict and mediate the associations between employees' views of organizational climate and their levels of task performance and OCB, this study has employed the social identity method. In line with prior research, it can be hypothesized that there is a positive association between organizational climate and self-categorization.

H₂: Organizational climate is positively associated with self-categorization.

A hierarchical social system consisting up of a number of individuals who works toward a common objective is known as an organization. SIT and SCT have been heavily referenced in studies on collective identification (Cooper & Thatcher, 2010). According to researchers, the organizational culture that is promoted in a particular organizational setting has a significant impact on how identity and identification play out in the workplace (Lee et al., 2015). In order for the organizational identity to make sense, according to Alvesson & Empson (2008), organizational individuals must largely concur that there are specific distinctive characteristics associated with the organization. Moreover, their organization stands out from others in particular ways over time, and its distinguishing characteristics set it apart in various contexts and across a wide range of themes, including actions, decisions, and policies. In accordance with earlier research, organizational identity refers to members' shared perceptions of their organization's subjective self-view, or their agreed-upon responses to the question, "Who are we?" (Brickson, 2000; Abrams & Hogg, 2004; 2010; Cooper & Thatcher, 2010; Whetten & Foreman, 2014). The manner in which employees describe themselves in their professional environment is represented by their position identity. For figuring out job opportunities, job identity can be thought of as a psychological orientation that supplies the inspiration, strategies, guidelines, and protocols for job advancement. (Yang et al., 2023). Considering that identifying with the group has significant implications for perception, inspiration, and behaviors, the social psychology research shows that social identification could be strongly linked to mental autonomy

(Bartram et al., 2021). Indeed, organizational identity is expressed as social claims about an organization (“This is who we are”), reflecting a shared understanding among authoritative sources of who the organization is, as a particular social player. Therefore, an organization’s identity is assumed to be central, enduring, and distinct (Whetten & Foreman, 2014). Being central implies that organizational identity is more associated with fundamental issues than ancillary ones. However, by enduring, it is intended that organizational identity is concentrated on those fundamental aspects that stand in the course of time rather than those that are transient. When an organization is said to be distinctive, it means that it has a collection of fundamental traits and qualities that define how it is similar to and different from other organizations (Whetten & Foreman, 2014). The experiences that the individuals of an organizational individual have within the organization contribute to the development of these organizational identity characteristics. As a result, these feelings of interconnectedness and common objectives and successes may be significantly affected by the organizational culture (Prati et al., 2009). Workers’ organizational identification is measured by how much they identify as being a part of the organization, conceptually integrating their individual and collective identities (Adamovic et al., 2020). Employees who have an intense sense of belonging with their workplace are encouraged to take an engaged position in their organization and outside society because they are able to build on a foundation of encouraging thoughts and feelings to connect their own identities with the group in question (Schaubroeck et al., 2022).

An employee’s worry for attaining social acceptance as a consequence of being employed for a particular organization belonging is referred to as social identity consciousness. People point to particular groups as a way to communicate and to be recognized by the larger community as well as to win social acceptability or popularity (Younis & Hammad, 2020). According to earlier studies, the family oriented association of organizational culture fosters a sense of connection between organizational members and the organization they are affiliated to, and motivates one to identify with it personally (Harris, 1994; Joseph & Kibera, 2019; Akanji et al., 2020). Moreover, the stronger the identification and the higher the cognitive, emotional, and behavioral components, the more the individuals come to see the organization as defining of their own self. The idea that organizational culture serves as a context for sense-making endeavors is, in fact, supported by earlier research (Hadiyatno, 2018; Li et al., 2018; Marinova et al., 2019). Organizational identity can be thought of as a cultural artifact that results from introspection, with cultural understandings serving as the definition of organizational identity. Employees’ organizational identities are heavily influenced by managers’ actions within an organization as well as the cultural values and beliefs (Prati et al., 2009). A strong culture is an effective instrument for driving behavior since it encourages people to perform more effective work (Purnama, 2013). The cultural norms of the organization serve as the foundation for its identity (Knorr & Hein-Pensel, 2022). According to Prati et al.’s (2009), organizational culture may have an impact on how people perceive their organization’s identity. Drawing on the above

review, it can be hypothesized that organizational culture and organizational identity are positively associated.

H₃: Organizational culture is positively associated with organizational identity.

Organizational climate refers to individuals' perceptions of their organizations. There are associations between the perceptions of several aspects of organizational culture and organizational climate and organizational workplace outcomes (Johnson & McIntye, 1998). Several research has handled the construct of organizational climate with varying definitions (Zhang & Liu, 2010; Willis et al., 2019; Zhang & Reynolds, 2020). The dominant conceptualization of climate is how individuals collectively perceive practices, events, and processes within an organization. Moreover, rather than being affective or evaluative, these individuals' views should primarily be descriptive. On the other hand, earlier research has indicated that there may be significant affective or evaluative components. These perceptions show how organizational work environments are cognitively evaluated and represented in terms of their significance to and meaning to individual workers in organizations, which is known as psychological climate analysis at an individual level (Patterson et al., 2005). As much as organizational climate studies have maintained since its inception that there is a causative connection among individuals' collective impressions of their workplace and the effectiveness of the organization (Whetten & Foreman, 2014). Research on organizational climates reveals that they are key psychological functions in personnel management (Shen & Zhang, 2019).

Several studies have provided definitions that assist in differentiating between organizational climate and organizational culture (Burton et al., 2004; Glisson, 2015; Adamovic et al., 2020; Bartram et al., 2021). Organizational climate is more behaviorally focused, whereas organizational culture refers to a collection of shared beliefs and norms held by organization's members that direct their interactivities with peers, clients, and management. Therefore, the workplace of the organization may exhibit organizational climates that are distinguished by, for instance, innovation, creativity, safety, and services. Accordingly, organizational climate characterizes how people view organizational rules, practices, and procedures as well as the interactions and actions that follow, that foster organizational innovation within the organization (Patterson et al., 2005). Therefore, it is possible to think of organizational climate as a surface-level side of organizational culture. It can be helpful for teamwork in their organizations to describe how people perceive the organizational climate by exploring organizational cultural values and assumptions in connection to individualism or collectivism. Previous research has indicated a connection between people's views of organizational climate and a number of significant organizational outcomes at the individual, group, and organizational levels (Marinova et al., 2019; Beus et al., 2020; Ephraim & Renthlei, 2021; Obeng et al., 2021). Job satisfaction, individual work success, organizational performance, and leader behavior and turnover intentions are some of these organizational outcomes (Patterson et al., 2005).

Organizational identification is the impression of unity as well as feeling of belonging to an organization when employees understand their own identity as members of the organization in which they are part of it (Mael & Ashforth, 1992). A feeling of emotional togetherness or harmony along with the organization is known as organizational identification (Yang et al., 2023). Organizational climate has been linked to a number of crucial work outcomes, to summarize this concept. Previous studies have shown a positive correlation between supervisory evaluations of performance and perceptions of a motivating and engaging organizational climate. Hence, it has been believed that organizational climate across organizational levels is associated with group process variables (Patterson et al., 2005). According to the research on organizational climate, it affects individuals' cognition and emotional conditions, leads them behaving in specific ways, and encourages them to demonstrate the behavior necessary for success in the workplace (Shen & Zhang, 2019). Beneficial results in organizations are linked to organizational identification, involving enhanced function and additional role actions, lower turnover desires, and collaborative actions which promote organizational objectives (Cooper & Thatcher, 2010). Group employees' common views of what is expected and aspirations related to various facets of life in an organization are reflected in organizational climates (Beus et al., 2020). Based on these studies, and drawing on the above review, it can be hypothesized that organizational climate is positively associated with organizational identity.

H₄: Organizational climate is positively associated with organizational identity.

According to Shalley & Gilson (2004), the definition of creativity is the generation of original and practical concepts for organizational processes, services, and products. The process, results, and end products of attempts to create and introduce new and improved methods of doing things are creativity and innovation in the workplace. The creation of ideas is referred to as the creativity part of this process, and the implementation of ideas into improved methods, practices, or products is referred to as innovation (Anderson et al., 2014). Because it is essential to organizational growth, organizational performance, organizational outcomes, and organizational competitive advantage, creative efforts are assumed to be more important in organizations. Earlier studies have focused a lot of attention on the factors that predict creative efforts, such as the personal qualities of workers that can be actively pursued through recruitment and the culture of the company, particularly in terms of an open mind to novel concepts and diversity (Chang et al., 2012; Deng & Guan, 2017; Zhang et al., 2020; Ephraim & Renthlei, 2021).

Employees' identities, which they obtain from belonging to social organizations, have a significant impact on how they behave (Steffens et al., 2016a). Employees with distinctive identities have a self-improvement objective that involves enjoying their identity and developing into greater examples of the identity they aspire to possess (Yang et al., 2023). Actually, every element of

behavior and thought is shaped and guided by the prominent norms of social groups along with the values, and ideals of these organizational groups (Ellemers, 2012). The recognized group prototypicality of other individuals affects the cohesiveness of a group, harmony, and the reactions that individuals have towards each other (Hogg & Terry, 2000). The prior research on self-categorization and social identity contends that individuals have the capacity to categorize themselves not only in terms of their own personal identities (as "I" and "me") but also in terms of their common social identities with other individuals (as "we" and "us"). Drawing on these assumptions, there is an insistence in the past literature that both organizational and individual variables influence creativity at work-place environment in the organization. In addition, there is evidence that when evaluating the outcomes of creative efforts, employees are more likely to find new ideas to be creative if they are in line with the norms and values of an ingroup and if they were developed by in-group individuals as opposed to individuals of an out-group (Steffens et al., 2016b). In other words, and according to earlier research, when the employees classify themselves in terms of a common social identity, this structures creativity in terms of how these employees produce and assess creative works (Haslam et al., 2013; Steffens et al., 2016a; Kouamé et al., 2022). It is maintained that identity unification demands that individuals of a group identify as belonging to the same group based on the SCT (Reynolds et al., 2003).

A fresh aspect of this research is that it examines the social identity constructs especially self-categorization and organizational identity as predictors that relate to creative effort within an organization. Another innovative aspect of this study is that it proposed the mediating role of creative effort among the relationships between self-categorization and employees' work place outcomes (Task performance and OCB), which will be investigated in more details in the following sections of this study. However, at this point and based on the above discussion, it can be hypothesized that self-categorization is positively associated with creative effort.

H₅: Self-categorization is positively associated with creative effort.

In general, scholars think of organizational identity as a common response to the question, "Who are we as an organization?". The self-representation of an organization is reflected in its organizational identity. In other words, it is a common realization of the fundamental, permanent, and distinctive characteristics of the group, also known as identity claims (Whetten & Foreman, 2014). In accordance with earlier studies, organizational identity has a significant impact on employees, causing them to feel ownership of the organization's accomplishments (Brickson, 2000; Chang et al., 2012; Johnson et al., 2012; Deng & Guan, 2017). These studies also show that people who identify with an organizational group experience a sense of association with it (Prati et al., 2009). According to the SIT, those that possess a clear understanding of their job identity are more probable to be employed on projects that complement their understanding of who they are as

individuals, which helps them develop positive feelings about themselves (Yang et al., 2023). Workers are more inclined to behave in the organization's best interests and be engaged in their job if they consider themselves a valued member of the workforce, according to prior studies (Adamovic et al., 2020). Increased organizational identification could additionally promote social embedding since it motivates employees to be more motivated to achieve further than the call of duty to exhibit initiatives at workplace (Schaubroeck et al., 2022). In their study on social identities and their relationship with creativity, Steffens et al. (2016a) emphasized that social identity research on creativity has shown that identifying with a specific group encourages an employee to look for creative and innovative solutions to the problems that the group faces. They argued that the existence of several social identities leads to creativity and innovative performance. Moreover, they have also discussed that how a specific social identity is linked to a particular collection of experiences and offers a specific lens through which to understand the world. Being a part of multiple social groups will allow individuals to access thoughts and ideas associated with organizational identity, which should increase their capacity to not only generate a number of organizationally suitable ideas but also frequently generate original ideas. Literature has claimed from this earlier work that employees' capacity to rely on several social identities is related to higher levels of creativity (Steffens et al., 2016b). The findings of a meta-analysis investigation indicate that organizational identification is associated with a number of favorable outcomes, such as increased motivation and employees' retention, decreased departures, and a rise in activities that are consistent with the identity of the organization (Lee et al., 2015). An employee's willingness to apply a specific social classification and fitting interact to determine a significant self-perception, in accordance with self-categorization theorists (Reynolds et al., 2003).

In addition, Damian & Simonton (2014) hypothesized that relying on several social identities, which are derived from organizational identity, may be especially advantageous for an employee's capacity to embrace and generate a significant amount of original and creative ideas, because creative ideas and thoughts utilize the benefits from a wide range of ideas and aspects on an organizational problem. It makes sense to assume a connection between the organizational identity and the creative endeavor in light of the argument developed in the preceding discussion. More precisely, it can be hypothesized that there is a positive association between organizational identity and creative effort.

H₆: Organizational identity is positively associated with creative effort.

In light of the growing technological complexity and worldwide competition, organizations are trying to enhance coordination at the organizational internal level, and decrease redundancies by fostering the employees to achieve organizational tasks jointly. Employees' abilities to share knowledge and information and provide unique competencies for achieving organizational tasks are becoming more and more important indicators of how effectively they can contribute as individuals

(Chatman & Spataro, 2005). Numerous research on composition of groups have discovered that contextual variables strongly influence whether or not group composition improves or degrades organizational achievement. Due to employees' distinct personalities, the environment in which people and organizations operate generates situational incentives and limits that have an impact on how employees behave and interact with others (Bezrukova et al., 2012).

For the purpose of trying to understand how and why applicants could be drawn to particular organizations, the literature was reviewed for the social identity and self-categorization theories. Essentially, they are saying that new staff members would be more drawn to an organization with whom they identify than one with which they do not (Younis & Hammad, 2020). SCT and SIT are both integrated into the social identity approach to create a single, inclusive framework. Individuals' awareness that they are a part of an organizational community and that their affiliation has some emotional and significant value is referred to as their social identity. According to earlier studies, organizational identification is connected to working on taking care of other people's requirements, considering others' perspectives, and engaging in individual relationships (Cooper & Thatcher, 2010; Bartram et al., 2021). Several prior studies have argued that people can identify with several organizational groups and, as a result, have numerous interrelated categorizations of the self, such as those of themselves as an individual, members of an in-group (such as a workgroup), and members of a high-order organizational in-group (such as an organization) (Powell & Baker, 2017; Buil et al., 2019; Mell et al., 2020; Reinwald et al., 2020). Part of one's self-concept is formed by these common group memberships and the degree to which one psychologically identifies with the organizational group (Willis et al., 2019). Identification work involves the process by which people develop, present, and maintain distinct identities which are consistent with or beneficial to their perception of oneself (Hein & Ansari, 2022). According to SIT, a person's own sense of self is capable of being significantly influenced by their affiliation in an organization (Piening et al., 2020). Self-categorization is a highly reliable indicator of real group activity engagement (Adam-Troian et al., 2021). In this context, it can be started to recognize how associations and procedures at the organizational level may have an influence on and shape employees' outcomes by making use of the social identity approach, which includes the self-categorization construct. Furthermore, in this research it could be hypothesized that self-categorization is positively associated with employees' WECB.

H₇: Self-categorization is positively associated with WECB.

Organizational interactions are influenced by various factors. Organizational identification encourages cooperative acts toward other employees because the idea of belonging to the identical community indicates an interest for common welfare and, as a result, a willingness to contribute to the success of not just oneself but also of other employees (Mell et al., 2020). Organizational identity,

according to earlier studies in the field, is a crucial cognitive concept that influences employees' behavior within the organizational setting as well as how they feel about their belonging to the organization (Burton et al., 2004; Glisson, 2015; Adamovic et al., 2020; Bartram et al., 2021). The definition of organizational identity could be characterized as the feeling of belonging to an organization and experiencing its organizational success and failures as employee's own. Hence, in order for an employee to internalize organizational characteristics, organizational identity is crucial. According to the SIT, individuals' identity places them in a certain setting and limits their range of thoughts, feelings, and actions. The conceptual framework of identity facilitates in encapsulating the core of who individuals are and, consequently, the reasons behind their behavior. Additionally, the SIT asserts that enhancing an individual's sense of self, that involves connecting along with others as well as becoming a part of a wider community, is an essential human ambition. (Yang et al., 2023). As a result, the features, aspects and traits that an employee recognize about the organization as a whole define him or her, at least partially (Prati et al., 2009). The perceived importance that people assign to their numerous social identities, such as group and social category affiliations, is known as organizational identification (Whetten & Foreman, 2014). Organizational identification highlights a common personal identity between an employee and the belonging organization that is founded on cognitive foundation. The idea that people will analyze and assess an organization based on its significance to them can be seen as a perceptual association in the context of organizational identification (Wan-Huggins et al., 1998).

Since most group individuals have similarities to one another, they are highly inclined to collaborate and trust one another than when they deal with different other individuals (Reinwald & Kunze, 2020). Being a part of a group that is thought to possess qualities that are regarded favorably by society makes its individuals pleased with their organization, it can be suggested that organizational identity relates to employees' WECB. An employee who firmly identifies with the organization feels a sense of unity with or loyalty to the organization and specifies himself or herself using the same characteristics that are thought to characterize the organization of which he or she is a representative (Wan-Huggins et al., 1998). Individuals that strongly identify with an organization take on the identity of that organization as their own personal identity (Whetten & Foreman, 2014). Indeed, communal identification in relatively small units which commonly communicate as groups varies from communal identification in larger groups, like organizations (Cooper & Thatcher, 2010). Since smaller groups carry out specific tasks and offer employees greater chances to observe how their actions affect the group, including workgroups, their collective identities might go deeper compared to those in larger entities (Ashforth et al., 2008). Prior studies have shown that organizational identification entails enhancing one's affiliation to an organizational group and amplifies the effects of group stresses on a person's beliefs and behaviors. Hence, the employee may experience greater assurance, collaboration, and affiliation as a result of organizational identification with his organization. Therefore, it makes sense to draw the conclusion that an employee's tendency

to participate in work cooperative activities will depend on the degree of identification (Wan-Huggins et al., 1998). Strong organizational identification is connected with in-group preferences and a greater readiness to collaborate and interact with their coworkers (Porck et al., 2020).

Given that it includes the crucial formulation of concepts consisting of individual and organizational identities, organizational identification has frequently been emphasized as being key and serving as a foundational framework for the development of organizational mindsets and conducts (Lee et al., 2015). The group's individuals' readiness to offer their own assets to the organization is strengthened by the feeling of unity which grows among them. As employees interact, contribute expertise, and build their talents, this approach could assist employees become more skilled (Bartram et al., 2021). Individuals who identify with their place of employment are more probable to feel confident engaging in their job duties. They are less worried about potential exploitative threats. They are going to be greater motivation to put all that they have into their work (Adamovic et al., 2020). Previous studies have suggested that the development of an in-group and out-group differentiation is a result of organizational identification with a group or organization. Social identification causes a favorable view of ingroup individuals and group harmony. As a result, this organizational solidarity and harmony increases the likelihood of the engagement in cooperative conduct toward other individuals in the organization. Strong organizational identification makes people more likely to see the benefits of their actions for both themselves and their organization (Rich et al., 2010). In other words, staff members who have a great sense of affiliation with their organization are more likely to behave in a cooperative manner. Since it provides a possibility to exercise a significant aspect of their social identity, organizational identification could consequently drive employees who move to focusing on relationships which retain the position they have in the bigger picture (Gray et al., 2019). To sum up, it can be concluded that organizational identity is positively associated with the willingness to participate in cooperative behavior relying on the preceding discussion.

H₈: Organizational identity is positively associated with WECB.

Any organization could achieve successful outcomes depending on its ability to innovate and be creative (Anderson et al., 2014). According to the literature in the field, creative efforts are a crucial process required for individuals, groups, and ultimately organizations dealing with complicated and interconnected work. Because they can increase the likelihood of creative and innovative outcomes and, therefore, potentially lead to improved overall organizational performance, creative efforts have been described as important organizational processes (Gilson & Shalley, 2004). According to Gilson & Shalley (2004) the key components of creative operations are problem-solving, hypothesis-building, collaboration with others, and defying conventional expectations. Moreover, members of creative processes are described as cooperating in a way that ties concepts

from various sources, explores uncharted territory to discover superior or distinctive solutions to a problem, or looks for innovative ways to accomplish an objective. Employees that possess a distinctive identity have a self-improvement objective that encompasses making the most of the identity they already have and progressing in the direction of ending up an improved version of the identification they wish to have (Yang et al., 2023). Therefore, it has been proposed that employees' engagement in creative processes is essential for organizational performance. Research has mostly focused on the generation of original, fresh, and practical ideas for goods and services, and literature on the subject of creative efforts has primarily described creative works as an organizational outcomes (Gilson & Shalley, 2004). Task performance could be influenced by assisting and supporting others at work. Assistance that is instrumental represents a particular type of workplace assisting and encouragement, which can be described as concrete assistance like actual assistance or support in the nature of guidance or expertise required for successful completion of a particular assignment (Tsai et al., 2007).

The route toward potentially generating creative organizational outcomes or raising overall organizational performance through the performance of creative activities is what creative efforts as a practice is involved with. Therefore, creative operations are important for employees, because they can be viewed as the foundational phases or prerequisites for creative organizational outcomes, performance improvement, and ultimately innovation. Additionally, creative practices are anticipated to play a bigger role in both individual as well as group achievement in the future (Gilson & Shalley, 2004). It is crucial to note that an employee's creative efforts at work are frequently produced in the specific situation of a team- or group-oriented workplace setting. As a result, it is possible to view employees' creative performance as contributing to the team's creativity, and, consequently, an achievement of team or group organizational goals (Hirst et al., 2009).

Innovative thinking and creative efforts are critical to every organization's effective task performance, OCB and organizational outcomes (Anderson et al., 2014). Personal behaviors and actions that are relevant to an employee's organizational objectives are referred to as their individual performance, in accordance with prior research. The degree to which an organizational work is accomplished well is among the basic ways to define an employee's performance. Employees engaged in creative efforts have distinctive qualities that set them apart from other employees, particularly through their use of individuality, trust, and a readiness to take challenges. These traits encourage more adaptability, which makes these employees more receptive to new different challenges and better capable of accomplishing higher levels of individual success (Ribeiro et al., 2018).

At least three factors establish a foundation for organizational creative performance: creative effort determines the extent to which the person seeks fresh ideas and information, whether they investigate novel approaches regardless of how difficult they may be, and the consistency with which they pursue these novel approaches. A thorough information search and, in particular, looking into options that are novel and uncertain in terms of their approach and chances of success, will assist in better comprehending the management challenges and set the foundation for creativity. If an individual wants to come up with original ideas for solving issues, focused effort is especially important, which will eventually show in task success (Hirst et al., 2009). Additionally, prior studies have demonstrated that creative leaders are better at inspiring followers and fostering beneficial changes (Deng & Guan, 2017). Drawing on the above discussion, it can be hypothesized that creative effort is positively associated with task performance.

H₉: Creative effort is positively associated with task performance.

Engagement in cooperative behaviors means the deliberate application of individual efforts toward the accomplishment of linked tasks. The inspirational forces behind teamwork are referred to as cooperative behaviors. To sum up, behavioral conduct is motivated by the team's beliefs, views, and emotions (Lin et al., 2017). An important aspect of collaboration is organizational cooperation, which encompasses the motivating factors required for improved organizational performance (Salas et al., 2015). Cooperative behaviors are usually highly required because engagement and affiliation are crucial for teamwork effectiveness (Brueller & Carmeli, 2011). In such an organization, team cooperation has been cited as a major predictor of team success in a number of earlier studies (Dukerich et al., 2002; Tauer & Harackiewicz, 2004; Lee et al., 2011; Sardjono et al., 2014). Moreover, organizational cooperation is seen as an essential team activity and has been connected to team effectiveness (Lin et al., 2017). Previous studies have shown that such concrete support from other employees lowers the barriers personnel must overcome in order to complete their duties, thereby increasing their effectiveness and task performance (Tsai et al., 2007).

In an organization, value-creation possibilities for the team are made possible by team member organizational cooperation. In order to benefit from increased teamwork and transform that organizational cooperation into improved organizational outcomes, several large organizations have been working with teams. The relationship between staff member assistance and support, on the one hand, and task performance, on the other hand, is supported by a number of experimental studies (Tsai et al., 2007). Prior studies in the field have advocated that encouraging teamwork among members through restructuring workers into teams improves team organizational outcomes and have mainly discovered a meaningful link between teamwork and organizational team performance. Associations between cooperative procedures and targeted organizational team outcomes have been experimentally proven by prior research (Lin et al., 2017). Particularly, organizational teams that

confirm they can achieve their goals head for working harder and taking more calculated risks. Moreover, these organizational teams' individuals perform better and feel more satisfaction (Salas et al., 2015). Based on the above discussion, it can be hypothesized that the employees' WECB is positively associated with task performance.

H₁₀: WECB is positively associated with task performance.

OCB is the term used to describe members' voluntary, extracurricular contributions to the groups in which they work (Organ, 2018). OCB's conduct refers to individual actions that are not formally rewarded or clearly acknowledged (Daily et al., 2009). Whereas job behaviors closely relate to the organization's technological core, OCBs are seen to be broader in scope and harder to manage; in other words, it is challenging to expect workers to operate beyond what is required. Therefore, OCB has demonstrated to be essential to an organization's general achievement and ability to adapt (Marinova et al., 2019). Individuals' independent acts that support the smooth operation of their organizations but are not explicitly or openly acknowledged by appropriate reward systems are actually referred to as OCB (Ribeiro et al., 2018). The activities that employees take to uphold and assist the organization are defined as OCB in the literature. Although OCB is an extended functional behavior, it is crucial for the effectiveness of an organization (Deng & Guan, 2017). Workplace creative efforts and innovative thinking have grown in importance as factors that influence organization's performance, achievement, and long-term viability (Anderson et al., 2014).

The ability to come up with innovative, unique, unanticipated, helpful, and situation-appropriate ideas is referred to as creativity (Amabile, 1988). Deng & Guan (2017) in their research have studied the leader creativity and the relationship with OCB and they have found that organizational creativity is positively associated with OCB. Moreover, they argued that because creative leaders are successful at enhancing organizational outcomes, a greater number of organizations are choosing to hire creative employees. As a consequence, organizational citizenship can be seen as a behavioral indication of how employees are reacting to their working conditions (Van Dyne & Ang, 1998). Therefore, it can be proposed that when conditions of creative efforts are available at the organization, employees will demonstrate more OCB behaviors for the team as a whole, as well as for the immediate leader. In conclusion, these reasons lead to the following hypothesis:

H₁₁: Creative effort is positively associated with OCB.

When a group has a creative leader, many group individuals will work hard to support and assist the group and the leader in achieving the organization's creative objectives, rather than expecting everyone to become more creative (Deng & Guan, 2017). Organizations require workers who are willing to go beyond merely following already established management's pattern; they

require collaborators who will put forth the effort necessary to achieve the organization's objectives. Employees form profound connections with organizations when psychological agreements involve a lot of incentives from them, and they then respond through their contributions to the organization. Their contributions consist of submission, devotion, and teamwork. Conversely, when psychological agreements tend to be fewer favorable, employees respond by acting fewer OCB (Van Dyne & Ang, 1998). As a result, employees are more willing to behave in a way that advances an organization's goals once they believe that their management supports that goal (Daily et al., 2009). Cooperators who are willing to work together for a shared goal go above and beyond to support their work as well. If there is not any willing to cooperate, it follows that other strategies for encouraging cooperation will need to be used to advance the organization (Mastrangelo et al., 2004). According to Sardjono et al. (2014), the attempts to articulate the organization's objectives and to pay close consideration to staff motivation must be reformed with responsibilities that have been divided in today's organizations. Moreover, the management of unofficial facets, such as creating a cooperative social structure within the organization, is considered to be one of a leader's primary responsibilities. When employees act in a way that goes above what is required of them in their jobs and the organization as a whole, they are engaging in OCB. Thus that there is no organizational incentive program that, if used by staff members, would enhance the organization's performance (Fitrio et al., 2020). Accordingly, it is believed that there is an important link between the employees' willingness to take part in cooperative behaviors and overall organizational outcomes, such as: OCB. Therefore, this study proposes that the employees' willingness to take part in cooperative behaviors is positively associated with OCB.

H₁₂: WECB is positively associated with OCB.

A summary of research hypotheses with direct effects is shown in Table 1.

Table 1: Research Hypotheses with Direct Effects

#	Anticipated Relationship	Hypothesis
H₁	Linear	Organizational culture is positively linked to self-categorization.
H₂	Linear	Organizational climate is positively linked to self-categorization.
H₃	Linear	Organizational culture is positively linked to organizational identity.
H₄	Linear	Organizational climate is positively linked to organizational identity.
H₅	Linear	Self-categorization is positively linked to creative effort.
H₆	Linear	There is a positive association between organizational identity and creative effort.
H₇	Linear	Self-categorization is positively associated with WECB.

Table 1: (Continued)

#	Anticipated Relationship	Hypothesis
H₈	Linear	Organizational identity is positively associated with WECB.
H₉	Linear	Creative effort is positively associated with task performance.
H₁₀	Linear	WECB is positively associated with task performance.
H₁₁	Linear	Creative effort is positively associated with OCB.
H₁₂	Linear	WECB is positively associated with OCB.

1.4.2. Research Hypotheses with Mediating Mechanisms

1.4.2.1. The Mediation Function of Self-categorization

Organizational culture has been examined as a type of social impact that functions when individuals of a group or business exchange beliefs, expectations, and values regarding particular practices. Strong cultural norms, views, and values are more likely to be accepted by coworkers (Chatman & Spataro, 2005). Additionally, social identification inside a group could offer individuals emotional stability and a sense of confidence, both of which are essential to the approach of self-categorization (Bartram et al., 2021). The social classifications that are active among an organization's workers may also be influenced by its organizational culture. The notable values, norms, and beliefs that define and distinguish an organization are referred to as its organizational culture. The organizational culture impacts how employees view and communicate with each other, make decisions, and resolve issues, as well as which parts of the organization's actions and its individuals are becoming important (Chatman et al., 1998). Building on social categorization theory, it can be contended that organizational culture will enhance self-categorization to have an effect on creative effort.

Based on the theory of social identity, self-categorization provides individuals with a setting whereby individuals may deeply identify with a subset of closely characterized coworkers. Individuals are more motivated to preserve their immediate group affiliation as a consequence of the strong feeling of belonging that comes with this characterized affiliation, causing them to be less inclined to quit the organization (De Meulenaere et al., 2022). Employees define themselves and other employees based on how closely they are considered as fitting into an identity pattern (Powell & Baker, 2017). Employees are thought to identify their personality in aspects of their affiliations in different social groups through a practice named self-categorization. As a result of how others in an

event are distributed in terms of their traits, various facets of an employee's self-perception may come into focus. Therefore, it is possible for self-categorization to be circumstantial (Chatman et al., 1998). This research, cites organizational culture studies that demonstrate how emphasizing group-level values elevates the importance of shared affiliations to a group. Moreover, it relies on research demonstrating that self-categorization diverts work group members' focus from shared affiliations with the group at the individual member level. According to studies, heterogeneous groups outperform homogeneous groups on activities requiring creativity because they have access to a wider variety of ideas, viewpoints, and methods to problem-solving (Chatman et al., 1998). Self-categorized individuals are therefore more probable to respond creatively to organizational indications, collaborating more when collective objectives are prioritized and less when one's own objectives are (Chatman & Spataro, 2005). According to the self-categorization concept, certain characteristics, like prototypicality, influence the mechanism of norms generation and require that standards must align with greater-level commonalities as individuals are inclined to behave in accordance with the standards of their group (Reynolds et al., 2003). To put it briefly, the social identity method highlights how people's views, beliefs, and conduct are shaped by their social identities, affiliations to groups, and categorizing oneself all of which are significant factors in within-group interaction (Oliveira & Cardoso, 2018). Organizational culture has a positive significant impact on commitments to the organization, satisfaction with work, and performance among staff members (Purnama, 2013). Hence, it can be contended that organizational culture will impact self-categorization in a manner that employees who are self-categorized will be more creative in organizational cultures and will provide higher levels of creative efforts.

Given the sheer amount of research supporting that organizational culture predicts individuals' self-categorization (O'Reilly & Chatman, 1996; Chatman et al., 1998; Chatman & Spataro, 2005). Along with research asserting that individuals' self-categorization predicts creative effort (Chatman et al., 1998; Chatman & Spataro, 2005), this research contends that self-categorization mediates the relationship between organizational culture and creative effort. Based on this, it can be hypothesized that:

H₁₃: Self-categorization mediates the connection between organizational culture and creative effort.

In the organizational work environment, the concept of organizational climate is thought to have an impact on employees attitudes, actions, views, and enthusiasm (Ephraim & Renthlei, 2021). Research on organizational climate has been conducted in a variety of fields, including psychology, management behavioral and social sciences, in order to clarify why some organizations function more effectively, are more profitable, and are more productive than others (Judge et al., 2001).

Organizational climate entails crucial foundational processes that relate personnel management processes with workers' job mindsets and behaviors (Shen & Zhang, 2019). It is possible to view organizations climate as emphasizing viability and creativity within the organization, as well as having a positive impact on reaching organizational goals. Building an environment that encourages and supports creativity is crucial for an organization to grow and succeed. Organizational climate is defined as the repeated styles of conduct, views, and emotions that are investigated in the organization's regular work atmosphere and that its members eventually encounter and recognize (Ephraim & Renthlei, 2021). One of the factors that significantly influences how the members of the organization categorize themselves is thought to be the organizational climate. Reviewing the personal characteristics of the current workforce and putting special emphasis on the variables that affect their psychological state is where the idea of corporate climate is introduced. In reaction, it can be contended that organizational climate impacts employees' self-categorization (James et al., 2008). Drawing from a discussion of SCT, researchers contend that internal disputes enhance innovative thinking and creativity, as well as that groups capable of navigating diversity may be capable to address a number of the drawbacks associated with affiliation (Reynolds et al., 2003).

On the other hand, social identification could make people more likely to comply to group standards and could potentially limit individuality. Recent studies have shown that cognitively allowed staff tend to be more dedicated towards their occupations as well as more efficient ultimately (Bartram et al., 2021). Employees recognize their self-perception as a function of their affiliations in different social groups through a process known as self-categorization. Because multiple facets of an employee's self-perception may stand out due to the arrangement of the features of the other people who are involved in a setting, self-categorization may be contextually directed. An organization's continuance relies on the cooperation of the employees in achieving organizational objectives. Organizations can essentially increase creativity and innovation by creating an organizational climate that promotes employees and novel ideas and by valuing and recognizing their staff's capabilities (Ephraim & Renthlei, 2021). Finding what triggers lead people to label certain individuals as members of their in-group and other individuals as members of their out-group becomes crucial because one way to encourage creative efforts is by raising the degree to which workers perceive each other as citizens of their in-group. As a result, through employees self-categorization, the organizational climate is crucial in inspiring and supporting individual creative effort (Chatman et al., 1998). The SCT holds that one of the main reasons people join groups is to develop a beneficial sense of social identity, which helps them determine and assess what their identities are, the way to act, and anticipate how other people will perceive them. This theory relies on the idea that belonging to a group lowers personal ambiguity regarding interactions between groups and increases confidence in oneself (Oliveira & Cardoso, 2018). Employees with creative abilities are prepared to demonstrate creative actions if there is an innovative climate (Zhang et al., 2020).

About its relationship with both organizational climate and creative effort, self-categorization has been studied as a moderator (Wyer, 2010) and a mediator (Christian et al., 2003). Further research into the detailed function of self-categorization is necessary given the lack of agreement regarding its importance in the connection between organizational climate and creative effort. This leads us to the following hypotheses:

H₁₄: Self-categorization mediates the connection between organizational climate and creative effort.

An effective organizational culture demonstrates a high level of consensus between employees regarding the decisions the organization should have kept (Purnama, 2013). Indeed, as an employee becomes more and more identified with an organization, employees' self-beliefs and self-categorized views appear to have been depersonalized, leading the employee to perceive themselves as transferable representations of the societal group that is in the company as a whole. Self-categorization promotes organizational success with cooperative behaviors at its intellectual core. Hence, self-categorization is hypothesized to be a direct determinant cooperation and stimulating the WECB. Moreover, some researchers have hypothesized that self-categorization in the workplace promotes cooperative behaviors (Bergami & Bagozzi, 2000). As a result, self-categorized individuals are probably more receptive to organizational signs to work together, doing so more when common objectives are highlighted and less when private objectives are. In light of this, it is anticipated that organizational culture will impact self-categorization in a manner that self-categorized employees will be cooperatively inclined in organizational cultures and produce higher levels of cooperation (Chatman & Spataro, 2005). When employees classify themselves, they auto-stereotype, adhere to group standards, and change how they view themselves. They also identify specific ingroup characteristics to themselves (Hogg, 2007). According to the SCT, the motivation to give back to the organization by making favorable workplace circumstances and the associated beneficial feelings easier to comprehend intellectually is increased by the organizational identification (Schaubroeck et al., 2022). The primary driver behind collective behaviour is the individual's classification of themselves as group members (Adam-Troian et al., 2021).

Given the sheer amount of research supporting that organizational culture predicts individuals' self-categorization (O'Reilly & Chatman, 1996; Chatman et al., 1998; Chatman & Spataro, 2005). Along with research asserting that individuals' self-categorization predicts the WECB (Chatman et al., 1998; Chatman & Spataro, 2005), this research contends that self-categorization mediates the connection between organizational culture and WECB. Based on this, it can be hypothesized that:

H₁₅: Self-categorization mediates the connection between organizational culture and WECB.

In line with the discussion above and given the sheer amount of research supporting that organizational climate predicts individuals' self-categorization (Chatman et al., 1998; Judge et al., 2001; James et al., 2008; Ephraim & Renthlei, 2021). Along with research asserting that individuals' self-categorization predicts the WECB (Chatman et al., 1998; Chatman & Spataro, 2005), this research contends that self-categorization mediates the connection between organizational climate and the WECB. Organizational innovative climate is a crucial aspect in fostering organizational creative activities, which in turn has profound implications on innovative thinking and creative efforts (Zhang et al., 2020). Based on this, it can be hypothesized that:

H₁₆: Self-categorization mediates the association between organizational climate and WECB.

Table 2: Research Hypotheses with the Mediation Function of Self-categorization

#	Anticipated Relationship	Hypothesis
H₁₃	Simple mediation	Self-categorization mediates the association between organizational culture and creative effort.
H₁₄	Simple mediation	Self-categorization has a mediating impact on the association between organizational climate and creative effort.
H₁₅	Simple mediation	Self-categorization has a mediating impact on the connection between organizational culture and WECB.
H₁₆	Simple mediation	Self-categorization has a mediating impact on the link between organizational climate and WECB.

1.4.2.2. The Mediating Role of Organizational Identity

The idea of belonging to and having a feeling of togetherness with a group is referred to as organizational identity. Organizational identity is acknowledged to have significant effects on workers' feelings of fulfillment and affiliation as well as the success of the business as a whole (Kim et al., 2010). The SIT contends that identification is an outcome of community and developed through actual relationships with others (Yang et al., 2023). When employees integrate the qualities they associate with the organization into their self-beliefs, identities, and thoughts, they become connected to their organizations (Bergami & Bagozzi, 2000).

According to researchers, the organizational culture that is promoted in a particular organizational setting has a significant impact on how identity and identification play out in the workplace (Lee et al., 2015). An explanatory framework that influences how employees perform and

react in social situations is the perception of oneself and the formation of self-concept. The entirety of a person's individually accessible descriptions of oneself and assessments of themselves is referred to as their self-concept. Each identity that forms a part of a person's self-concept develops from involvement in a distinct social group, which might be a social group founded on gender or racial background. Associations in social structures like job-related associations and their organizational cultures do, in fact, have an impact on one's self-concept. An employee may therefore have a tendency to associate with the organization they work for (Dutton et al., 1994). Schaubroeck et al. (2022) contend that staff members commonly start to restructure their individual identities by shifting from believing of themselves simply as employees towards that of considering of themselves as involved and involved participants in the organization and community in which they work utilizing their developing organizational identity to serve as a cognitive connection.

Despite the fact that certain studies have emphasized organizational identity as a value-fit between employees and the organization they work for, others concentrate on the intellectual link between employees' self-definitions and an organization's culture and climate, viewing organizational identification as a procedure of self-definition that encourages creative activities (Dutton et al., 1994). Therefore, individuals' perceptions of themselves may benefit from organizational identity (Bergami & Bagozzi, 2000). A significant level of member support for the goals, principles, and objectives is anticipated as a consequence of identity internalization. This support is demonstrated by an ongoing conformity between each member's behaviors and their internalized awareness of what is required of them (Whetten & Foreman, 2014). The extent to which an employee's self-concept is associated to his affiliation with the organization is reflected in how strongly they identify with their employer. Whenever organizational identification is powerful, a worker's self-concept incorporates a significant amount from what he or she perceives to be special, vital, and lasting about their employer into what they think of as unique, vital, and everlasting about themselves (Dutton et al., 1994). Social identities motivate employees' creative activities (Powell & Baker, 2017).

Recent research suggests a beneficial connection between organizational identity and creative efforts. Employees that feel a connection to their workplace and are consequently more geared toward groups tend to act in a creative manner (Yu & Frenkel, 2013). According to Hirst et al. (2009), creative effort served as an intermediary construct between organizational identity and the evaluations of creativity according to leaders' point of view. Since it can promote social integration, stronger organizational identification promotes an increased desire to exceed deeper than the call of duties and use one's own initiatives at workplace. Consequently, organizations can profit when workers use existing job opportunities to obtain important regional knowledge and identification and promote a feeling of being part of the organization, in along with the potential advantages to society

which could arise from stronger group integration (Schaubroeck et al., 2022). Realizing that one is a part of the group is frequently enough to initiate activities (Adam-Troian et al., 2021). The connection between organizational culture and organizational creative conduct is provided by organizational identity (Knorr & Hein-Pensel, 2022). Along with that, strong organizational identity elevates and stimulates employees to be engaged in creative efforts towards their organization.

H₁₇: Organizational identity has a mediating impact on the connection between organizational culture and creative effort.

In conjunction with their awareness and recognition of the essence and mission of their organization, employees are able to develop a sense of what they're involved in with the assistance of organizational identity. Thus, organizational identity creates an environment in that staff members determine and assign every one organizational action a wide-ranging definition (Ravasi & Schultz, 2006). When interactions are complicated or thick, people are more likely to take in and evaluate the viewpoints expressed by those surrounding them (Yang et al., 2023). Outside the influence of a person's overall mindset, organizational identity has an immediate impact on how employees act in general (Lee et al., 2015). Eventually research findings have highlighted how sense-making activities also involve initiatives at personal self-definitions based on the theory that organizational climate serves as an environment for these initiatives (Hatch & Schultz, 2002). Thereby, employees' actions and views, which are based on and perceived using organizational climate preconceived notions, certainly in part affect how they identify and perceive their selves as well. The social identification theory holds that when someone defines themselves as being part of a social affiliation, they tend to try to set themselves apart from other groups. Individuals who identify their perception of selves as "we" instead of "I" are more likely to try to separate "us" from "them" in society, which leads them to socially differentiate between ingroups and outside groups (Schilke, 2015). Further proof and assessments have confirmed the critical role social identity plays in collaboration and cooperative conduct (Adam-Troian et al., 2021).

The effect of a common heritage, norms, and beliefs on employees' assessments of their own identities has been the target of a number of empirical studies, but the issue of organizational identity was not previously the focus of an in-depth and organized examination (Ravasi & Schultz, 2006). According to the SIT, individuals desire to be a part of social communities since it boosts their sense of identity. Identity is important as it facilitates the technique by which individuals identify themselves, share that definition with everybody else, and utilize that concept to move forward with their tasks (Bartram et al., 2021). Members of an organization's cognition create their own sense of adapting relevance on both a personal and collective level, which is why organizational identity is thought to be a socially developed concept. In other words, people are driven to generate opinions about the core values of their organizations, and these opinions may spread across staff members

within the company to influence collective cognition and activity (Beus et al., 2020). A positive workplace climate is frequently seen as fostering creativity as well as sustainability into the organization, which is useful for fulfilling organization's goals (Ephraim & Renthlei, 2021). One of this study's primary goals is to better comprehend how organizations react to identity. Moreover, to highlight this research's significance as a practical examination of how identity, organizational culture, and organizational climate communicate in influencing creative effort reactions to organizational identity because of the evidence reached during this research that draws attention to the underappreciated roles of organizational culture and climate in fostering identity behavior. Based on this, it can be hypothesized that:

H₁₈: Organizational identity has a mediating impact on the connection between organizational climate and creative effort.

Employees that feel deeply connected with their workplaces have a greater probability to be involved at work and participate in cooperative behaviors (Buil et al., 2019). Management researchers have developed different explanations for the term of organizational culture in previous research. Regarding this research, a more comprehensive definition of organizational culture has been employed, as a collection of common conceptual presumptions that direct and influence perception and behavior in organizations by defining appropriate conduct for different circumstances. The both formal and informal behaviors as well as the aural, oral, and tangible objects that make up the most obvious, apparent and perceptible aspects of an organization's culture communicate and demonstrate these primarily implicit presumptions and views (Ravasi & Schultz, 2006). Arguments are made that organizational identity, which insulates the organization from its surroundings and justifies regional realities adopted by the in-group despite the fact they conflict with environmental standards, is the cause of long-lasting loyalty to prior decisions (Schilke, 2015).

Several previous studies have primarily investigated the association between organizational culture and organizational identity conceptually (Chuang et al., 2004; Bezrukova et al., 2012; Adisa et al., 2017; Akanji et al., 2020). The organizational culture becomes an important driver of differentiation of the other self and functions as a measure of organizational identity, according to supporters of the social player's point of view. More precisely, according to these researchers, distinctive principles, convictions, and customs may help workers of an organization justify their sense of self views and demonstrate their perceptions of individuality. It is obvious how organizational identity and organizational culture are related: The response to the personal question: Who am I? may or may not include a specific culture. What type of business is this? (Ravasi & Schultz, 2006). These research contributions have highlighted the connection between organizational identity and organizational culture to the extent that demonstrates as employees use organizational culture to define who they are as an organization (Hatch & Schultz, 2002). In other words, along

with this prominence research contribution, to advance the idea that organizational culture gives employees of an organization an indication as to what their organization is about, these researchers have collaborated with proponents of a social player's viewpoint (Ravasi & Schultz, 2006). Personnel precisely identify themselves in terms of the favorable sentiments they attribute to their particular organizational group (De Meulenaere et al., 2022).

Along with the discussion above, the organizational-based substance of an employee's self-perception is prominent and essential when organizational identification is high. Moreover, personal identities in the self-perception have also been shaped by organizational identification. As a result, an important and frequently used foundation for defining oneself is organizational affiliation (Dutton et al., 1994). However, prior studies indicate that when employees do not have an organization's obvious, substantial aspects, they tend to put more emphasis on their emotional connection to that organization (Yang et al., 2023). According to Lee et al. (2015), organizational identity is strongly linked to important beliefs and actions in organizations, such as job involvement, satisfaction with work, and emotional commitment to the organization. These beliefs and actions include role performance and beyond-role achievement. When an individual's social status as an essential part of the organization and their individual identity match up, this is referred to as organizational identification. Organizational identification, in consequently, encourages practices that show involvement in cooperative activities, such as advances that strengthen an individual's connection to the wider culture (Schaubroeck et al., 2022).

Organizational identification, according to Tajfel and Turner (2004), is a self-categorization procedure. They suggested that organizational identification is strengthened when employees identify with a social group which is characterized by the distinctiveness, vitality, and persistent features. A deep feeling of identifying with a given organization thus provides an environment of favorable views and feelings that employees may use to connect their personal identities to that of an employee of the society where they work. This increases the likelihood that employees will take an effective role in the organization and wider society as a whole (Schaubroeck et al., 2022). People who strongly identify with their community and have high aggregate self-worth can increase their own identities, as explained by the SCT. Employees who improve themselves in this way begin to feel deeply about their company, which has a beneficial effect (Ghosh, 2018). The proposition that self-categorization is what leads to organizational identification creates the basis for this research model's organizational identification component. Recent research, however, demonstrate the critical importance that social identity plays in cooperative behaviour (Adam-Troian et al., 2021). The research model thus emphasizes two important dimensions, organizational identity and self-categorization, that employees have perceived of the organization they belong to. Based on this, it can be hypothesized that:

H₁₉: Organizational identity mediates the relationship between organizational culture and WECB.

The proposition that one organization is different from all others can be seen as an argument made by organizational culture (Ashforth & Mael, 1989). When employees have a powerful organizational identity, Van Dick et al. (2004) found that individual identity is a precursor to higher fulfillment and satisfaction in work. Managers are implicitly aware that a strong organizational identity draws not only the respect, commitment, and backing of employees working in this organization, but also additional important stakeholders like customers, shareholders, and job seekers. Employees who closely identify with an organizational group show stronger loyalty and cooperation towards the other employees of that group, which makes these self-concepts in a behavioral manner meaningful (Mell et al., 2020). Therefore, organizations look for a unique character that makes them concentrate so heavily on advertisement, titles and symbols, and other things (Ashforth & Mael, 1989). Previous studies have shown that an attachment with a particular person can lead to the identifying with that person's organization (Yang et al., 2023). Since it entails the crucial characterization of objects such individuals and the identities of organizations, organizational identification has been suggested as having a special value in understanding employees' views and actions in workplaces (Lee et al., 2015). The SIT has been supported by the claim that an influential organizational identity is frequently linked to a unique behavioral signatures, which is an arrangement of decisions that is mostly unaffected by context and time (Schilke, 2015). A person's opinion of himself could be significantly influenced by their affiliation in an organization, according to SIT (Piening et al., 2020).

When there is a strong sense of organizational identity among employees in such a setting, this can probably encourage them to exhibit more favorable mindsets regarding it, which may ultimately result in higher fulfillment in their jobs (Metz et al., 2016). Along with the previous discussion, it can be contended that the connection between organizational climate and employees' WECB is mediated by organizational identity.

H₂₀: Organizational identity has a mediating impact on the connection between organizational climate and WECB.

Table 3: Research Hypotheses with the Mediating Role of Organizational Identity

#	Anticipated Relationship	Hypothesis
H₁₇	Simple mediation	Organizational identity has a mediation role in the association between organizational culture and creative effort.
H₁₈	Simple mediation	Organizational identity has a mediation role in the association between organizational climate and creative effort.
H₁₉	Simple mediation	Organizational identity has a mediation role in the association between organizational culture and WECB.
H₂₀	Simple mediation	Organizational identity has a mediation role in the association between organizational climate and WECB.

1.4.2.3. The Mediating Role of Creative Effort

According to academic definitions from several scholars, creativity is an extracurricular, voluntary activity that indicates the production of creative and helpful ideas that support creativity and good organizational task performance (Amabile, 1988; Anderson et al., 2014; Damian & Simonton, 2014; Deng & Guan, 2017). Task performance, on the other hand, entails fulfilling official job-related demands, which involves adhering to established workplace processes. Hence, task performance is a kind of role related, but not a voluntary practice focusing on effectiveness at work (Yu & Frenkel, 2013). Greater degrees of emotional empowerment and consequent achievement of tasks are probably driven by social identification throughout the work group, which develops mutual personal and collective responses including shared acceptance of planned achievement objectives (Bartram et al., 2021).

Researchers are paying more attention to the environment variables that enhance employees' creative performance as creativity has been recognized as one of the most appreciated features among contemporary organizations (Chang et al., 2012). Nevertheless, in keeping with earlier studies on organizational culture, cultural factors might produce circumstances that influence how individuals interact with each other depending on their own unique distinctions, which might eventually have an impact on the performance of the organizational group (Bezrukova et al., 2012; Joseph & Kibera, 2019). Studies continue to argue that appropriate job structure can enhance creative effort in along with organizational features like organizational culture and organizational climate, and that it is especially crucial for offering employees access to creative task performance. The procedures of an organization that facilitate creative task efforts, like empowering and outstanding performance workplace behaviors, keep going to dominate along with enhancing task performance in anticipation

of higher levels of motivation and distinctiveness (Chang et al., 2012). According to academics, independence from outside influences enhances creative efforts given that control and tension from outside sources can distract an employee from the task at hand, which has an impact on how well they perform creative tasks (Amabile et al., 1996).

Based on SIT, it is concluded that group belonging, or the act of identification, accounts for a portion of employees' sense of self. Therefore, assistance from the organization motivates individuals to promote the emotional relationship between the employee and the organization by increasing employees' perceptions of their own worth. Hence, individuals who possess strong identification are much more inclined to strive hard and proceed the objectives of the organization (Yu & Frenkel, 2013). Because organizational identification represents employees' internal motivation and pursuit of excellence, it is anticipated that organizational identification will have a significant impact on task performance. Individuals are much more inclined to uphold organizational principles and feel a sense of unity and belonging whenever they identify with the organization they work for (Ashforth & Mael, 1989). In light of this, it is anticipated that as employees' needs for independence and connectedness are fulfilled, they will take more responsibility for their actions and embrace high task performance (Yu & Frenkel, 2013; Cargile, 2017).

Therefore, drawing on the above discussion, it can be contended that when the employees of an organization perform more creatively and offer high levels of creative efforts, they will perform more positively and experience high levels of organizational task performance. Based on this, it can be hypothesized that:

H₂₁: Creative effort mediates the connection between self-categorization and task performance.

Organizational cultures and the standards of conduct they represent favored approaches for completing both individual and collective activities, which include being creative, career-focused, diverse-minded, detail-focused, people-focused, or outcome-focused (Bezrukova et al., 2012). Organizational identity has a favorable impact on inter-organizational exchange of knowledge since it is a key component of organizational collaboration, task performance, and collective accomplishment of objectives (Mell et al., 2020). Organizational identification facilitates adaptable and problem-oriented approaches which motivate employees to view resolving issues as a crucial outcome in itself because creative efforts are essential for the continued existence of an organization (Yu & Frenkel, 2013). Past investigations imply that organizational identity affects beliefs and actions in organizations. By adopting activities that assist the organization as a whole, people with strong organizational identification are more probable to make a contribution to overall objectives

like those of the organization (Haslam & Ellemers, 2005). Understanding the manner in which an organization employs social mechanisms to foster social identification and constructive inside-group behaviors throughout the workplace, that could enhance the performance of individuals, becomes easier with the assistance of SIT (Bartram et al., 2021).

Since acquiring knowledge and extensive thinking abilities lead to high task performance through creativity, organizational identification could serve as a strong stimulating factor which promotes initiative and enduring determination (Hirst et al., 2009). Moreover, organizational identity is expected to enhance and support open discussion of various and multiple ideas that facilitate cognitive encouragement leading to conceptual integration, new insights, and the generation of new ideas. Accordingly, organizational identity is more likely to facilitate creativity and contributes to the compliance with organizational norms, which is anticipated to boost the appearance of creative efforts in the organization, and eventually result in positive task performance (Yu & Frenkel, 2013). Since job satisfaction is based on an individual's view of the work environment, powerful identifying elements are more likely to assume that they carry out their duties in an encouraging work atmosphere, which is probable to result in them having a positive opinion of the organization (Lee et al., 2015). Based on this, it can be hypothesized that:

H₂₂: Creative effort mediates the relationship between organizational identity and task performance.

Employees with high organizational identification may excitedly engage in several OCBs like assisting other employees and other job role beyond organizational behaviors (Shalley et al., 2004). Based on these actions, workers who have a strong sense of organizational identification might be more interested in and have more enthusiasm for concentrating on subjects other than their achievement in their current roles. The association between organizational identification and more than just current role work achievement was found to be significant. In other words, organizational identity is strongly associated with OCB (Yu & Frenkel, 2013). Employees who highly identify with an organization are more cooperative toward employees of that group (Mell et al., 2020). Along with the above discussion, this research contends that creative effort mediates the association between self-categorization and OCB. Based on this, it can be hypothesized that:

H₂₃: Creative effort mediates the relationship between self-categorization and OCB.

The increased attention in symbolic administration and OCB is also described by the organizational identity approach. Managers have an acknowledged concern in controlling meaningful relations to the degree that they understand how organizational identity correlates to important factors like organizational commitment, satisfaction, and OCB. Despite the claim that organizational identity in terms of the coherence is a challenge issue, it is thought that organizational

identity and OCB are associated through the observed creative efforts in the organization (Ashforth & Mael, 1989).

Due to the fact that OCB is described as contributions to the preservation and improvement of the societal and intellectual setting that facilitates work achievement (Organ, 2018), because employees will be involved in activities that support OCB and contribute to the effective functioning of the organization, it can be contended that high levels of creative efforts in an organization will positively enhance the levels of OCB in this organization. In other words, individuals who believe valued by their employers, are faithful to them, and are fulfilled with their working conditions are more suitable to participate in OCBs. Individuals who exhibit corporate citizenship behaviors frequently go above and beyond for their employers, which aids in the efficient operation of those organizations (Bolino & Turnley, 2005). Along with the above discussion, this research contends that creative effort mediates the association between organizational identity and OCB. This leads us to the following hypotheses:

H₂₄: Creative effort has a mediating impact in the relationship between organizational identity and OCB.

Table 4: Research Hypotheses with the Mediating Role of Creative effort

#	Anticipated Relationship	Hypothesis
H₂₁	Simple mediation	Creative effort mediates the association between self-categorization and task performance.
H₂₂	Simple mediation	Creative effort mediates the association between organizational identity and task performance.
H₂₃	Simple mediation	Creative effort mediates the relationship between self-categorization and OCB.
H₂₄	Simple mediation	Creative effort mediates the relationship between organizational identity and OCB.

1.4.2.4. The Mediating Role of the Willingness to Engage in Cooperative Behaviors

Buil et al. (2019) have discussed the interaction between work engagement activities and leadership to predict workplace outcomes, task performance and OCB. Employees who engage in cooperative behavior are typically those who cooperate with one another to achieve shared organizational objectives. Several scholars have advocated that collaboration should enhance performance, primarily when staff members adopt mutually dependent objectives (Dukerich et al.,

2002; Lee et al., 2011; Lin et al., 2017). Numerous studies have been conducted on the impacts of collaboration and teamwork in a wide range of settings, including educational institutions, and manufacturing facilities, as well as in various research fields, such as learning through thought activities. Moreover, several studies have found that engagement in cooperative cooperation led to higher levels of performance, indicating the positive potential of task performance is attained through cooperation (Tyler & Blader, 2001; Tauer & Harackiewicz, 2004; Sardjono et al., 2014). Interpersonal connections are crucial in work environments. Tasks that are completed in a cooperative manner will have a higher value and be more likely of being completed efficiently and effectively (Amin et al., 2018). Along with the above discussion, this research contends that WECB mediates the association between self-categorization and task performance. Based on this, it can be hypothesized that:

H₂₅: WECB mediates the association between self-categorization and task performance.

Sonnentag & Lange (2002) have concluded that high-performing employees have a better understanding of how to handle cooperative circumstances and how that relates to achieving high task performance. An increased awareness of how to collaborate well with other individuals as well as how to handle challenging collaboration situations like disagreements is also possessed by high performer employees. Hence, when these employees encounter challenges while working together, they are better equipped to handle such difficulties. This suggests that high-performing employees will address high organizational task performance in job settings marked by excessive cooperative actions. Research emphasizes the significance of individuals' identification with inter-organizational cooperation and performance (Mell et al., 2020). High-performing employees will adjust to the strict requirements for collaboration and be able to match the cooperative behaviors needed to successfully complete the jobs at hand. In other words, high-performing staff members participate greater amounts in cooperative and interpersonal relationships in the workplace, which include team meetings or casual teamwork discussions (Sonnentag & Lange, 2002). Employees' emotional reaction to their employment has the potential to be strengthened by organizational identification. People have a fundamental desire to think well of themselves, and they continually seek out information to do so (Lee et al., 2015).

A common organizational identity can assist employees to collaborate more successfully (Powell & Baker, 2017). According to Sonnentag (1998), high-performing employees have been found to be greater participants in particular behaviors related to cooperative actions, like assisting teammates and seeking their suggestions. Accordingly, because of this high level of participation in cooperative behaviors high performer employees are more adept to attain circumstances which require collaborative duties achievement. SIT holds that identifying with a unique and significant group strengthens an individual's sense of self (Beus et al., 2020). Previous studies have shown that

high performer employees engage repeatedly in cooperative behaviors (Sonnentag, 1998). Organizational identification predicts work performance and OCB because individuals who are closely associated alongside their organizations have favorable sentiments regarding them (Buil et al., 2019). Because of their regular cooperative behaviors, high-performing employees are aware of how a poor personal situation can affect the completion of tasks and the accomplishment of organizational objectives. Therefore, during this regular engagement in cooperative behaviors employees have discovered strategies of how to effectively attain a cooperative counterpart at the level of interpersonal relationships (Sonnentag & Lange, 2002). Because both the identities of the individual and the organization intersect for those who have strong organizational identification, they are more likely to look for benefits from their organization in order to develop a good perceptions of oneself (Lee et al., 2015).

Employees who have a profound sense of organizational identity are more inclined to make significant personal sacrifices for the benefit of the organization. These sacrifices transform into internal desire for each employee to function effectively, which leads to improved job performance (Haslam & Ellemers, 2005). Research demonstrate that employees who feel strongly about their organization are more likely to interact with others at work, exchange knowledge, and make decisions which are in the greatest advantage of the organization (Lee et al., 2015). Additionally, staff members who have a strong sense of identification to the organization are more likely to take part in initiatives which focus on the needs of customers, which are crucial for the success of that organization (Johnson et al., 2012). Creating an environment that encourages collaboration and coordinating towards achieving objectives represents one of the management's key responsibilities in an organization (Amin et al., 2018). Positive feelings that contribute to a greater level of morale and productivity are also produced by a strong sense of affiliation with the organization. Workers have greater mental capacities at their free will, which makes it easier for them to focus on their job and become involved in it (Adamovic et al., 2020). Individuals that feel a strong sense of connection towards their organization are more likely to work harder or more persistently to complete their assigned duties, which, on the other hand, shows an increased desire to make a contribution to the organization (Tsai et al., 2007). Inter-organizational information exchange and cooperative behaviors are directly affect organizational outcomes and performance (Mell et al., 2020). The fundamental concept behind social identification, or the feeling of unity and belonging within a specific group, is to assist in the explanation of interactions between groups (Gray et al., 2019).

Along with research asserting that engagement in cooperative behaviors predicts task performance (Sonnentag & Lange, 2002; Tauer & Harackiewicz, 2004), this research contends that WECB mediates the association between organizational identity and task achievement. Further, it is

expected that organizational identification will improve organizational task performance in light of all the preceding justification and research. Based on this, it can be hypothesized that:

H₂₆: WECEB mediates the association between organizational identity and task performance.

An individual's individual concern for the environment is likely to be the best indicator of one's tendency toward participating in OCB's activities, according to Daily et al.'s (2009). Earlier research has discussed OCB by describing circumstances where individuals believe that they are required to perform excessive duties or tasks in relation to their capacities, as well as additional limitations (Frese & Fay, 2001). As what has been discussed earlier, OCBs are actions which regularly go above and beyond a person's officially assigned job responsibilities. Therefore, it makes sense that assuming an organization's individual role would demand more assets from the individuals themselves, particularly in regards to how much time and energy they have. Consequently, it could be difficult for staff members to fulfill their job's individual responsibilities by using their own creativity as well as collaborating with others. Examples of these behaviors include working from home, remaining late at work, completing tasks on their weekends, paying attention to work-related events on their own time, and so on. As a result, they strive to obtain the time as well as the assets required to finish their individual tasks. Therefore, entrepreneurial spirit and cooperative behaviors should have a favorable impact on OCB (Bolino & Turnley, 2005). OCBs are just one example of additional role-related activities that go outside official assigned duties and are not clearly identified by the organization's official incentive program as a behavioral consequence of organizational identification (Lee et al., 2015). Based on the self-categorization concept, prominent identity is the result of the interaction between employee's willingness and the context's comparison and evaluative features (Reynolds et al., 2003). Along with earlier discussion, it can be contended that the association between self-categorization and OCB is mediated by the employees' WECEB. Based on this, it can be hypothesized that:

H₂₇: WECEB mediates the association between self-categorization and OCB.

OCB was described by Organ (2018) as efforts to preserve and improve the psychological and social environment which encourages job achievement and organizational outcomes. Many studies have tried to further investigate the characteristics of OCB, and therefore, to understand its causes and the consequences of this kind of conduct for the efficient operation of such an organization (Bergeron, 2005; 2007; Anuja et al., 2016; Deng & Guan, 2017). Additionally, while cooperative behavior may have beneficial influences on organizations in a variety of ways, it also seems conceivable that doing so may have favorable effects on the staff members who participate in it. Moreover, employees who successfully engage in cooperative behaviors are more probable to receive favorable performance assessment scores and, as a result, be viewed as more promotable than other individuals who either decide not to or do not succeed in doing so, thereby enhancing OCB (Bolino & Turnley, 2005). SIT, which is a prevalent psychology perspective for understanding organizational

identity, describes how people create their own identities from the identities of the communities they are associated to (Lee et al., 2015). Employees with strong organizational identification are therefore more likely to believe that supporting others by actions beyond their job, such as voluntarily helping others who are having troubles at work and investing time in new arrivals, is similar to benefiting themselves (Van Dick et al., 2006). In conclusion, they develop into effective organizational citizens by strong organizational identification, so as a result, it is anticipated that organizational identification will boost performance beyond their roles. Along with the earlier discussion, it is expected that employees who exhibit levels of organizational identity could stimulate levels of OCB through individuals' initiative and the engagement in cooperative behaviors. Therefore, it can be contended that the association between organizational identity and OCB is mediated by the WECB. Based on this, it can be hypothesized that:

H₂₈: WECB mediates the relationship between organizational identity and OCB.

Table 5: Research Hypotheses with the Mediating Role of WECB

#	Anticipated Relationship	Hypothesis
H₂₅	Simple mediation	WECB mediates the association between self-categorization and task performance.
H₂₆	Simple mediation	WECB mediates the association between organizational identity and task performance.
H₂₇	Simple mediation	WECB mediates the association between self-categorization and OCB.
H₂₈	Simple mediation	WECB mediates the association between organizational identity and OCB.

1.4.2.5. Sequential Mediation

Assuming that self-categorization mediates the association between organizational culture and creative effort (H13), and that creative effort mediates the connection between self-categorization and task performance (H21). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational culture possesses on task performance is mediated by self-categorization and creative effort. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₂₉: Self-categorization and creative effort will sequentially mediate the relationship between organizational culture and task performance.

Assuming that self-categorization mediates the association between organizational culture and employees' WECB (H15), and that employees' WECB mediates the connection between self-categorization and task performance (H25). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational culture possesses on task performance is mediated by self-categorization and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₀: Self-categorization and WECB will sequentially mediate the relationship between organizational culture and task performance.

Assuming that self-categorization mediates the connection between organizational culture and creative effort (H13), and that creative effort mediates the association between self-categorization and OCB (H23). The present research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational culture possesses on OCB is mediated by self-categorization and organizational creative efforts. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₁: Self-categorization and creative effort will sequentially mediate the relationship between organizational culture and OCB.

Assuming that self-categorization mediates the relationship between organizational culture and employees' WECB (H15), and that the WECB mediates the relationship between self-categorization and OCB (H27). This research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational culture possesses on OCB is mediated by self-categorization and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₂: Self-categorization and WECB will sequentially mediate the relationship between organizational culture and OCB.

The efficient operation of human resource management, individuals' creativity, satisfaction with employment, workplace efficacy, organizational performance, and employees' engagement in

cooperative behaviors are all significantly impacted by the organizational climate (Ephraim & Renthlei, 2021). Assuming that self-categorization mediates the relationship between organizational climate and creative effort (H14), and that creative effort mediates the relationship between self-categorization and task performance (H21). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational climate possesses on task performance is mediated by self-categorization and creative effort. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₃: Self-categorization and creative effort will sequentially mediate the association between organizational climate and task performance.

Assuming that self-categorization has a mediation function on the connection between organizational climate and WECB (H16), and that WECB has a mediation impact on the association between self-categorization and task performance (H25). This research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational climate possesses on task performance is mediated by self-categorization and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₄: Self-categorization and WECB will sequentially mediate the relationship between organizational climate and task performance.

Assuming that self-categorization mediates the association between organizational climate and creative effort (H14), and that creative effort mediates the link between self-categorization and OCB (H23). The present research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational climate possesses on OCB is mediated by self-categorization and creative effort. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₅: Self-categorization and creative efforts will sequentially mediate the relationship between organizational climate and OCB.

Assuming that self-categorization has a mediation function on the association between organizational climate and WECB (H16), and that WECB has a mediation impact on the link between

self-categorization and OCB (H27). This research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational climate possesses on OCB is mediated by self-categorization and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₆: Self-categorization and WECB will sequentially mediate the relationship between organizational climate and OCB.

Assuming that organizational identity has a mediation impact on the link between organizational culture and creative effort (H17), and that creative effort has a mediation function on the association between organizational identity and task performance (H22). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational culture possesses on task performance is mediated by organizational identity and creative effort. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₇: Organizational identity and creative effort will sequentially mediate the association between organizational culture and task performance.

Assuming that organizational identity has a mediation impact on the link between organizational culture and employees' WECB (H19), and that WECB mediates the association between organizational identity and task performance (H26). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational culture possesses on task performance is mediated by organizational identity and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₈: Organizational identity and WECB behaviors will sequentially mediate the relationship between organizational culture and task performance.

Assuming that organizational identity mediates the link between organizational culture and creative effort (H17), and that creative effort mediates the association between organizational identity and OCB (H24). This research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational culture possesses on OCB

is mediated by organizational identity and creative effort. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₃₉: Organizational identity and creative effort will sequentially mediate the relationship between organizational culture and OCB.

Assuming that organizational identity has a mediation function on the association between organizational culture and employees' WECB (H19), and that WECB has a mediation role on the connection between organizational identity and OCB (H28). This research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational culture possesses on OCB is mediated by organizational identity and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₄₀: Organizational identity and WECB will sequentially mediate the relationship between organizational culture and OCB.

Assuming that organizational identity has a mediation function on the association between organizational climate and creative efforts (H18), and that creative effort mediates the connection between organizational identity and task performance (H22). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational climate possesses on task performance is mediated by organizational identity and creative efforts. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₄₁: Organizational identity and creative effort will sequentially mediate the association between organizational climate and task performance.

Assuming that organizational identity mediates the connection between organizational climate and employees' WECB (H20), and that WECB mediates the relationship between organizational identity and task performance (H26). The present research asserts that a similar association structure could also be expanded to involve task performance similarly. As shown in Figure 1, the impact organizational climate possesses on task performance is mediated by organizational identity and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₄₂: Organizational identity and WECB will sequentially mediate the relationship between organizational climate and task performance.

Assuming that organizational identity has a mediation function on the association between organizational climate and creative efforts (H18), and that creative effort mediates the relationship between organizational identity and OCB (H24). The present research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational climate possesses on OCB is mediated by organizational identity and creative efforts. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₄₃: Organizational identity and creative effort will sequentially mediate the relationship between organizational climate and OCB.

Assuming that organizational identity has a mediation impact on the association between organizational climate and employees' WECB (H20), and that WECB mediates the connection between organizational identity and OCB (H28). The present research asserts that a similar association structure could also be expanded to involve OCB similarly. As shown in Figure 1, the impact organizational climate possesses on OCB is mediated by organizational identity and employees' WECB. As a result, this research anticipates the sequential mediation hypothesis shown below:

H₄₄: Organizational identity and employees' WECB will sequentially mediate the association between organizational climate and OCB.

Table 6: Research Hypotheses with the Role of Sequential Mediation

#	Anticipated Relationship	Hypothesis
H₂₉	Sequential mediation	Self-categorization and creative effort will sequentially mediate the relationship between organizational culture and task performance.
H₃₀	Sequential mediation	Self-categorization and WECB will sequentially mediate the relationship between organizational culture and task performance.
H₃₁	Sequential mediation	Self-categorization and creative effort will sequentially mediate the relationship between organizational culture and OCB.

Table 6: (continued)

#	Anticipated Relationship	Hypothesis
H₃₂	Sequential mediation	Self-categorization and WECB will sequentially mediate the relationship between organizational culture and OCB.
H₃₃	Sequential mediation	Self-categorization and creative effort will sequentially mediate the connection between organizational climate and task performance.
H₃₄	Sequential mediation	Self-categorization and WECB will sequentially mediate the relationship between organizational climate and task performance.
H₃₅	Sequential mediation	Self-categorization and creative effort sequentially have a mediation effect on the connection between organizational climate and OCB.
H₃₆	Sequential mediation	Self-categorization and WECB will sequentially have a mediation effect on the connection between organizational climate and OCB.
H₃₇	Sequential mediation	Organizational identity and creative effort will sequentially mediate the connection between organizational culture and task performance.
H₃₈	Sequential mediation	Organizational identity and e WECB will sequentially mediate the relationship between organizational culture and task performance.
H₃₉	Sequential mediation	Organizational identity and creative effort will sequentially mediate the relationship between organizational culture and OCB.
H₄₀	Sequential mediation	Organizational identity and WECB will sequentially mediate the relationship between organizational culture and OCB.
H₄₁	Sequential mediation	Organizational identity and creative effort will sequentially mediate the connection between organizational climate and task performance.
H₄₂	Sequential mediation	Organizational identity and WECB will sequentially mediate the connection between organizational climate and task performance.
H₄₃	Sequential mediation	Organizational identity and creative effort will sequentially mediate the link between organizational climate and OCB.
H₄₄	Sequential mediation	Organizational identity and WECB will sequentially mediate the relationship between organizational climate and OCB.

1.4.3. Introducing Moderators to the Relationships between Organizational Culture and Social Identity Constructs

1.4.3.1. The Moderating Role of Leader Prototypicality

Leader prototypicality is regarded by SIT as a crucial factor in determining the efficiency of leadership and an individual's self-categorization in the social-identity investigation into leadership (Hogg & van Knippenberg, 2003). Indeed, the concepts of self-categorization and social identity serve as the basis for the investigation of leader prototypicality (Van Knippenberg & Hogg, 2003). Accordingly, this theoretical approach explains how the definition of oneself of employees originates from their affiliations in social groups and is connected to intellectual images that depict these social groups in the form of prototypes (Ashforth & Mael, 1989). Therefore, these prototypes are sets of descriptions and interpretations of opinions, views, standards, principles, and actions that are unique to a given situation. The organizational in-group prototype is a generic intellectual depiction of "us" that rests on within-group distinctions and in-group analogy as well as the organization's remembering and previous organizational course of time (Van Knippenberg & Van Knippenberg, 2005). It associates with the organizational culture setting to anticipate employees' self-categorization. A strong culture is an effective instrument for driving behavior since it encourages people to perform more effective work (Purnama, 2013). Certain staff members at an organization are considered more prototypical than others due to the relationship between individual attributes and organizational group prototypical features, just as certain characteristics, views, or conduct patterns are more prototypical of the organizational group than others. The more someone who is part of a group is a prototypical individual, the more that person embodies the requirements, guidelines, and principles of the group, which in turn, elevates the level of self categorization. Organizational culture provides a significant effect on leaders since it sets the way they ought to communicate regarding the outside world in order to develop stable distinctive advantages in addition to enabling them to succeed and produce value (Khedhaouria et al., 2020).

Prior studies have concluded that prototypical organizational individuals represent group standard conduct, indicate what individuals of the in-group have shared, and show the similarities and differences between in-group participants and other individuals of outside groups (Van Knippenberg & Van Knippenberg, 2005). As a result, people with greater leader prototypicality are expected to use it to create distinct classifications through organizational culture.

At the same time, in this study it is predicted that the positive relationship between organizational culture and employees' self-categorization is likely to be stronger among those individuals who have high perceptions of leader prototypicality in their organization because the

expectation that the organization's leadership is recognized as the embodiment of the organization's defining characteristics will increase the possibility that organizational culture is positively related to employees' categorization of themselves as belonging to their organization and the creation of a sense of identity. Accordingly, the relation between organizational culture and employees' self-categorization should be more positive when the perceptions of leader prototypicality is high. High perceptions of leader prototypicality should amplify the classification of employees into social categories and recognizing their own affiliation to such categories into their organization. Thus, it can be hypothesized that:

H₄₅: Organizational culture and leader prototypicality will interact to predict self-categorization such that the relationship between organizational culture and self-categorization will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.

The claim that leader prototypicality is a predictor of an organization's identity has received support from a number of studies. According to these studies, prototypical individuals of an organizational group are more expected to become leaders if they can recognize a psychological sense of being included or belongingness within the organization they work for (van Knippenberg et al., 2000). Additionally, it is asserted that individuals who fit the prototype of an organizational group are more powerful and successful (Hains et al., 2006). The superior organizational culture skills facilitated by higher leader prototypicality allow the individuals of an organization to accurately generate and interpret organizational identity (Platow et al., 2006).

The essential function of leader prototypicality in the formation of organizational identity has been supported by several studies, which are to a large extent based on experimental research, using a variety of frameworks, operations of prototypicality, and evaluations of leadership success (Lord et al., 2001; Van Knippenberg & Van Knippenberg, 2005; Van Knippenberg, 2011; Giessner et al., 2013). People with greater leader prototypicality are therefore anticipated to use it to shape organizational identity through organizational culture.

When employees recognize that organization's leadership embodies and represents the organization and symbolize the organizational attributes, these employees are more likely to expand on organizational culture and embrace important aspects that represent the organization's main goals, fundamental principles, and desirable behaviors, which are involved in organizational identity. Employees with high level of perceiving leaders to be representing and embodying the organizational group prototype are expected to more identify with organization, strengthening the relationship between organizational culture and organizational identity. Thus, it can be hypothesized that:

H₄₆: Organizational culture and leader prototypicality will interact to predict organizational identity such that the relationship between organizational culture and organizational identity will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.

Assuming that leader prototypicality has a moderation function on the association between organizational culture and self-categorization. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational culture and creative effort. Therefore, it can be anticipated that:

H₄₇: Leader prototypicality moderates the powerfulness of the indirect connection between organizational culture and creative effort via self-categorization to the extent that the mediated association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational culture and WECB. Therefore, it can be anticipated that:

H₄₈: Leader prototypicality moderates the strength of the indirect association between organizational culture and WECB via self-categorization in such a way that the mediated association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.

Assuming that leader prototypicality has a moderation function on the association between organizational culture and organizational identity. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational culture and organizational creative efforts. Therefore, it can be anticipated that:

H₄₉: Leader prototypicality moderates the powerfulness of the indirect link between organizational culture and creative effort via organizational identity to the extent that the mediated relationship is stronger when leader prototypicality is high, and is weaker when leader prototypicality is low.

In the same way, in a moderated mediation association, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational culture and WECB. Therefore, it can be anticipated that:

H₅₀: Leader prototypicality moderates the powerfulness of the indirect connection between organizational culture and WECB via organizational identity to the extent that the mediated

association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.

Table 7: Research Hypotheses with the Moderating Role of Leader Prototypicality to the Relationships between Organizational Culture and Social Identity Constructs

#	Anticipated Relationship	Hypothesis
H₄₅	Moderation	Organizational culture and leader prototypicality will interact to predict self-categorization such that the relationship between organizational culture and self-categorization will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.
H₄₆	Moderation	Organizational culture and leader prototypicality will interact to predict organizational identity such that the relationship between organizational culture and organizational identity will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.
H₄₇	Moderated Mediation	Leader prototypicality moderates the powerfulness of the indirect connection between organizational culture and creative effort via self-categorization to the extent that the mediated association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.
H₄₈	Moderated Mediation	Leader prototypicality moderates the strength of the indirect association between organizational culture and WECB via self-categorization in such a way that the mediated association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.
H₄₉	Moderated Mediation	Leader prototypicality moderates the powerfulness of the indirect link between organizational culture and creative effort via organizational identity to the extent that the mediated relationship is stronger when leader prototypicality is high, and is weaker when leader prototypicality is low.
H₅₀	Moderated Mediation	Leader prototypicality moderates the powerfulness of the indirect connection between organizational culture and WECB via organizational identity to the extent that the mediated association is stronger while leader prototypicality is high, and is weaker while leader prototypicality is low.

1.4.3.2. The Moderating Role of Leader Stereotypicality

The classification of an employee as an individual of a societal classification will probably result in stereotyping, according to several types of studies on stereotyping. Indeed, several of studies

on self-stereotyping have primarily concentrated on how employees view themselves by means of the themes of stereotypes pertaining to the inside-group classification (Haslam et al., 1997; Abrams & Hogg, 2010; Cadinu et al., 2013; Oliveira & Cardoso, 2018). According to the social categorization theory, a leader's stereotypical behavior guides attention, shapes how knowledge is encrypted, and illustrates how knowledge is perceived. As a result, staff members frequently pick up on situations that confirm their preexisting stereotype-based opinions. More precisely, under the effect of leader stereotypicality, employees will interpret uncertain or ambiguous information they may face in their organization as confirming their stereotypes. As a result, they will intentionally look for data that supports their perceptions of other individuals as well. Leader stereotypicality influences the employee's interpretation of behavior. In other words, when an employee who is known to fall into a certain classification in society exhibits uncertain or indeterminate conduct, the stereotype related to that classification affects the conduct's evident purpose (Quinn et al., 2007).

Group activity is attributed to a depersonalization of understanding, emotion, and conduct that is created by classifying oneself and other individuals in regard to of in group and out group differences, according to SCT, which is a refinement of SIT. However, the self-perception is transformed, according to the self-categorization approach, from a framework focused on personality to one founded on the prototypicality of group (Hains et al., 2006). Previous research has studied the self-categorization analysis of organizational groups. More precisely, the investigation of leadership's self-categorization, which at first represents one of the most basic aspects of organizational groups, primarily helps to comprehend leadership just like a group activity yet additionally looks at the theory's applicability in within-group situations. In spite of being frequently associated with studies on interactions within groups, broad social classifications, and stereotyping, the self-categorization and social identification strategy also offers a thorough method for examining group-mediated interpersonal and psychological processes. Indeed, a handful of these investigations that concentrate on things like small-group processes, social impact, beliefs, and interpersonal self-concept (Hains et al., 2006).

One of the most common research using the analysis of leadership through the SCT has been presented by Hogg et al. (1995). Prior research has highlighted the complicated and unpredictable characteristics of organizational culture, whereas organizational culture relates to attitudes and expectations that create conventions and have a significant impact on how people behave both individually as well as an entire group inside an organization (Khedhaouria et al., 2020). Leaders are members of organizational groups that possess differential impact on other people's views, actions, and other individuals in the group, primarily due to their power and prestige. Accordingly, the group member who holds the most stereotypical role within the group ought to serve as the group leader. Indeed, this point of view demonstrates the norms that the majority of group members generally

follow (Hains et al., 2006). Group prototypes are additionally more strongly connected to the societal setting of the group since, in accordance with the SCT, organizational individuals represent the ideal equilibrium between maximizing similarities inside the group and between-group distinctions (Cadinu et al., 2013).

Further stereotypical leaders will be more well-liked by their organizational group's members and, as a result, will be held to higher standards of effectiveness than less stereotypical ones. In other words, leaders are going to be paid attention to the stereo-typicalness of their conduct so that more stereotypical leaders are recognized as more successful than considerably fewer stereotypical leaders (Hains et al., 2006). Therefore, it is expected that people with greater leader stereotypicality perceptions will use it to develop their own sense of self-categorization organizational culture. Thus, it can be hypothesized that:

H₅₁: Organizational culture and leader stereotypicality will interact to predict self-categorization such that the relationship between organizational culture and self-categorization will be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.

In the context of leader stereotypicality, social stereotypes are understood as ideas that certain behaviors or characteristics are representative of particular groups of people. In essence, stereotypical views are personal assessments and approximations of the frequency of characteristics within social groups, and as a result, they ought to be anticipated to act like base-rate knowledge when used in personal assessments. Particularly, distinguishing themselves objective case details should encourage participants to reject their individual stereotypical views (Locksley et al., 1982).

Based on the SIT, members of a group that increasingly resemble these stereotypes are possibly able to hold leadership positions and for those positions to be perceived as successful. The theory states that group dynamics happens when employees identify one another as individuals who belong to an identical group and act in accordance with this reality. Employees' self-categorization produces a prototype and a common pattern of the type of individual who best represents the traits that set the group apart (Hains et al., 2006). Moreover, these models may perform an equivalent function in leadership in terms of leader stereotypes, whereby the degree of stereotypy in a leader is thought to influence supporters' opinions of that leader, with a more stereotypical leader being more well-liked (Sinclair et al., 2006). Therefore, leader stereotypicality improves the development of knowledge and assessments of themselves by the stereotypes related to a person's social group affiliation, facilitating people with a greater sense of leader stereotypicality to establish a greater organizational identity by means of their organizational culture (Cadinu et al., 2013).

According to the self-categorization philosophy, the person who most closely resembles the group prototype and is associated with it will most likely head the organizational group. Because other group members will be drawn to someone who more closely symbolizes the group as a whole, when a leader emerges in a process like this, he will look to be more effective. Thus, in this case, the leader will be allowed to exert a lot of influence (Hains et al., 2006). Additionally, because the part of prototype matching in leadership is frequently minimal, the leader's influence over other group members can incorrectly be attributed to his individual characteristics, for example charisma, instead of to prototypicality. People who have greater leader stereotypicality perceptions are therefore anticipated to use it to their advantage in the establishment of organizational identity through organizational culture. So, it can be hypothesized that:

H₅₂: Organizational culture and leader stereotypicality will interact to predict organizational identity to the extent that the association between organizational culture and organizational identity will be more powerful while leader stereotypicality is high, whereas the association will be weaker while leader stereotypicality is low.

Assuming that leader stereotypicality moderates the association between organizational culture and self-categorization. In a moderated mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational culture and organizational creative efforts. Therefore, it can be anticipated that:

H₅₃: Leader stereotypicality has a moderating influence on the powerfulness of the indirect connection between organizational culture and creative effort via self-categorization to the extent that the mediated relationship is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

In the same way, in a moderated mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational culture and WECB. Therefore, it can be anticipated that:

H₅₄: Leader stereotypicality moderates the powerfulness of the indirect link between organizational culture and WECB via self-categorization to the extent that the mediated association is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

Assuming that leader stereotypicality has a moderating influence on the powerfulness between organizational culture and organizational identity. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational culture and organizational creative efforts. Therefore, it can be anticipated that:

H₅₅: Leader stereotypicality moderates the powerfulness of the indirect connection between organizational culture and creative effort via organizational identity to the extent that the mediated association is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational culture and WECB. Therefore, it can be anticipated that:

H₅₆: Leader stereotypicality has a moderating influence on the powerfulness of the indirect association between organizational culture and WECB via organizational identity to the extent that the mediated relationship is more powerful while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

Table 8: Research Hypotheses with the Moderating Role of Leader Stereotypicality to the Relationships between Organizational Culture and Social Identity Constructs

#	Anticipated Relationship	Hypothesis
H₅₁	Moderation	Organizational culture and leader stereotypicality will interact to predict self-categorization such that the relationship between organizational culture and self-categorization will be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.
H₅₂	Moderation	Organizational culture and leader stereotypicality will interact to predict organizational identity to the extent that the association between organizational culture and organizational identity will be more powerful while leader stereotypicality is high, whereas the association will be weaker while leader stereotypicality is low.
H₅₃	Moderated Mediation	Leader stereotypicality has a moderating influence on the powerfulness of the indirect connection between organizational culture and creative effort via self-categorization to the extent that the mediated relationship is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.
H₅₄	Moderated Mediation	Leader stereotypicality moderates the powerfulness of the indirect link between organizational culture and WECB via self-categorization to the extent that the mediated association is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

Table 8: (continued)

#	Anticipated Relationship	Hypothesis
H₅₅	Moderated Mediation	Leader stereotypicality moderates the powerfulness of the indirect connection between organizational culture and creative effort via organizational identity to the extent that the mediated association is stronger while leader stereotypicality is high, and is weaker while leader stereotypicality is low.
H₅₆	Moderated Mediation	Leader stereotypicality has a moderating influence on the powerfulness of the indirect association between organizational culture and WECB via organizational identity to the extent that the mediated relationship is more powerful while leader stereotypicality is high, and is weaker while leader stereotypicality is low.

1.4.4. Introducing Moderators to the Relationships between Organizational Climate and Social Identity Constructs

1.4.4.1. The Moderating Role of Leader Prototypicality

Several empirical research studies have discussed the significance of the ones-perception and organizational identity in understanding the impact of leadership on employees' conduct (Platow & Van Knippenberg, 2001; Hains et al., 2006; Hirst et al., 2009; Giessner et al., 2013; Buil et al., 2019). Leaders are both individuals of and those who direct groups of people, in accordance with the SIT and the investigation of leadership by means of social identity. As a result, each of these organizational leaders exchange one or more organizational group affiliations with the individuals they supervise. They are also associated with the organization and its various groups. According to the research on organizational climate, it affects individuals' cognition and emotional conditions, leads them behaving in specific ways, and encourages them to demonstrate the behavior necessary for success in the workplace (Shen & Zhang, 2019). As a result, leadership activities take place within the setting of common affiliation to a group, and organizational culture as well as the traits of leaders as individuals of this group could consequently be crucial in developing the idea of organizational self-categorization. This investigation indicates that leaders' organizational group prototypicality, especially, ought to be associated with organizational self-categorization given that people with greater representation of the group are more powerful and having more attraction abilities (Van Knippenberg & Van Knippenberg, 2005). People with greater leader prototypicality are therefore anticipated to use it to develop their own self-categorization through organizational culture. So, it can be hypothesized that:

H₅₇: Organizational climate and leader prototypicality will interact to predict self-categorization such that the relationship between organizational climate and self-categorization will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.

SIT states that the within-group prototype explains and determines organizational affiliation based on context-appropriate features and characteristics, with some features and attributes being more closely linked to and essential to the organizational group's identity compared to everyone else. Therefore, rather than being similar to the ordinary or typical group participant, the prototypical person in the group is actually more like an image of the perfect group individual. In order to successfully participate in behavior that could move the group or organization towards novel positions, leaders are guided by the leader prototypicality, which gives them more flexibility and autonomy in their actions (Van Knippenberg & Van Knippenberg, 2005). It is anticipated that leader prototypicality will facilitate the emergence of organizational identity in this organization because organizational climate describes how staff members perceive their workplace and is particularly linked to how employees perceive the organization's values and goals (Zhang & Liu, 2010).

In light of this, it is also conceivable that leader prototypicality supports prototypical leaders who are regular in some ways and extraordinary or unusual in other situations. Thus, acting in a way that leverages organizational identity while also serving as a symbol of the group's identity is not incompatible with acting in a unique, uncommon, or distinguishing way; on the contrary, it sets the scene for doing so in a way that is both successful and appropriate. Exploring uncommon and nontraditional organizational behavior, that is occasionally considered to serve as the foundation of leadership efficacy and organizational identity, is wholly consistent with enhancing and maintaining prototypicality (Van Knippenberg & Van Knippenberg, 2005). The adapting role of organizational climates is to reduce ambiguity for individuals in the group and guide behaviors that is in accordance with group interests and aspirations. Organizational climates represent the emerging, group-level outcomes of social perception (Beus et al., 2020).

Organizational climates impact staff views and conduct since individual actions are, to some degree, developed through the organizational group (Shen & Zhang, 2019). While organizational climate resides within employees' perceptions of the organizational context, and the shared perceptions across individuals, these organizational context perceptions are expected to be amplified through leader prototypicality to predict organizational identity (Van Knippenberg & Van Knippenberg, 2005). Along with that, this research contends that individuals who have higher leader prototypicality are expected to leverage their organizational environment perceptions as well as the development of a deeper organizational identification.

People with greater leader prototypicality are therefore anticipated to use it in the formation of organizational identity through organizational climate. Thus, it can be hypothesized that:

H₅₈: Organizational climate and leader prototypicality will interact to predict organizational identity such that the relationship between organizational climate and organizational identity will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.

Assuming that leader prototypicality has a moderating influence on the powerfulness of the relationship between organizational climate and self-categorization. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational climate and organizational creative efforts. Therefore, it can be anticipated that:

H₅₉: Leader prototypicality moderates the powerfulness of the implicit association between organizational climate and creative effort via self-categorization to the extent that the mediated relationship is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational climate and WECB. Therefore, it can be anticipated that:

H₆₀: Leader prototypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via self-categorization in such a way that the mediated association is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.

Organizational climates have been scientifically connected to significant group results in a number of areas, such as creativity (Beus et al., 2020). Assuming that leader prototypicality has a moderating function on the powerfulness of the association between organizational climate and organizational identity. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational climate and organizational creative efforts. Therefore, it can be anticipated that:

H₆₁: Leader prototypicality moderates the strength of the implicit association between organizational climate and creative effort via organizational identity to the extent that the mediated link is more powerful while leader prototypicality is high, and is weaker for low levels of leader prototypicality.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader prototypicality will affect the implicit connection between organizational climate and WECB. Therefore, it can be anticipated that:

H₆₂: Leader prototypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via organizational identity to the extent that the mediated connection is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.

Table 9: Research Hypotheses with the Moderating Role of Leader Prototypicality to the Relationships between Organizational Climate and Social Identity Constructs

#	Anticipated Relationship	Hypothesis
H₅₇	Moderation	Organizational climate and leader prototypicality will interact to predict self-categorization such that the relationship between organizational climate and self-categorization will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.
H₅₈	Moderation	Organizational climate and leader prototypicality will interact to predict organizational identity such that the relationship between organizational climate and organizational identity will be stronger when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.
H₅₉	Moderated Mediation	Leader prototypicality moderates the powerfulness of the implicit association between organizational climate and creative effort via self-categorization to the extent that the mediated relationship is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.
H₆₀	Moderated Mediation	Leader prototypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via self-categorization in such a way that the mediated association is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.
H₆₁	Moderated Mediation	Leader prototypicality moderates the strength of the implicit association between organizational climate and creative effort via organizational identity to the extent that the mediated link is more powerful while leader prototypicality is high, and is weaker for low levels of leader prototypicality.
H₆₂	Moderated Mediation	Leader prototypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via organizational identity to the extent that the mediated connection is more powerful while leader prototypicality is high, and is weaker while leader prototypicality is low.

1.4.4.2. The Moderating Role of Leader Stereotypicality

Leader stereotypicality is an indicator of how closely an individual matches other group individuals' conceptions regarding how a leader ought to be. Accordingly, leader stereotypicality predicts leader effectiveness as perceived from other group individuals. According to empirical research, stereotypical leaders' believed to be successful was higher than compared to non-stereotypical leaders (Platow & van Knippenberg, 2001). The theory of self- categorization holds that depersonalization grounded in classification additionally produces self-stereotyping in the context of inside-group characteristics when organizational group affiliations are prominent. Increased agreeing with, confidence, and collaboration with participants in the group are elevated by feeling of similarity between individuals in the organizational group (Abrams & Hogg, 2010).

The extent whereby a leader is viewed as possessing the qualities regarded ideal in an effective leader is referred to as leader stereotypicality. Accordingly, a leader will be regarded more favorably and appreciated if they are given additional features. Prior studies have found that leader stereotypicality, as viewed, influenced supporters acceptance of their leaders, and following an in-depth examination, they discovered that among the most stereotypical characteristics of an effective leader that showed up in every one of the settings and circumstances they investigated included the following: postpone behaviors as long as reaching an agreement, to make careful preparations what needed to be accomplished, to highlight organizational group objectives, to organize group operations, and to allow members of the group understand what was going on (Montes-Berges & Moya, 2009). Based on this discussion, it appears that members' acceptance of leaders will depend on how stereotypical they are, with those who are more stereotypical leaders likely to gain greater support. To sum up, the expression of qualities that participants want to see in their leaders and similarities of supporters' and leaders' views exhibit a significant influence on their acceptance of leaders (Montes-Berges & Moya, 2009).

This study specifically aims to examine the interactions between leader stereotypicality and organizational context features like organizational climate and organizational culture. In addition, based on prior research, it can be anticipated that leader stereotypicality has a significant impact on leader assessment, to the extent that, the greater the degree to which stereotypical leaders are, the more effective they are. Personnel with greater leader stereotypicality perceptions are therefore supposed to use it to their advantage when developing their own self-categorization through organizational culture. So, it can be hypothesized that:

H₆₃: Organizational climate and leader stereotypicality will interact to predict self-categorization such that the relationship between organizational climate and self-categorization will

be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.

Although there is a wide range of research studying the impacts of leader stereotypicality in work environments, there stills a need to a deep understanding of the effect of leader stereotypicality. The results that self-stereotyping is a consequence of one's social organizational affiliation to groups are among the most notable ones from these studies. Additionally, earlier studies have confirmed the significance of the association between organizational group identification and inside group stereotyping (Sinclair et al., 2006; Abrams & Hogg, 2010). Furthermore, this study contends that social identification prominence and intellectual relationships influence leader stereotypicality. The theory of self- categorization asserts the fact that one's perception of oneself is highly adaptable and varies in response to contextual signals which cause various societal identities. Given that stereotypes regarding the organizational groups that an employee is related to clarify generally held views on the self, self-evaluation may be impacted by an employee's most important social group affiliation (Sinclair et al., 2006). Shared views about what is expected and aspirations related to various facets of workplace life are reflected in organizational climates, which are developed by individuals in groups (Beus et al., 2020).

In the scope of this discussion, previous research has demonstrated that when an employee's inside-group identity compared to his own distinct personality becomes more prominent, the employee's assessments of themselves tend to be more consistent (Mell et al., 2020; Piening et al., 2020). This viewpoint contends that in a setting involving multiple and divergent social identities, assessments of themselves may be more in line with the stereotypes connected to a particular social identity while that identity is prominent but might be greater in line with the stereotypes connected to an entirely distinct social identity once that identity is considered salient (Sinclair et al., 2006). People with higher leader stereotypicality views are therefore assumed to use it to their advantage in the creation of organizational identity by means of organizational climate. So, it can be hypothesized that:

H₆₄: Organizational climate and leader stereotypicality will interact to predict organizational identity such that the relationship between organizational climate and organizational identity will be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.

Assuming that leader stereotypicality has a moderating impact on the powerfulness of the relationship between organizational climate and self-categorization. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will

affect the implicit connection between organizational climate and organizational creative efforts. Therefore, it can be anticipated that:

H₆₅: Leader stereotypicality has a moderating effect on the powerfulness of the indirect association between organizational climate and creative effort via self-categorization to the extent that the mediated relationship is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational climate and WECB. Therefore, it can be anticipated that:

H₆₆: Leader stereotypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via self-categorization to the extent that the mediated link is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low.

Assuming that leader stereotypicality has a moderating role on the powerfulness of the connection between organizational climate and organizational identity. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational climate and organizational creative efforts. Therefore, it can be anticipated that:

H₆₇: Leader stereotypicality moderates the strength of the indirect association between organizational climate and creative effort via organizational identity to the extent that the mediated connection is more powerful for high levels of leader stereotypicality, and is weaker while leader stereotypicality is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that leader stereotypicality will affect the implicit connection between organizational climate and WECB. Therefore, it can be anticipated that:

H₆₈: Leader stereotypicality moderates the strength of the indirect relationship between organizational climate and WECB via organizational identity to the extent that the mediated association is more powerful for high levels of leader stereotypicality, and is weaker while leader stereotypicality is low.

Table 10: Research Hypotheses with the Moderating Role of Leader Stereotypicality to the Relationships between Organizational Climate and Social Identity Constructs

#	Anticipated Relationship	Hypothesis
H₆₃	Moderation	Organizational climate and leader stereotypicality will interact to predict self-categorization such that the relationship between organizational climate and self-categorization will be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.
H₆₄	Moderation	Organizational climate and leader stereotypicality will interact to predict organizational identity such that the relationship between organizational climate and organizational identity will be stronger when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.
H₆₅	Moderated Mediation	Leader stereotypicality has a moderating effect on the powerfulness of the indirect association between organizational climate and creative effort via self-categorization to the extent that the mediated relationship is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low.
H₆₆	Moderated Mediation	Leader stereotypicality moderates the powerfulness of the indirect connection between organizational climate and WECB via self-categorization to the extent that the mediated link is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low.
H₆₇	Moderated Mediation	Leader stereotypicality moderates the strength of the indirect association between organizational climate and creative effort via organizational identity to the extent that the mediated connection is more powerful for high levels of leader stereotypicality, and is weaker while leader stereotypicality is low.
H₆₈	Moderated Mediation	Leader stereotypicality moderates the strength of the indirect relationship between organizational climate and WECB via organizational identity to the extent that the mediated association is more powerful for high levels of leader stereotypicality, and is weaker while leader stereotypicality is low.

1.4.5. The Moderating Role of Trust to Organization

1.4.5.1. The Moderating Role of Trust to Organization on the Relationships between Social Identity Constructs and Creative Effort

In literature, there are several different approaches to refer to trust in an organization. Fundamentally, risk is the common and central concept that underlies most of the theoretical examination of organizational trust (Hosmer, 1995; Bijlsma & Koopman, 2003; Colquitt et al., 2007; Ghosh, 2018). According to earlier research, the person who trusts needs to be aware of the risks associated with the relationship as well as that all interactions in a trust process have relevant motivations at interest (Davis et al., 2000). In light of this, being willing to attempt risks might be the defining characteristic of all the settings related to trust process. Rousseau et al. (1998) in their special issue on trust noted that the interpretation of trust in which Mayer et al. (1995) provided as a readiness to be vulnerable is the concept of trust which has been most frequently quoted.

People who undertake risks in their interactions with other people make themselves vulnerable to the person they are extending their confidence to, and consequently risk follows vulnerability. Accordingly, leaving one's self open for someone else suggests that an important and valuable thing could be lost. In this research, the used definition of trust to organization is a person's (the trustor's) readiness to be exposed to risks from the behavior committed by a different person. This approach relies on the assumption that the trustee will carry out a task that is significant to the trustor, despite the trustor's lack of oversight or supervision over the trustee. The above definition implies that those who contribute to a relationship of trust are identified and that trustors decide rationally about the risks they are ready to take and the areas of the relationship where they will be exposed (Davis et al., 2000). Individuals are more willing to make requests for help from their colleagues if they possess strong trust in them, thereby helping them work with greater effectiveness (Peng et al., 2014). However, individual and organizational variables influence creative behaviors at workplace (Zhang et al., 2020).

On the other side, in a culture where there is little trust in the organization, individuals may become frustrated and engage in aggressive behaviors by trying to violate the instructions of management or by establishing unrealistic goals that are detrimental to positive organizational performance. Instead, when individuals have a high level of trust in the organization, they are more likely to take part in creative efforts for the benefit of the organization. Mayer et al. (1995) in their research advocated that trust to organization leads the way to risk-taking actions from leaders, including delegating and enablement, and OCB and enhanced organizational performance on the part of employees and subordinates through engagement in creative efforts. Cooperation between

individuals working together is crucial for organizations to achieve shared objectives. Organizational settings can be used by organizations to foster teamwork, which serves as an asset of outstanding performance and competitive advantages, while trust to the organization can advance the desired results. Previous studies have looked at how trust influences cooperative behaviors between employees, organizational groups, and organizations (Chiu & Chiang, 2019). Assigning the inside-group with advantageous features which go along with its favorable resonance is a result of the self-categorization mechanism. As a result, employees may believe that inside-group individuals are greater in reliability and trust than out group ones (Chattopadhyay et al., 2020).

Therefore, individuals who possess higher levels of trust in organization are anticipated to intensify it in the formation of creative effort through self-categorization. Whereas those with lower perceived levels of trust in organization who do not participate in meaningful organizational risk taking, are unable to boost their creativity and being trusting to the organization, and operate with higher levels of uncertainty, hindering the development of organizational creative efforts. Leaders can encourage employees' creative efforts by establishing friendly, equitable, and open relationships, displaying the abilities required to address technical as well as creative difficulties, and offering assistance (Ribeiro et al., 2018).

In this study it is predicted that the positive relationship between self-categorization and employees' creative effort is likely to be stronger among those individuals who have high trust to organization because the expectation that employees trust each other and their leaders will increase the possibility that self-categorization is positively related to employees' creative behaviors and being able to develop and create original ideas. Accordingly, the relation between self-categorization and employees' creative efforts should be more positive when the perceptions of employees' trust to organization is high. High perceptions of trust to organization should enhance the abilities of employees to think about an organizational problems and tasks in a new and different ways. Thus, it can be hypothesized that:

H₆₉: Employees' trust to organization and self-categorization will interact to anticipate creative effort to the extent that the relationship between self-categorization and creative effort will be stronger when employees' trust to organization is high, whereas the association will be weaker when employees' trust to organization is low.

In earlier studies, it was hypothesized that trust had a significant impact on behaviors such as job performance, employees satisfaction, commitment to the organization, cooperative behaviors, and OCB (Schoorman et al., 2007; Ghosh, 2018). The relationship between organizational performance and human resource management techniques, attitudes among staff members,

leadership and performance in the organization, and OCB is also influenced by trust (Chiu & Chiang, 2019). According to several previous research, employees' trust to organization has been widely recognized as crucial to the success and effectiveness of the organization (Tan & Tan, 2000; Yang et al., 2009; Tasselli & Kilduff, 2018). Additionally, trust in an organization minimizes the requirement for formally binding agreements, removes and decreases the necessity for pragmatist actions, and simplifies the requirement for bureaucratic regulations (Zaheer and Venkatraman, 1995). From a different perspective, trust in an organization seems to have a competitive advantage because it generates value by minimizing expenses associated with transactions because to the special bond among individuals that share trust. According to the inside group and out group classifications outlined in SIT, employees have a greater incentive to make an impact in the group as a whole and are therefore perceived to be significant by the other players when the team incorporates a greater number of coworkers that the main participant thinks of to be members of the inside group (Chattopadhyay et al., 2020).

Previous research has contended that organizations that have trusting connections between organization's management and subordinate individuals are believed to have several benefits above organizations with low levels of trust to organization connections (Hosmer, 1995). According to Davis et al. (2000), cultural transition from a control oriented to an involvement oriented managerial culture built upon the development of trust to organization is one way for organizations to achieve an ongoing competitive edge. The level of respect and trust between an organization's management and workers also directly influences how well that organization performs by helping to discover the most effective strategies for achieving positive organizational performance. According to Colquitt et al.'s (2007) meta investigation, there is a consistently favorable association between employees' job performance and trust in the organization in question. Additionally, the sense of risk associated with exchanging information with a fresh individual from a different department is decreased by organizational identity. Organizational identity fosters trust that employees of different units can be relied upon to operate in the collective interest of the entire organizational society to which they belong (Gray et al., 2019).

As a result, people with higher levels of organizational trust are anticipated to use that trust to promote creative efforts through organizational identity. While those with lower believed levels of organizational trust who are left out and don not take meaningful organizational risks are unable to increase their creativity and feel more trust in the organization they are a part of, they operate as well with higher levels of uncertainty, which impedes the growth of organizational creative efforts.

Moreover, in this study it is predicted that the positive relationship between organizational identity and employees' creative effort is likely to be stronger among those individuals who have high trust to organization because the expectation that employees with perceived confidence of their organization and the applied activities will increase the possibility that organizational identity is positively related to the ability of employees to operate through disagreements, work intensively, stay with their organization longer, generate more innovative ideas, and drill further in performing tasks. Accordingly, the association between organizational identity and employees' creative efforts should be more positive when the perceptions of employees' trust to organization is high. High perceptions of trust to organization should enhance the abilities of employees to understand and address challenges more openly and with innovative manner. Thus, it can be hypothesized that:

H₇₀: Employees' trust to organization and organizational identity will interact to anticipate creative effort to the extent that the relationship between organizational identity and creative effort will be stronger when employees' trust to organization is high, whereas the association will be weaker when employees' trust to organization is low.

Assuming that trust to organization moderates the relationship between self-categorization and creative effort. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between self-categorization and task performance. Therefore, it can be anticipated that:

H₇₁: Employees' trust in organization has a moderation function on the powerfulness of the implicit connection between self-categorization and task performance via creative effort to the extent that the mediated association is more powerful for high levels of employees' trust in organization, and is weaker when employees' trust in organization is low.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between self-categorization and OCB. Therefore, it can be anticipated that:

H₇₂: Employees' trust to organization moderates the powerfulness of the indirect connection between self-categorization and OCB via creative effort to the extent that the mediated link is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust in organization.

Assuming that trust to organization moderates the relationship between organizational identity and creative effort. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between organizational identity and task performance. Therefore, it can be anticipated that:

H₇₃: Employees' trust in organization has a moderation function on the powerfulness of the indirect connection between organizational identity and task performance by means of creative effort to the extent that the mediated relationship is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between organizational identity and OCB. Therefore, it can be anticipated that:

H₇₄: Employees' trust in organization moderates the powerfulness of the indirect association between organizational identity and OCB via creative effort to the extent that the mediated relationship is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.

Table 11: Research Hypotheses with the Moderating Role of Trust to Organization on the Relationships between Social Identity Constructs and Creative Effort

#	Anticipated Relationship	Hypothesis
H₆₉	Moderation	Employees' trust to organization and self-categorization will interact to anticipate creative effort to the extent that the relationship between self-categorization and creative effort will be stronger when employees' trust to organization is high, whereas the association will be weaker when employees' trust to organization is low.
H₇₀	Moderation	Employees' trust to organization and organizational identity will interact to anticipate creative effort to the extent that the relationship between organizational identity and creative effort will be stronger when employees' trust to organization is high, whereas the association will be weaker when employees' trust to organization is low.
H₇₁	Moderated Mediation	Employees' trust in organization has a moderation function on the powerfulness of the implicit connection between self-categorization and task performance via creative effort to the extent that the mediated association is more powerful for high levels of employees' trust in organization, and is weaker when employees' trust in organization is low.

Table 11: (Continued)

#	Anticipated Relationship	Hypothesis
H₇₂	Moderated Mediation	Employees' trust to organization moderates the powerfulness of the indirect connection between self-categorization and OCB via creative effort to the extent that the mediated link is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust in organization.
H₇₃	Moderated Mediation	Employees' trust in organization has a moderation function on the powerfulness of the indirect connection between organizational identity and task performance by means of creative effort to the extent that the mediated relationship is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.
H₇₄	Moderated Mediation	Employees' trust in organization moderates the powerfulness of the indirect association between organizational identity and OCB via creative effort to the extent that the mediated relationship is more powerful when employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.

1.4.5.2. The Moderating Role of Trust to Organization on the Relationships between Social Identity Constructs and the Willingness to Engage in Cooperative Behaviors

Since it encourages voluntarily cooperation, trust is essential to the effective functioning of organizations (Bijlsma & Koopman, 2003). In accordance to the theory of trust to organizations, trust is described as a desire to be exposed to another person. Consequently, it is tried to determine how much a trustor is ready to freely accept risks from the trustees. The effects of trust to organizations exceed further what can be justified by the trustee's abilities, goodness, and sincerity. Earlier research contends that if trust to the organization and trust to the top management could be fostered and maintained, it could result in an important competitive advantage for the organization as well as the workplace, involving the capacity and reliability (Lewicki & Wiethoff, 2006; Colquitt et al., 2007; Ghosh, 2018). This argument requires additional investigation as a strategy for encouraging employees' trust to the organization (Schoorman et al., 2007). Additionally, individuals who are a part of a workplace that fosters trust and collaboration will display greater degrees of social identification and, as a result, are going to be more devoted to the group as a whole. These people will be extremely driven since they put the needs of the group before their own interests. Groups in the workplace that have a powerful group identification give individuals the chance to acquire knowledge, develop, and show their affiliation via performance (Bartram et al., 2021). Organizations are encouraging employees to engage or complete tasks in groups mainly because they believe that doing so will be more efficient and successful than working alone. Additionally, employees will gain

negotiation abilities to help resolve problems (Amin et al., 2018). According to the inside group and out group classifications outlined in SIT, employees have a greater incentive to make an impact in the group as a whole and thus regarded to be significant by the other players whenever the organization incorporates a greater number of coworkers that the main participant evaluates to be participants of the inside group (Chattopadhyay et al., 2020).

Cooperation between individuals working together is crucial for organizations to achieve shared objectives. Organizational settings can be used by organizations to foster teamwork, which serves as an asset of outstanding performance and competitive advantages, while trust to the organization can advance the desired results. Previous studies have looked at how trust influences cooperative behaviors between employees, organizational groups, and organizations (Chiu & Chiang, 2019). Organizations continually depend on their employees to assist one another or take advantage of organizational learning behaviors to increase performance, while the motivation behind promoting such conduct is trust among the employees and the organization (Bijlsma & Koopman, 2003). As a result, people with greater degrees of organizational trust will tend to use that trust to enhance their desire to participate in cooperative conduct through self-categorization. While those who do not participate and avoid taking significant organizational risks are not prepared to increase their readiness to cooperate and be trusting of the organization and function with a greater degree of uncertainty, impeding the growth of organizational cooperation, those who do take significant organizational risks are able to increase their readiness to do so.

Therefore, in this study it is predicted that the positive relationship between self-categorization and employees' cooperative behavior is likely to be stronger among those individuals who have high trust to organization because the expectation that employees trust each other and their leaders will increase the possibility that self-categorization is positively related to employees' abilities to share knowledge and information and provide unique competencies for achieving organizational tasks. Accordingly, the relation between self-categorization and employees' cooperative behavior should be more positive when the perceptions of employees' trust to organization is high. High perceptions of trust to organization should enhance the abilities of employees in taking care of other people's requirements, considering others' perspectives, and engaging in individual relationships. Thus, it can be hypothesized that:

H₇₅: Employees' trust to organization and self-categorization will interact to anticipate employees' WECB such that the relationship between self-categorization and WECB will be stronger when employees' trust to organization is high, whereas the relationship will be weaker for low levels of employees' trust to organization.

Numerous research has investigated at the connections among trust in organization and each of OCB and organizational performance. There is an association connecting trust to organization and successful achievements within an organization, according to a number of research done in workplaces (Mayer & Gavin, 2005). Trust is believed to decrease people's uncertainty in interpersonal interactions, improving the level of social interactions through mechanisms that make it easier for employees to obtain information, assistance, and additional assets (Schaubroeck et al., 2013). Particularly when enabled, trust between employees inside organizations may decrease risk and ambiguity and promote cooperation. When leaders and followers have trust in one another, the latter exhibits favorable leadership traits. As a result, the degree of trust among lower managers and upper managers has a significant impact on how professional behavior is shaped (Chiu & Chiang, 2019). In addition to lowering the expense of performance observing, greater degrees of trust additionally decrease the necessity for implementing control systems that depends on immediate financial outcomes, which might have an unintended consequence of restricting creativity and cooperation (Hosmer, 1995).

On the other hand, in an environment where there is little trust to the organization, staff members may become upset and engage in aggressive behaviors by attempting to violate instructions from management or by establishing unrealistic goals that are detrimental to the positive organizational performance. Instead, when staff members have an elevated degree of trust to the organization, they are more likely to provide creative ideas to the organization. In their research, Mayer et al. (1995) argued that trust to an organization encourages risk-taking conducts including the delegation and independence on behalf of leaders, as well as OCB and improved organizational performance on the part of employees and subordinates through engagement in creative activities. Assisting other employees with their duties eventually enhances group performance and assists in meeting one's constructive reciprocal commitments to the leader in an effective organizational relationship (Peng et al., 2014). The basic assessment one may make of a different individual is whether or not they are able to be trusted. Considering the necessity of coordinating among groups of individuals who are not related to one another, trust is essential to the broker function within organizations. Being trustworthy is crucial for the exchange of knowledge throughout especially tight links. Because it encourages efficient knowledge generation and exchange in connections and has links with several different facets of employee, group, and organizational operation, such as job performance, loyalty to the organization, and departure motives, trust is an essential connection trait (Tasselli & Kilduff, 2018). Individuals who identify with an organization are more likely to work toward improving their social position within it, to give thoughtful consideration to the assets possessed by other departments, and to have trust that information communicated with others from different departments will not be improperly used (Gray et al., 2019). Maintaining a good identity is aided by a higher positive perception of one's position in-group. This indicates that subgroup differences can coexist with interpersonal bias, as employees' trust to organization and organizational

identity can interact to drive willingness to collaborate and organizational outcomes (Reinwald & Kunze, 2020). Creative activities bridge the gap between leadership and organizational performance (Ribeiro et al., 2018).

According to Schaubroeck et al. (2013), trust among coworkers is important for fresh or new employees' performance as well as the formation of psychological ties among them as well as the organization they work for. Therefore, individuals who possess higher levels of trust in organization are anticipated to utilize that trust to develop their WECB through organizational identity. While individuals with lower perceived levels of trust in organization who are excluded and do not participate in considerable organizational risk taking, are not capable of boosting their readiness to get involved in cooperative behaviors and being trusting to the organization, and operate with higher levels of uncertainty, hindering the development of organizational cooperation.

Therefore, in this study it is predicted that the positive relationship between organizational identity and employees' cooperative behavior is likely to be stronger among those individuals who have high trust to organization because the assumption that employees trust each other and their leaders and with decreased uncertainty will increase the possibility that organizational identity is positively related to employees' abilities to share knowledge and information and provide unique competencies for achieving organizational tasks. Accordingly, the relation between organizational identity and employees' cooperative behavior should be more positive when the perceptions of employees' trust to organization is high. High perceptions of trust to organization should enhance employees' tendency to participate in work cooperative activities and encourage risk-taking . Thus, it can be hypothesized that:

H₇₆: Employees' trust to organization and organizational identity will interact to anticipate employees' WECB such that the relationship between organizational identity and WECB will be stronger when employees' trust to organization is high, whereas the relationship will be weaker for low levels of employees' trust to organization.

Assuming that employees' trust to organization moderates the relationship between self-categorization and employees' WECB. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between self-categorization and task performance. Therefore, it can be anticipated that:

H₇₇: Employees' trust in organization has a moderation function on the powerfulness of the implicit association between self-categorization and task performance by means of employees' WECB to the extent that the mediated relationship is more powerful while employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between self-categorization and OCB. Therefore, it can be anticipated that:

H₇₈: Employees' trust in organization has a moderation impact on the powerfulness of the implicit connection between self-categorization and OCB via WECB to the extent that the mediated connection is more powerful while employees' trust to organization is high, and is weaker for low levels of employees' trust in organization.

Assuming that employees' trust to organization moderates the relationship between organizational identity and WECB. In a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between organizational identity and task performance. Therefore, it can be anticipated that:

H₇₉: Employees' trust in organization has a moderation influence on the powerfulness of the implicit link between organizational identity and task performance by means of WECB to the extent that the mediated relationship is more powerful while employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.

In the same way, in a moderated-mediation relationship, as shown in Figure 1, it additionally seems possibly that employees' trust to organization will affect the implicit connection between organizational identity and OCB. Therefore, it can be anticipated that:

H₈₀: Employees' trust in organization has a moderation function on the powerfulness of the implicit relation between organizational identity and OCB by means of WECB to the extent that the mediated association is more powerful while employees' trust in organization is high, and is weaker when employees' trust in organization is low.

Table 12: Research Hypotheses with the Moderating Role of Trust to Organization on the Relationships between Social Identity Constructs and WECB

#	Anticipated Relationship	Hypothesis
H₇₅	Moderation	Employees' trust to organization and self-categorization will interact to anticipate employees' WECB such that the relationship between self-categorization and WECB will be stronger when employee trust to organization is high, whereas the relationship will be weaker for low levels of employees' trust to organization.

Table 12: (continued)

#	Anticipated Relationship	Hypothesis
H₇₆	Moderation	Employees' trust to organization and organizational identity will interact to anticipate employees' WECB such that the relationship between organizational identity and WECB will be stronger when employees' trust to organization is high, whereas the relationship will be weaker for low levels of employees' trust to organization.
H₇₇	Moderated Mediation	Employees' trust in organization has a moderation function on the powerfulness of the implicit association between self-categorization and task performance by means of employees' WECB to the extent that the mediated relationship is more powerful while employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.
H₇₈	Moderated Mediation	Employees' trust in organization has a moderation impact on the powerfulness of the implicit connection between self-categorization and OCB via WECB to the extent that the mediated connection is more powerful while employees' trust to organization is high, and is weaker for low levels of employees' trust in organization.
H₇₉	Moderated Mediation	Employees' trust in organization has a moderation influence on the powerfulness of the implicit link between organizational identity and task performance by means of WECB to the extent that the mediated relationship is more powerful while employees' trust in organization is high, and is weaker for low levels of employees' trust to organization.
H₈₀	Moderated Mediation	Employees' trust in organization has a moderation function on the powerfulness of the implicit relation between organizational identity and OCB by means of WECB to the extent that the mediated association is more powerful while employees' trust in organization is high, and is weaker when employees' trust in organization is low.

CHAPTER TWO

2. RESEARCH METHODOLOGY

In this chapter, first of all, the model of the study, the sample, study variables used in this research, and the statistical measurement methods of these variables are emphasized. Thereafter, research design and the study instruments and questionnaire administration is presented. Afterwards, the results of the descriptive analysis are mentioned and applying the confirmatory factor analysis and model fit metrics are discussed.

2.1 Research Importance and Contribution

According to research, the characteristics of the organizational context, such as organizational culture and organizational climate, are among the most crucial elements in having a positive impact on work performance (Sheridan, 1992; Johnson & McIntye, 1998; Ashforth et al., 2008; Purnama, 2013; Shahzad, 2014). There exists a substantial amount of research on outcomes of organizational climate and organizational culture, specifically investigating direct impact of organizational culture and organizational climate on employees' workplace outcomes (Hogg & Terry, 2000; Farooq et al., 2017; Porck et al., 2019; Porck et al., 2020). The primary research question of this study is how leader prototypicality and stereotypicality and employees' trust in organization play moderating roles on the relationships between both organizational climate and organizational culture from one side and employees' workplace outcomes from the other. Therefore, based on SIT, the present study offers a more comprehensive understanding on the relationships between organizational culture, organizational climate and employees' workplace outcomes, including the mediators and the moderators of the relationships.

Based on SIT, the developed research framework is presented in Figure 1, page 15. To test the research model in the figure, original data was collected from employees working for regional companies in order to test the model and the related hypotheses drawn from the research framework. Correlational analysis, confirmatory factor analysis, and structural model testing (structural equation modeling) are the statistical analysis methods that were used in this research to test the hypotheses of the study. This study has used such software as IBM SPSS, and AMOS. All needed software is available with the researcher to test the research model proposed in the present study.

This research adds to the body of information already available about the relationships between organizational culture, organizational climate and organizational workplace outcomes under the lenses of leader prototypicality, leader stereotypicality and employees' trust to organization. In order to provide a deeper and more thorough knowledge of the factors that influence organizations and individuals, various aspects of these variables have been investigated. In addition, it provides crucial information to organization management to understand different levels of organizational context and workplace outcomes as well. This research also contributes to evaluating individuals' perceptions about organizational identity and highlights the necessary leader prototypicality and stereotypicality as long as employees' trust in organization. Furthermore, the findings of this study will have practical implications for organization management and will provide a contribution to the field of organizational behavior studies. In addition, it will help scholars to initiate a new stream of research on SIT.

This research will contribute to the body of knowledge already available by analyzing the proposed sequential mediation to the relationships between both organizational culture and organizational climate from one side and employees' workplace outcomes from the other side, and a model based on the SIT (Tajfel & Turner, 1979) to test the main and interactive impacts of leader prototypicality and leader stereotypicality and employees' trust in organization.

2.2 Research Design

In this research, a framework is provided to comprehend what determines the extent of employees' workplace outcomes by building on SIT. This study reveals a tightness between organizational identification and individuals' self-categorization such that these two constructs are influenced by the interactions between organizational culture, organizational climate and leader prototypicality and leader stereotypicality. Moreover, it is hypothesized that high degree of leader prototypicality and high degree of leader stereotypicality crowd out positive impacts of both of organizational culture and organizational climate on organizational identification and individuals' self-categorization.

In this study, the SIT perspective is used to investigate the mechanisms through which the features of the organizational context (organizational culture and organizational climate) influence individuals' self-categorization and organizational identity and its subsequent outcomes, as well as the boundary conditions on these effects. Moreover, the proposed model in Figure 1 was analyzed as a whole in a comprehensive analytical study using structural equation modeling. In this way, the

relationships between research elements that were tested piece by piece in previous studies will be tested in a holistic analysis. In addition, using structural equation modeling, this research provides more advanced analysis techniques to investigate the relationships between research dimensions.

In the context of this study, it is expected that individuals will set high workplace outcomes in situations where high level of employees' trust in organization, high level of leader prototypicality and high level of leader stereotypicality are supplied in the organization. The primary research question of this study is how leader prototypicality, leader stereotypicality and employees' trust to organization play a moderating function on the mediating relationships between organizational culture, organizational climate and employees' workplace outcomes. These relationships are mediated by self-categorization, organizational identity, creative effort and WECB. Moreover, these relationships are expected to be sequentially mediated through organizational identity, self-categorization, individuals' creative effort, and their WECB (Figure 1).

2.3 Research Sample and Procedures

The targeted population in this research was employees who work in small and medium size enterprises operating in the tourism sector in Trabzon city of Turkey. The study questionnaire was administered at 118 of these organizations. Human resources directors from these organizations assisted in distributing the study's questionnaire. Responses to the survey of this research were voluntary and unpaid. The respondents came from various organizational units (finance and accounting, sales, marketing, customer service, and the human resources units), who have at least one year experience. In this research, the convenience sampling method was used because it provides quick and easy access to data. Convenience sampling is a type of sampling in which easily accessible and applicable units are selected from the sample due to constraints such as labor, time, and money (Etikan et al., 2016). It is applied when individuals of the population being investigated who meet particular practical constraints, such as ease of access, geographic closeness, affordability at a specific time, or desire to take part, are included in the research (Saumure & Given, 2008).

2.4 Research Questionnaire and Survey Administration

As part of the ex-ante fixes for the Common Method Variance (CMV) case, this research also included time lag (temporal separation) in the measurement of the focal variables in addition to gathering data from various sources (employees and supervisors) (Podsakoff et al., 2003; Podsakoff, 2012). As a result, the questionnaire was given out in four stages: 1. The first stage is time 1 (T1), which consists of a survey given to the workers themselves to measure the exogenous factors (organizational culture and organizational climate), as well as the moderating variables (leader prototypicality and leader stereotypicality). The questionnaire also involved the demographic

variables as control variables of the study (age, gender, marital status, job position, educational level, current job experience, experience in the sector and the average of week work hours). 2. Time 2 (T2), the second phase, was implemented after a one-month delay and contains a survey aimed at the employees as well to measure two of the mediating variables of the study (self-categorization and organizational identity). The questionnaire also included other moderating variable which is Trust to organization. 3. The third phase: time 3 (T3) was carried out after a one month time lag and included a questionnaire also directed towards the employees to measure two of the mediating variables of the study (creative effort and WECEB). 4. The fourth phase: time 4 (T4) was implemented after a one-month time lag which includes a questionnaire dedicated to measuring task performance and OCB. This questionnaire was directed towards the supervisors. T1 data was collected between 09.12.2021 and 15.02.2022, T2 data was collected between 17.03.2022 and 19.04.2022, T3 data was collected between 18.05.2022 and 14.06.2022, and T4 data was collected between 04.07.2022 and 08.08.2022.

The administration of the questionnaire was rather crucial due to the ex-ante CMV treatments used in this research. In order to maintain the participant's anonymity, it was necessary to combine data gathered from various sources and at various times into a single record for each participant. As a result, the following steps were undertaken: with the help of the human resources unit, each of the involved staff was given a recognition unique code, that they were requested to provide in both questionnaires, and on the basis of which their questionnaires from T1 and T3 were paired and combined into a single record.

Out of the 560 questionnaires distributed during the first distribution period (T1), 540 were returned (T1 response rate: 96.5%). Out of the 540 questionnaires distributed during the second distribution period (T2 from staff), 513 were returned (the T2 from staff response rate was 95%). Out of the 513 questionnaires distributed during the third distribution period (T3 from staff), 490 were retrieved (the T3 from staff response rate was 95.5%). Answers from 152 managers who assessed the task performance and OCB of the workers under their close supervision were obtained during the fourth stage (T4 from employees' managers; response rate: 96.5%). Out of the 560 workers contacted, 473 answers were valid, and the data of those whose managers' responses could not be obtained were removed.

Despite the importance of identifying the optimum sample size for structural equation modelling, it is believed that there is no consensus in the body of literature. According to some literature, even with a small sample size, structural equation models could be significantly tested and assessed (Hoyle & Kenny, 1999). Other scholars believe that a further bigger sample size is suitable for structural equation modelling. As an instance, a sample size of 200 cases is appropriate for

conducting structural equation modelling (Boomsma & Hoogland, 2001; Kline, 2023). Muthén & Muthén (2002) have shown that a reasonable sample size for a structural equation modelling analysis is about 150 cases. Additionally, Tabachnick & Fidell (2013) state that a minimum sample size of 150 cases is considered appropriate for applying structural equation modelling analysis. Wolf et al. (2013) state that a minimum of 100 or 200 cases is accepted to be an adequate sample size for structural equation modelling. Consequently, it is demonstrated that the 473 cases are consistent with the literature's recommendations and are supported to be appropriate for conducting this research analysis.

Table 13: Research Participants Demographic Characteristics

Characteristic	Item	Frequency	Percentage
Gender	Male	267	56.4%
	Female	206	43.6%
Education	High School	61	12.9%
	Undergraduate	346	73.2%
	Higher	66	13.9%
Age	Less than 25	88	18.7%
	25-35	125	26.6%
	35-50	182	38.5%
	Over 50	71	14%
	Missing	7	1.5%
Current job employees' experience	Less than 3 years	166	35%
	Between 3 and 5 years	213	45.2%
	More than 5 years	94	19.8%
Experience with current supervisor	Less than 3 years	178	37.6%
	Between 3 and 5 years	224	47.4%
	More than 5 years	71	15%

In terms of gender, 56.4% of research survey participants were males, 73.2% of survey participants had undergraduate degrees, and 38.5% of respondents were between the ages of 35 and 50. The demographic characteristics of the individuals in terms of age, education level, gender, current job employees' experience, and experience with current supervisor are shown in table 13.

2.5 Research Measurement Instruments

The elements of the research model were quantified by using latent variables which have been measured using a four-wave data collection method and four extensive surveys conducted in order to evaluate the validity of the proposed model (Figure 1) and its associated hypothesis (Tables 1 through 12). Three of the study instruments are self-reported by the staff themselves, while the fourth one is administered by the immediate managers of the involved staff. Based on previously published research, the items used to measure each of the latent constructs were generated. The questionnaires were conducted in Turkish, because the study took place in Turkey, and the author's original items that were adapted from literature were used.

2.5.1 Organizational Culture

Organizational culture, as used in the recent research, is defined as the core beliefs, views, and principles that form the basis for an organization's management system along with the collection of management procedures and activities that both demonstrate and promote those fundamental ideas (Denison & Neale, 1999). To measure organizational culture this study has adopted the Denison & Neale (1999) scale that was translated into Turkish later. The Denison & Neale (1999) scale used to measure organizational culture consists of four sub-dimensions: involvement, consistency, adaptability and mission. Items 1 through 60 were used to evaluate the organizational culture measure's four sub-dimensions. The scale's sample contains "There is a clear and consistent set of values that governs the way we do business." ($\alpha = .94$).

2.5.2 Organizational Climate

Individuals' experiences with principles, routines, and processes, as well as the activities they see praised, encouraged, and anticipated, all contribute to what is referred to as the organizational climate (Schneider et al., 2013). To measure organizational climate this study has adopted the Patterson et al. (2005) scale. The 16 items of Patterson et al. (2005) were given to the involved individuals, who were requested to participate in this study. Patterson et al. (2005) scale measures the organizational climate by measuring its three sub-dimensions (innovation & flexibility, outward focus and reflexivity).

2.5.3 Leader Prototypicality

The level of the leader's prototypicality measures how well the group is represented by the leader (van Knippenberg, 2011). Leader prototypicality is described as the degree of resemblance to the group template, a mental image of the traits that distinguish one group from pertinently comparable other groups (Giessner et al., 2013). To measure leader prototypicality this study has adopted the van Knippenberg and van Knippenberg's (2005) scale. The 5 items of this scale were given to the engaged workers to complete in order to evaluate the leader prototypicality construct within their workplace. A five-point Likert measure was used for collecting responses from the participating staff (1 = strongly disagree to 5 = strongly agree). The scale's sample contains "This team leader has very much in common with the members of my team." ($\alpha = .77$).

2.5.4 Leader Stereotypicality

Stereotyping refers to the category-based perceptual reaction towards another individual. In addition to discrimination and prejudice, stereotyping refers to people's assumptions about a person based on their involvement in a group (Fiske, 1993). To measure leader stereotypicality this study has adopted the Hains et al.'s (2006) scale. The 5 items on this scale were given to the engaged workers in order to evaluate the leader stereotypicality construct within their workplace. The responses were given on a Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "Informs other group members what is expected of them." ($\alpha = .78$).

2.5.5 Employees' Trust to Organization

Employees' trust to organization refers to the psychological condition that includes the desire to be subjected to organizational risks based on optimistic assumptions about another person's behavior. It makes sense that relationships in professional settings call for a certain foundational degree of confidence before involved parties can fulfill their reciprocal obligations. Possibly as a result, trust could be regarded as being of utmost significance in successful working partnerships (Yang et al., 2009). In this study employees' trust in organization was assessed using the 7-item measure developed by Yang et al. (2009). Responses were obtained on a five-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "I believe the organization I work for is very honest." ($\alpha = .77$).

2.5.6 Self-categorization

The most commonly cited definition of social identity is a person's awareness of his affiliation in a social group, as well as the importance and psychological significance associated with that

affiliation, form the basis of his social identity (Yali, 2019). According to this definition, one's social identity may be influenced by three different factors. The cognitive element which refers to the cognitive knowledge of an employee's affiliation to a social group and self-categorization. The evaluative element, which refers to the positive or negative value concept connected to this group belonging and work-group related self-esteem. The emotional element, which refers to the sense of emotional participation with the work-group and the affective commitment (Boroş, 2008). When individuals self-categorize, they are influenced by people who they see as being similar to, comparable with, or the same as themselves. This is known as self-categorization (Platow et al., 2000). Self-categorization, which describes the nature of the process, holds that when individuals identify as members in the group, they start to see themselves as comparable to other in-group participants in terms of the main stereotypical characteristics that define the group (Sindic & Condor, 2014). In this study self-categorization was evaluated using the 3-item measure developed by Ellemers et al. (1999). Responses were obtained on a five-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "My organization is an important reflection of who I am." ($\alpha = .76$).

2.5.7 Organizational Identity

An employee's self-concept that derives from the social group they belong to is referred to as their social identity. It is obvious that individuals frequently belong to multiple social groups at once. People are looking for a beneficial interpersonal identity, which is the main tenet of SIT. They are therefore predicted to favor affiliation with social organizations that perform favorably in comparison to comparable other groups over membership in groups with a lower social status (Ellemers, 1993). To measure organizational identity this study has adopted the Van Dick et al's (2004) scale. The 7 items on this scale were given to the participating workers to complete in order to evaluate how their organization's organizational identity construct measured up. Responses were obtained using a five-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "Being an employee of my current workplace reflects my personality completely." ($\alpha = .79$).

2.5.8 Creative Effort

Creative effort is the process of coming up with original and practical concepts. When given some degree of freedom to express themselves, people who spend a lot of time engaging in the creative process exhibit a combination of individuality and intellectual characteristics that are referred to as the creative effort (Amabile, 1988). In this study creative effort was assessed using the 9-item scale provided by Tierney et al. (1999). The participating staff were asked to respond to the 5-point rating scale. The scale's sample contains "I find new uses for existing methods or equipment." ($\alpha = .75$).

2.5.9 Willingness to Engage in Cooperative Behaviors

Cooperative behaviors are those that go above and beyond what is expected; since they are not predetermined by the group, they come from the individual group member and not the group itself. The research in organizational psychology clearly demonstrates that individuals' desire to engage in these cooperative behaviors is related to the survival of organizations (Tyler & Blader, 2001). To measure employees' WECEB this study has adopted the Tyler & Blader's (2001) scale. The 7 items on this scale were given to the involved workers to answer in order to evaluate their level of WECEB. Responses were obtained using a five-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "I follow my supervisor's directions even when not observed." ($\alpha = .72$).

2.5.10 Task Performance

There are two types of behavior that make up organizational task performance. The first type of behavior entails actions that directly convert crude ingredients into the products and services which the organization creates. The second behavior category consists of actions that support and maintain the technical core by resupplying its raw material supply, dispersing its finished goods, and performing crucial staffing, making plans, cooperation, and supervision duties that help the core operate efficiently and effectively. As a result, organizational task performance behaviors have a significant affect on the technical center of the organization, either through the execution of its technological systems or through the upkeep and serving of its technical aspects (Motowidlo & Van Scotter, 1994). To measure the task performance this study has adopted the Williams & Anderson's (1991) scale. The five items on this scale were given to the participating supervisors, who were requested to respond in order to evaluate how well their employees performed organizational tasks. Responses were obtained using a five-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's sample contains "Engage in activities that will directly affect his/her performance evaluation." ($\alpha = .79$).

2.5.11 Organizational Citizenship Behaviour

The term OCB behaviour refers to individual's extra role behaviors that are not clearly or directly acknowledged by the official system of organizational rewarding, but, taken collectively, supports the successful and productive operation of the organization (Organ, 2018). The practical significance of OCBs lies in how they enhance organizational productivity and successfulness by assisting in resource restructuring, innovation, and responsiveness (Anuja et al., 2016). To measure OCB this study has adopted the Kelloway et al.'s (2002) scale. The 9 items on this scale were given to the participating supervisors, who were requested to answer in order to evaluate their subordinates' OCB. Responses were obtained using a five-point Likert scale with 1 being strongly disagree and 5

being strongly agree. The scale's sample contains "Helping other employees with their work when they have been absent." ($\alpha = .81$).

2.6 Research Control Variables

The following control variables were added in order to reduce the likely disturbing impact of the demographic variables that may affect the processes of this research model and to gain a better understanding of the causative relationships between the endogenous and exogenous variables: gender, age, and the level of education. In distributing research questionnaire and collecting this study data process, other control variable were collected like: current job employee's experience, current sector employee's experience, current department employee's experience, and experience with the current supervisor. According to the results of the Anova statistical tests applied to recognize statistical differences among this research participants regarding these variables, the findings do not show significant differences. Therefore, the used control variables in the further analysis in this research were: gender, age, and the level of education.

2.7 Research Internal Reliability

The Cronbach alpha test was utilized to assess the internal reliability of each measure that was included in the study questionnaire. Internal validity for the corporate culture survey instrument was very appropriate, exceeding the threshold of 0.60 at 0.947 (Rumsey, 2019). For organizational climate measurement scale, also had a very acceptable level of internal validity at 0.875. In terms of the moderator constructs in this research model: leader prototypicality, leader stereotypicality, and employee trust in organization, the levels of internal validity were .772, .784, and .765 for the measurement scales of each of them respectively. The self-categorization survey instrument had an appropriate level of internal validity at 0.766, and the organizational identity survey instrument had an appropriate level of internal validity at .788. For each of creative effort and WECB measurement scales, the levels of internal validity were .755 and .715 respectively, and both of them are acceptable and above the acceptable threshold of .60. Finally, the task performance and OCB measurement scales had a Cronbach alpha of .788 and .807 respectively. The findings of the internal validity of all measurement scales are presented in Table 14 along with the amount of items for each variable.

Table 14: Research Internal Validity

Variable Type	Variable Name	Number of Items	Cronbach's Alpha
Independent Variable	Organizational culture	60	.947
Independent Variable	Organizational climate	16	.875
Moderator	Leader prototypicality	5	.772
Moderator	Leader stereotypicality	5	.784
Moderator	Employee Trust in Organization	7	.765
Mediator	Self-categorization	3	.766
Mediator	Organizational identity	7	.788
Mediator	Creative effort	9	.755
Mediator	WECB	7	.715
Dependent Variable	Task Performance	5	.788
Dependent Variable	OCB	9	.807
All Questionnaire Items (questions)			.962

2.8 Research Descriptive Analysis

In order to assess the intensity of the linear relationship between the study's variables, the Pearson product-moment correlation coefficient was determined using SPSS 22. According to Table 15, statistical correlations between organizational culture and organizational climate, organizational culture and organizational identity, organizational culture and creative effort, organizational culture and leader stereotypicality, organizational climate and organizational identity, employee trust in organization and self-categorization, leader prototypicality and creative effort, as well as the correlation between both of organizational culture, organizational climate and OCB, correlations are regarded as being powerful (higher than .49). The statistical correlations between organizational culture on one hand and leader prototypicality, employees' trust in organization, and task performance on the other, as well as the correlations between organizational climate on one hand and creative effort, leader prototypicality, and task performance on the other, are considered of moderate strength (between .3-.49). Regarding other correlations, they are viewed as being insignificant or weak (Rumsey, 2019).

The means, standard deviations (SDs), skewness, and kurtosis of the study variables are also shown in Table 15. The variable with the lowest means in self-categorization at 3.62, the highest

mean is for OCB at 3.91. The highest SD is for self-categorization at .65 and the lowest is for organizational culture at .43. All research variables' skewness values fall within the appropriate (-1, 1) range, showing adequate symmetry. All study variables' kurtosis values fall within the (-2, 2), which is a suitable range. The research data appears to be normally distributed based on the results for skewness and kurtosis. The collected data showed a significant level of normality, along with all the items' skewness and kurtosis statistics falling well inside the appropriate ranges (Tabachnick & Fidell, 2013; Rumsey, 2019).

Table 15: The Intercorrelations Among the Study Variables, Means, SDs, Skewness and Kurtosis Values

	1	2	3	4	5	6	7	8	9	10	11
1. Organizational Culture											
2. Organizational Climate	.79**										
3. Self-categorization	0.04	0.06									
4. Organizational Identity	.58**	.65**	0.04								
5. Creative Effort	.50**	.31**	.13**	.39**							
6. WECB	0.08	0.04	.41**	.09*	.17**						
7. Leader Prototypicality	.37**	.24**	.34**	.38**	.53**	.23**					
8. Leader Stereotypicality	.47**	.50**	0.08	.54**	.23**	.11*	.22**				
9. Trust in Organization	.23**	.2**	.48**	.18**	.15**	.19**	.35**	.13**			
10. Task Performance	.30**	.30**	.22**	.26**	.35**	.39**	.40**	.22**	0.06		
11. OCB	.57**	.65**	.12**	.76**	.39**	0.01	.40**	.50**	.14**	.32**	
Mean	3.90	3.88	3.62	3.89	3.87	3.67	3.80	3.65	3.74	3.72	3.91
SD	0.43	0.52	0.65	0.59	0.56	0.48	0.63	0.63	0.57	0.64	0.55
Skewness	-0.42	-0.63	-0.82	-0.57	-0.84	-0.65	-0.75	-0.27	-0.81	-0.50	-0.85
Kurtosis	-0.70	-0.20	0.16	0.02	0.43	1.83	0.87	-0.19	0.88	-0.43	0.51
n = 473. *p < 0.05 (2-Tailed). **p < 0.01 Level (2-Tailed). OCB = Organizational Citizenship Behavior											

2.9 Applied Research Confirmatory Factor Analysis

Considering the huge amount of items that constitute the organizational culture construct, it is necessary to parcel out all of these items. The parceling process of the unidimensional variable (organizational culture) was applied by utilizing the internal consistency approach. Accordingly, the sub dimensions within the organizational culture construct were used as the grouping criteria to develop the parcels (Kishton & Widaman, 1994). This approach was utilized to maintain the consistency of the facets within the organizational culture construct (Little et al., 2002). From the other side, for the other unidimensional variables (Leader Prototypicality, Leader Stereotypicality,

and Trust in Organization, Organizational Climate) the parceling process were not applied because these variables have a small number of items for each one.

Table 16: Study's Confirmatory Factor Analysis Fit Measures

Index	Result of the Measurement Model	Acceptable Reference Values	Reference
χ^2 / df	1.67	<3, good fit; <5, acceptable	Hair et al. (2009)
CFI	.91	>.90	Bentler (1990)
IFI	.94	>.90	Beauducel & Wittmann (2005)
TLI	.95	>.90	Hu & Bentler (1998)
GFI	.94	>.80	Hair et al. (2009)
RMR	.02	$\leq .05$	Hu & Bentler (1999)
RMSEA	.04	$\leq .05$	Hu & Bentler (1999)

In order to assess the convergent validity of the study dimensions, the research model was evaluated by considering the values of each of χ^2 , the comparative fit index (CFI), the Tucker–Lewis index (TLI), the incremental fit index (IFI), the goodness of fit index (GFI), the standardized root mean square residual index (RMR), and Root Mean Square Error of Approximation (RMSEA). The confirmatory factor analysis was applied by utilizing IBM AMOS V26 with the estimation method of maximum likelihood in order to estimate parameters between the variables because it is a standard and a common method for estimating parameters and drawing conclusions in statistics. Furthermore, this approach has a lot of appropriate estimate features. First, adequacy and sufficiency (full details regarding the parameter in question that are included in its estimate). Second, coherence and consistency (The correct parameter value which produced the data retrieved roughly, especially for data with adequate observations). Third, capacity and efficiency (Asymptotically, the parameter estimations' minimum potential variance). Finally, invariance of parameterization (Regardless of the parametrization utilized, a similar maximum likelihood estimate result is attained.) (Myung, 2003; Hair et al. 2009).

The findings presented in table 16 shows that the model suited the data well ($\chi^2 = 642.64$, $df = 384$, $\chi^2 / df = 1.67$, CFI = .91, IFI = .94, TLI = .95, GFI = .94, RMR = .02, RMSEA = .04). Moreover, the following table demonstrates that the factor loadings exceeded the 0.5 for all study's constructs' items.

Table 17: Study's Constructs Factor Loadings Using Standardized Method

Item Path	Factor Loadings	Item Path	Factor Loadings	Item Path	Factor Loadings
Q1← Organizational Culture	.800	B12← Organizational Climate	.745	H9← Creative Efforts	.761
Q2← Organizational Culture	.789	B13← Organizational Climate	.662	I1← Cooperative Behavior	.641
Q3← Organizational Culture	.526	B14← Organizational Climate	.681	I2← Cooperative Behavior	.848
Q4← Organizational Culture	.801	B15← Organizational Climate	.665	I3← Cooperative Behavior	.921
Q5← Organizational Culture	.724	B16← Organizational Climate	.681	I4← Cooperative Behavior	.727
Q6← Organizational Culture	.624	F1← Self-Categorization	.831	I5← Cooperative Behavior	.780
Q7← Organizational Culture	.759	F2← Self-Categorization	.765	I6← Cooperative Behavior	.723
Q8← Organizational Culture	.821	F3← Self-Categorization	.811	I7← Cooperative Behavior	.816
Q9← Organizational Culture	.842	G1← Organizational Identity	.757	J1← Task Performance	.776
Q10← Organizational Culture	.749	G2← Organizational Identity	.884	J2← Task Performance	.803
Q11← Organizational Culture	.773	G3← Organizational Identity	.692	J3← Task Performance	.630
Q12← Organizational Culture	.739	G4← Organizational Identity	.555	J4← Task Performance	.768
B1← Organizational Climate	.796	G5← Organizational Identity	.839	J5← Task Performance	.673
B2← Organizational Climate	.655	G6← Organizational Identity	.748	K1← OCB	.689
B3← Organizational Climate	.594	G7← Organizational Identity	.845	K2← OCB	.693
B4← Organizational Climate	.589	H1← Creative Efforts	.755	K3← OCB	.777
B5← Organizational Climate	.792	H2← Creative Efforts	.760	K4← OCB	.634
B6← Organizational Climate	.763	H3← Creative Efforts	.779	K5← OCB	.778
B7← Organizational Climate	.784	H4← Creative Efforts	.703	K6← OCB	.637
B8← Organizational Climate	.666	H5← Creative Efforts	.785	K7← OCB	.671
B9← Organizational Climate	.656	H6← Creative Efforts	.734	K8← OCB	.677

Table 17: (continued)

Item Path	Factor Loadings	Item Path	Factor Loadings	Item Path	Factor Loadings
B10← Organizational Climate	.651	H7← Creative Efforts	.618	K9← OCB	.672
B11← Organizational Climate	.783	H8← Creative Efforts	.820		
As Q1, Q2, Q3 to Q12 demonstrate questions 1,2, to 12 used to measure organizational culture construct. B1, B2, to B16 demonstrate questions 1,2, to 16 used to measure organizational climate construct. F1, F2, and F3 demonstrate questions 1,2, and 3 used to measure Self-Categorization construct. G1, G2, to G7 demonstrate questions 1,2, to 7 used to measure Organizational Identity construct. H1, H2, to H9 demonstrate questions 1,2, to 9 used to measure Creative Efforts construct. I1, I2, to I7 demonstrate questions 1,2, to 7 used to measure WECB construct. J1, J2, to J5 demonstrate questions 1,2, to 5 used to measure Task Performance construct. K1, K2, to K9 demonstrate questions 1,2, to 9 used to measure OCB construct. OCB = Organizational Citizenship Behavior					

CHAPTER THREE

3. Research Results

3.1. Data Multicollinearity

A multicollinearity test has been carried out to make sure that the variation clarified by each of the independent variables in the research is distinctive to that variable. All variance inflation factor (VIF) values and tolerance values are below the acceptable level of 5, as shown in Table 18 (Hair et al., 2009; Afifi et al., 2019).

Table 18: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Organizational culture	.295	3.388
Organizational climate	.295	3.395
Leader prototypicality	.587	1.703
Leader stereotypicality	.654	1.529
Self-categorization	.630	1.587
Organizational identity	.465	2.150
Creative effort	.588	1.701
WECB	.816	1.226
Trust in organization	.699	1.430
n= 473, VIF= Variance Inflation Factor		

3.2. Data Linearity

The premise of linearity must be satisfied because mediation is a type of regression. Scatter plots of the relationships between the aforementioned variables as shown in Figure 2 and 3 have been used to evaluate the relationships between the dependent variables (Task performance and OCB) and the predictive variables of the study.

Figure 2: Data Linearity Scatter Plot Regarding Task Performance

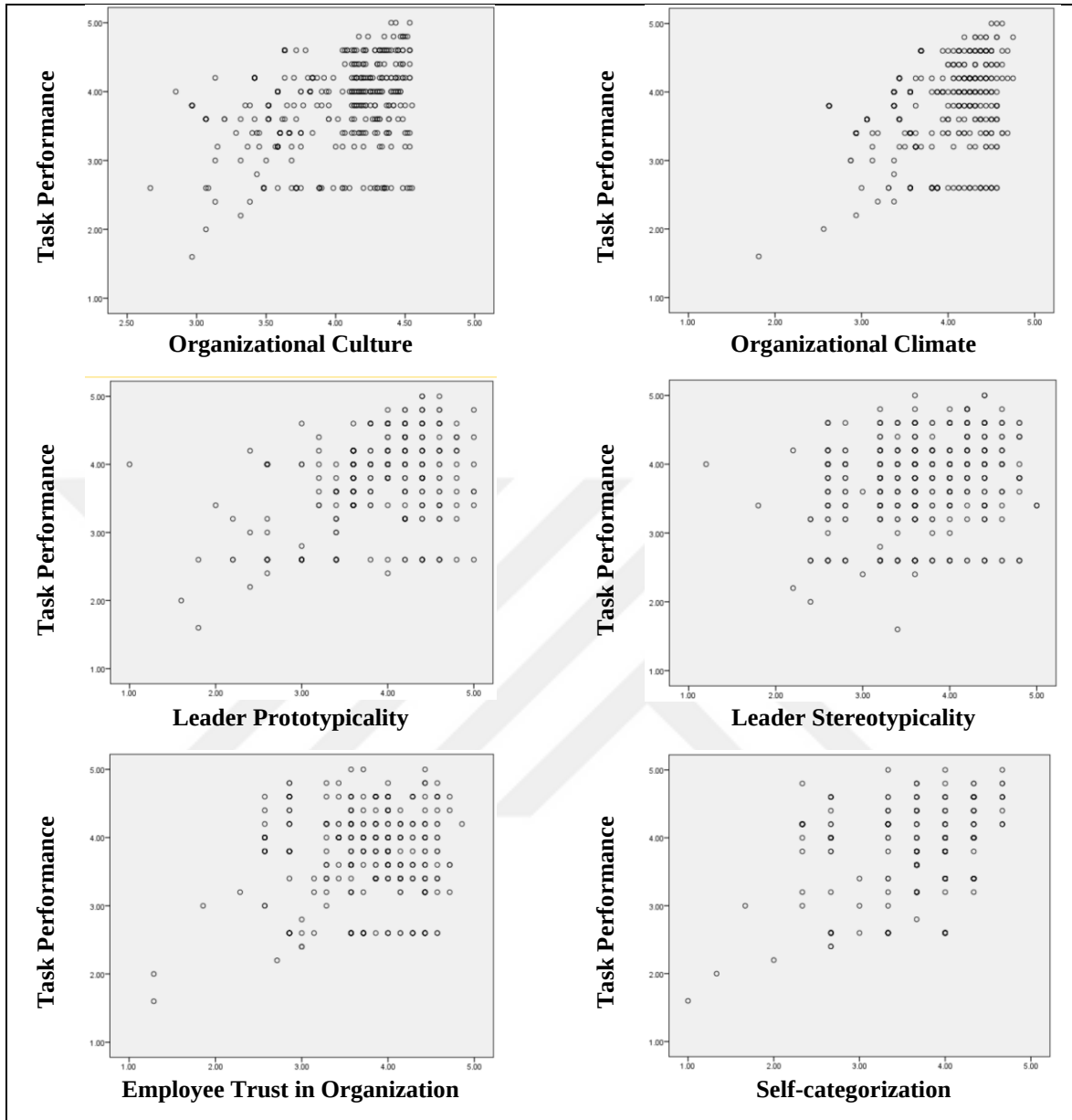


Figure 2: (continued)



Figure 3: Data Linearity Scatter Plot Regarding OCB

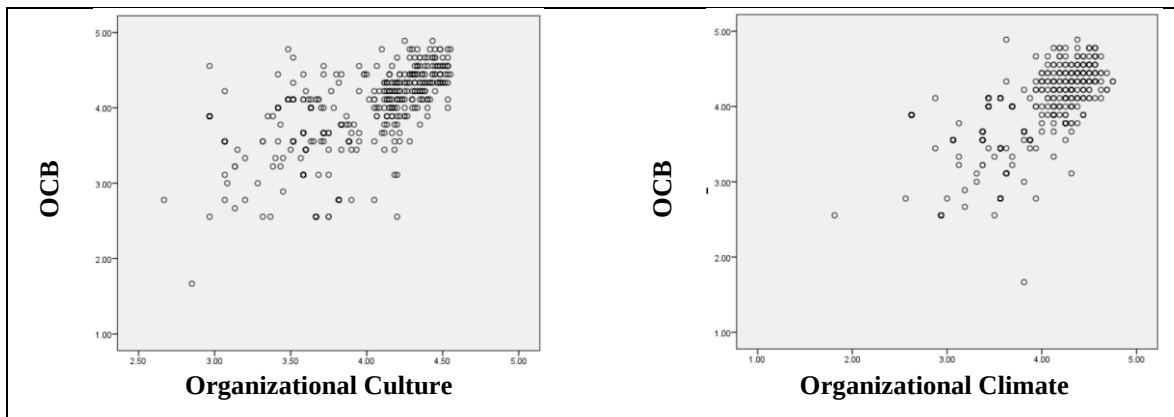
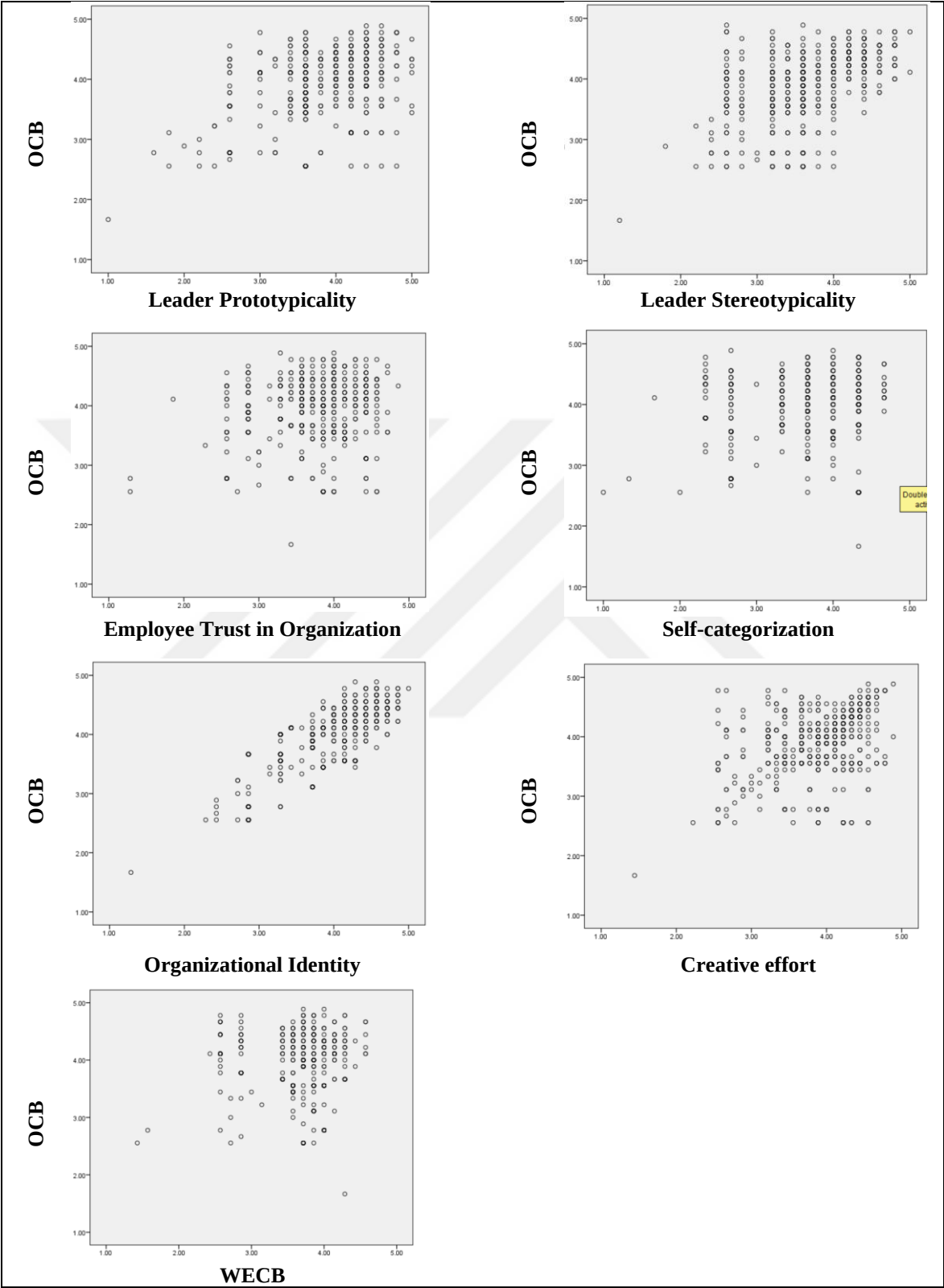


Figure 3: (continued)



3.3. Research Data Normality

Q-Q plots in SPSS 22 have been used to check the normality of each research construct. The scatterplot's representation was used to evaluate the research variables' normality. Figure 4 provides an illustration of the study's variables' normality.

Figure 4: Q-Q Plot

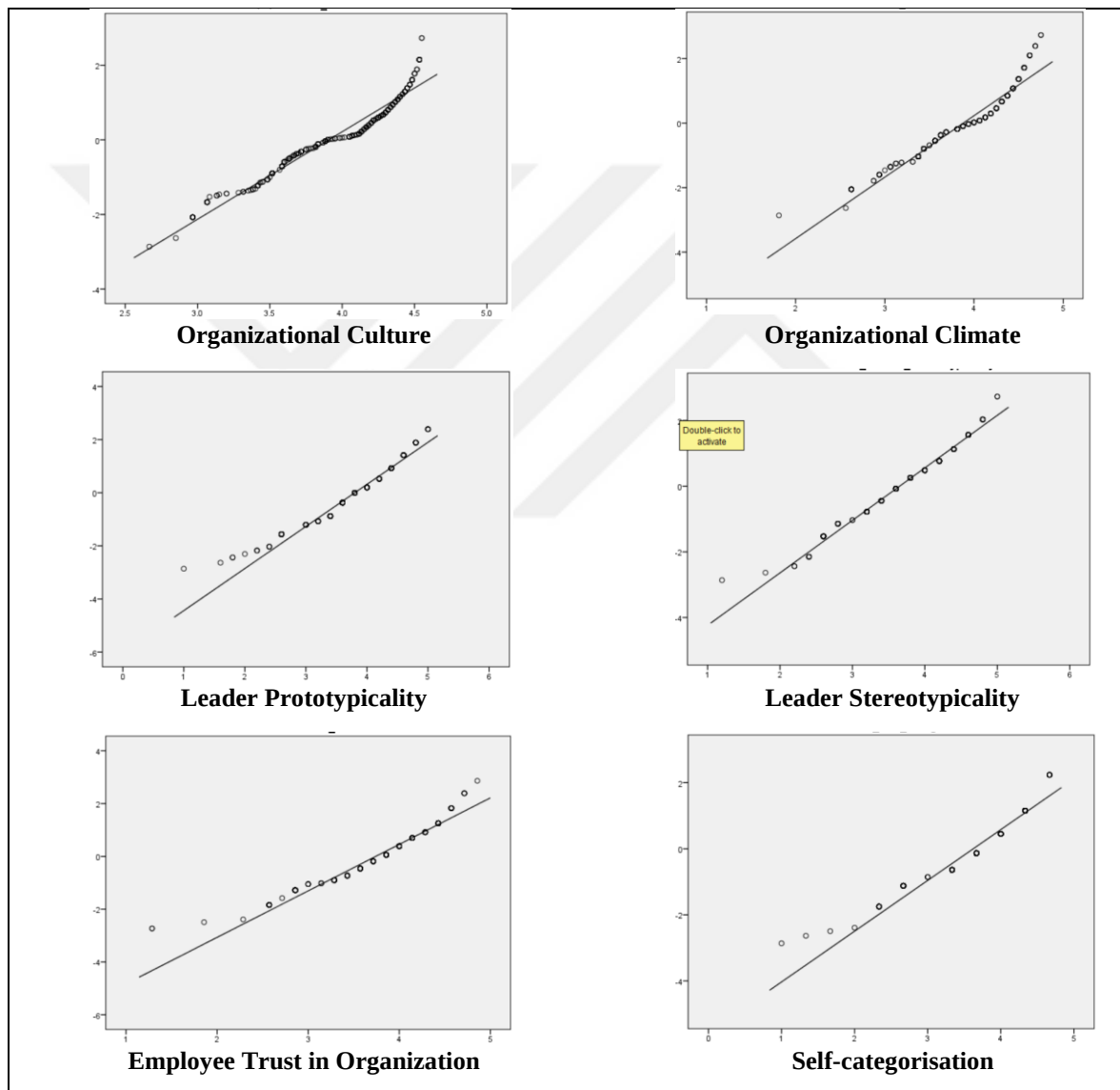
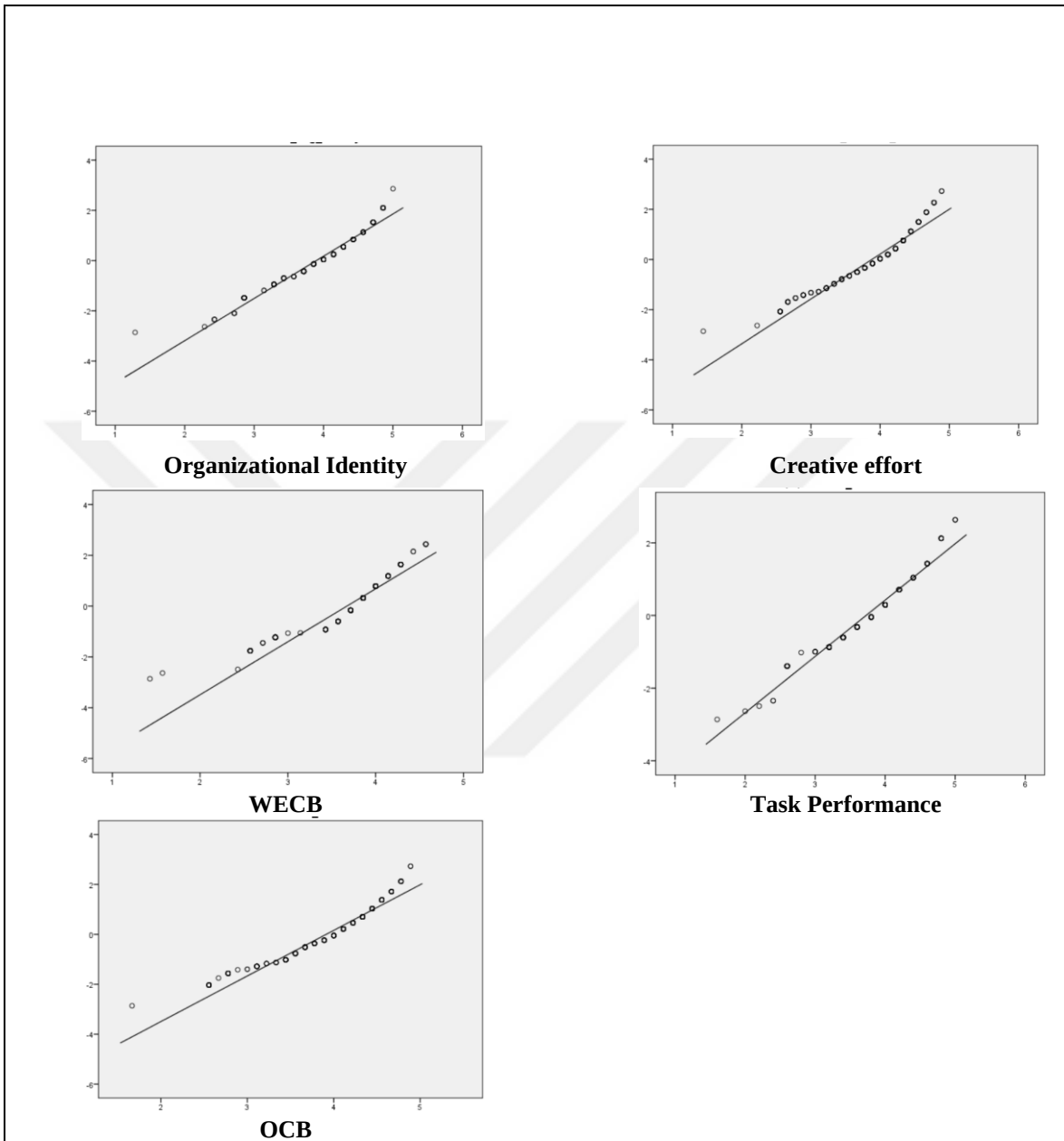


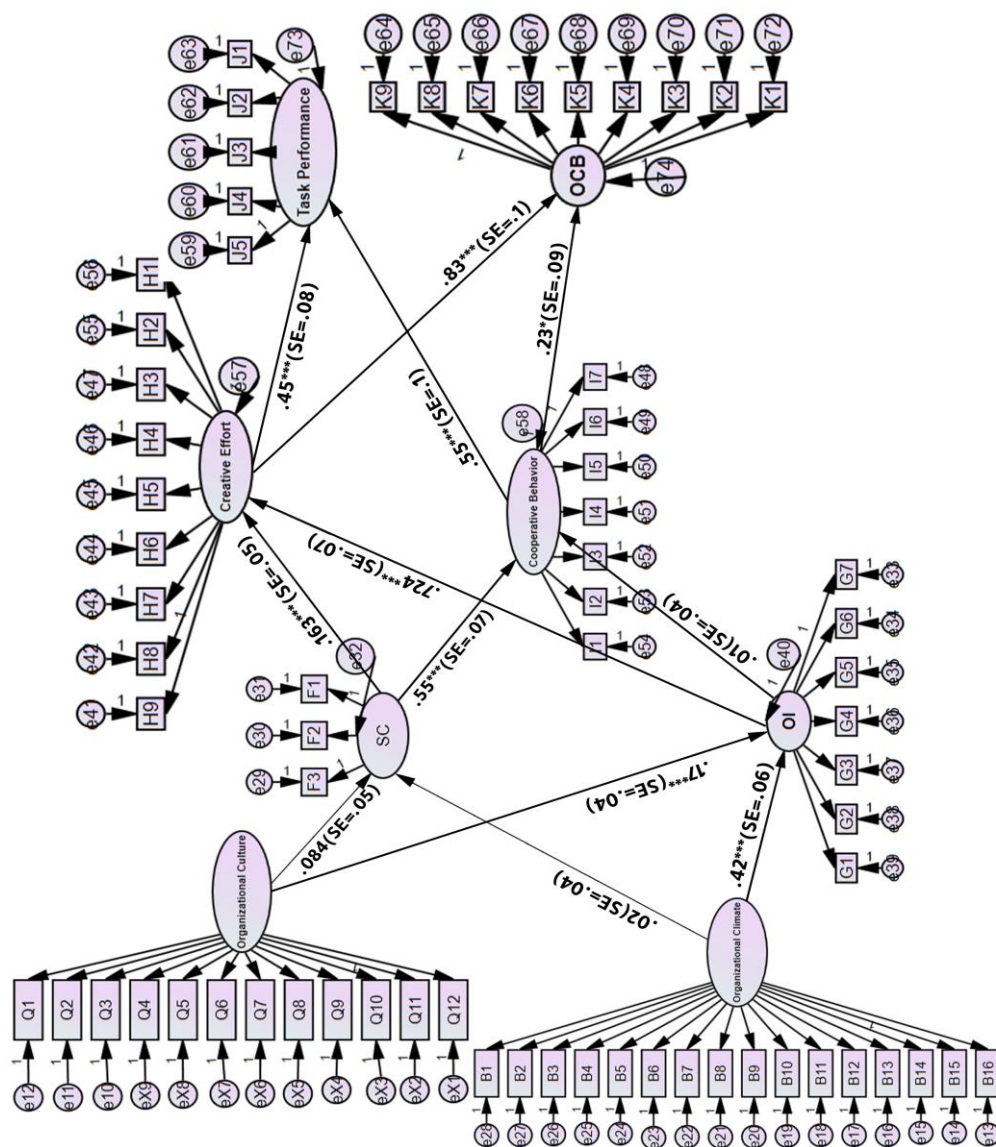
Figure 4: (continued)



3.4. Research Data Structural Equation Modelling Test

Maximum likelihood estimation was used by IBM AMOS V26 to evaluate the model fit of the study model shown in Figure 5. The fundamental research model generated an appropriate fit for the gathered data. $\chi^2 = 539.76$, $df = 312$, $p = .00$, $\chi^2 / df = 1.73$, CFI = .95, IFI = .96, TLI = .95, GFI = .91, RMR = .02, RMSEA = .04.

Figure 5: Research Model



n = 473. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$. All relationships specified in the model are significant except the relationship between both of organizational culture, organizational climate and self-categorization, and the relationship between organizational identity and the WECB. SC = self-categorization; OI = organizational identity; OCB = Organizational Citizenship Behavior.

3.5. The Testing of Direct Effect Hypothesis

According to the first direct impact hypothesis, organizational culture and self-categorization are positively correlated. Figure 5's findings show that the hypothesis was unsupported ($\gamma = .084$, $SE = .05$, $p > .01$). According to the second hypothesis, self-categorization and organizational climate are positively correlated. The analysis' findings (Figure 5) showed that the association was not supported ($\gamma = .02$, $SE = .04$, $p > .01$). According to hypothesis three, organizational identity and organizational culture have a positive relation. As indicated in Figure 5, analysis supported the hypothesis (H_3 : $\gamma = .17$, $SE = .04$, $p < .01$). According to hypothesis 4, there is an association between organizational identity and organizational climate. Figure 5's findings demonstrated that the relationship was supported ($\gamma = .42$, $SE = .06$, $p < .01$). Self-categorization and creative effort have a positive relationship, according to hypothesis number five. Figure 5's findings indicated that the association was supported ($\gamma = .163$, $SE = .05$, $p < .01$). According to hypothesis 6 there is a positive connection between organizational identity and creative effort. Figure 5's findings showed that the relationship was supported. ($\gamma = .724$, $SE = .07$, $p < .01$). According to hypothesis 7 there is a positive connection between self-categorization and WECB. Figure 5's findings showed that the relationship was supported ($\gamma = .55$, $SE = .07$, $p < .01$). According to hypothesis 8 there is a positive relationship between organizational identity and WECB. Figure 5's results showed that the relationship was not supported ($\gamma = .01$, $SE = .04$, $p > .01$). According to hypothesis 9 there is a positive relationship between creative effort and task performance. Regarding the results presented in Figure 5 suggested that the association was supported ($\gamma = .45$, $SE = .08$, $p < .01$). According to hypothesis 10 there is a positive connection between employees' WECB and task performance. The outcomes displayed in Figure 5 suggested that the association was supported ($\gamma = .55$, $SE = .1$, $p < .01$). According to hypothesis 11 there is a positive connection between creative effort and OCB. Findings in Figure 5 showed that the relationship was supported ($\gamma = .83$, $SE = .1$, $p < .01$). According to hypothesis 12 there is a positive connection between WECB and OCB. In terms of the findings, the relationship was supported, ($\gamma = .23$, $SE = .09$, $p < .05$).

Table 19: Research Direct Effect Hypothesis Test Results Summary

Number	Expected Relationship	Hypothesis	Result
H₃	Linear	Organizational culture is positively associated with organizational identity.	Fully Supported
H₄	Linear	Organizational climate is positively associated with organizational identity.	Fully Supported
H₅	Linear	Self-categorization is positively associated with creative effort.	Fully Supported

Table 19: (Continued)

Number	Expected Relationship	Hypothesis	Result
H₆	Linear	Organizational identity is positively associated with creative effort.	Fully Supported
H₇	Linear	Self-categorization is positively associated with WECB.	Fully Supported
H₉	Linear	Creative effort is positively associated with task performance.	Fully Supported
H₁₀	Linear	WECB is positively associated with task performance.	Fully Supported
H₁₁	Linear	Creative effort is positively associated with OCB.	Fully Supported
H₁₂	Linear	WECB is positively associated with OCB.	Fully Supported

3.6. Testing Mediation Hypothesis

To test the simple mediation hypothesis H13, H14, H15, H16, H17, H18, H19, H20, H21, H22, H23, H24, H25, H26, H27, and H28, and the sequential mediation hypothesis H29, H30, H31, H32, H33, H34, H35, H36, H37, H38, H39, H40, H41, H42, H43, and H44, the Hayes PROCESS Procedure for SPSS Version 4.2 have been applied Model 4 and Model 6 respectively. This package was chosen because it enables us to evaluate the confidence intervals (CI) according to the distribution of the method of production, which is the most precise method and has more strength in evaluating the indirect impact. If the distribution of the product of the coefficients method generated 95% confidence intervals that did not include zero, the indirect effect is said to be significant.

As a result of the insignificant direct relationship between organizational culture and self-categorization (H1), the indirect relationship between organizational culture and creative effort via self-categorization (H13) was not tested. The direct relationship between organizational climate and self-categorization was found to be nonsignificant (H2), so the indirect impact of the mediation of self-categorization in the relationship between organizational climate and creative effort (H14) was not tested. Because the direct relationship between organizational culture and self-categorization was determined to be nonsignificant (H1), the relationship between organizational culture and the desire to engage in cooperative behaviors through self-categorization (H15) was not tested. The direct relationship between organizational climate and self-categorization was found to be nonsignificant

(H2), so the indirect impact of the mediation of self-categorization in the relationship between organizational climate and WECB (H16) was not tested.

Regarding the relationship between organizational culture and creative effort was supported by the mediating role of organizational identity (H17); the indirect effect estimation = .12 (SE = .05, $p < .01$) [95% CI = .0247 to .2194]. The study assessed how organizational identity mediated the relationship between organizational culture and creative effort. According to the research findings, organizational culture has a significant indirect impact on creative effort ($b = 0.12$, $t = 2.37$). This result supports H17. Moreover, it was determined that the direct impact of organizational culture on creative effort when the mediating role is present, was also found significant ($b = 0.53$, $p < 0.001$). Accordingly, the relationship between organizational culture and creative effort was partially mediated by organizational identity. The following table provides a summary of the mediation analysis.

Table 20. Mediation Analysis Summary of Organizational Identity Between Organizational Culture and Creative Effort

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Organizational culture-> organizational identity-> creative effort	0.65 (0.000)	0.53 (0.000)	0.12	Lower Bound 0.024	Upper Bound 0.219	2.37	Partial Mediation

Regarding the relationship between organizational climate and creative effort via organizational identity (H18), was supported; the indirect effect estimation = .23 (SE = .05, $p < .01$) [95% CI = .123 to .328]. The research examined how organizational identity mediates the relationship between organizational climate and creative effort. The findings showed a substantial indirect influence of organizational climate on creative effort ($b = 0.23$, $t = 4.3$), supporting H18. However, the direct impact of organizational climate on creative effort in presence of the mediator was found nonsignificant ($b = 0.10$, $p > 0.05$). Consequently, the relationship between organizational climate and creative effort was fully mediated by organizational identity. The following table provides a summary of the mediation analysis.

Table 21. Mediation Analysis Summary of Organizational Identity Between Organizational Climate and Creative Effort

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Organizational climate-> organizational identity-> creative effort	0.33 (0.000)	0.10 p > 0.05	0.23	Lower Bound 0.123	Upper Bound 0.328	4.3	Full Mediation

In terms of the relationship between in organizational culture and WECB via organizational identity (H19), was not tested because the direct relationship between organizational identity and WECB was found nonsignificant (H8). In the same way, the indirect impact of the mediation of organizational identity in the relationship between organizational climate and WECB (H20), was not tested because the direct relationship between organizational identity and WECB was found nonsignificant (H8).

The findings showed that self-categorization has a significant indirect impact on task performance through creative effort; the indirect effect estimation = .042 (SE = .018, $p < .01$) [95% CI = .0095 to .0798]. The research examined how creative effort mediates the relationship between self-categorization and task performance. The findings showed a significant indirect influence of self-categorization on task performance ($b = 0.042$, $t = 2.3$). These findings supports H21. Additionally, it was determined that self-categorization had a significant direct impact on task performance under the presence of the mediating role ($b = 0.17$, $p < 0.001$). Therefore, the relationship between self-categorization and task performance was partly mediated by creative effort. The following table provides a summary of the mediation analysis.

Table 22. Mediation Analysis Summary of Creative Effort Between Self-categorization and Task Performance

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Self-categorization -> creative effort -> task performance	0.22 (0.000)	0.17 (0.000)	0.042	Lower Bound 0.0095	Upper Bound 0.0798	2.3	Partial Mediation

The association between organizational identity and task performance was supported by the mediating role of creative effort (H22); the indirect effect estimation = .123 (SE = .02, $p < .01$) [95% CI = .0728 to .1834]. The research has evaluated how creative effort mediated the association between organizational identity and task performance. The findings showed a significant indirect influence of organizational identity on task performance ($b = 0.123$, $t = 4.4$). These findings support H22. Additionally, it was determined that there was a substantial direct relationship between organizational identity and task performance when the mediation role was present ($b = 0.15$, $p < 0.001$). Consequently, the relationship between organizational identity and task performance was partially mediated by creative effort. The following table provides a summary of the mediation analysis.

Table 23. Mediation Analysis Summary of Creative Effort Between Organizational Identity and Task Performance

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Organizational identity-> creative effort -> task performance	0.27 (0.000)	0.15 (0.000)	0.123	Lower Bound 0.0728	Upper Bound 0.1834	4.4	Partial Mediation

In terms of the relationship between self-categorization and OCB via creative effort (H23), research findings have supported this hypothesis; the indirect effect estimation = .04 (SE = .01, $p < .01$) [95% CI = .0097 to .077]. The research has examined how creative effort affected the relationship between self-categorization and OCB. The findings showed a significant indirect influence of self-categorization on OCB ($b = 0.04$, $t = 2.48$). These research findings support H23. However, it was determined that the immediate impact of self-categorization on OCB in the presence of the mediator was not statistically significant ($b = 0.06$, $p > 0.05$). Consequently, the relationship between self-categorization and OCB was completely mediated by creative effort. The following table provides a summary of the mediation analysis.

Table 24. Mediation Analysis Summary of Creative Effort Between Self-categorization and OCB

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Self-categorization - > creative effort -> OCB	0.1 (0.000)	0.06 p > 0.05	0.04	Lower Bound 0.0097	Upper Bound 0.077	2.48	Full Mediation

It was confirmed that creative effort had a mediating role in the interaction between organizational identity and OCB (H24); the indirect effect estimation = .039 (SE = .01, $p < .01$) [95% CI = .0105 to .0716]. The research evaluated how creative effort mediated the association between organizational identity and OCB. The findings showed a significant indirect influence of organizational identity on OCB ($b = 0.039$, $t = 2.47$). These findings support H24. In addition, it was discovered that the direct impact of organizational identity on OCB in the presence of the mediation function was also significant ($b = 0.66$, $p < 0.001$). Therefore, the link between organizational identity and OCB was partially mediated by creative effort. The following table provides a summary of the mediation analysis.

Table 25. Mediation Analysis Summary of Creative Effort Between Organizational Identity and OCB

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Organizational identity-> creative effort -> OCB	0.70 (0.000)	0.66 (0.000)	0.039	Lower Bound 0.0105	Upper Bound 0.0716	2.47	Partial Mediation

Regarding the indirect relationship between self-categorization and task performance through the mediation function of the engagement in cooperative behaviors (H25), was supported; the indirect effect estimation = .14 (SE = .02, $p < .01$) [95% CI = .0929 to .1997]. The research has evaluated how cooperative behaviors mediate the link between self-categorization and task performance. The findings showed a significant indirect influence of self-categorization on task performance ($b = 0.14$, $t = 5.19$). This result supports H25. However, in the presence of the mediation function, it was determined that the direct impact of self-categorization on task performance was not significant ($b = 0.07$, $p > 0.05$). The connection between self-categorization and task performance was thus completely mediated by cooperative behavior. The following table provides a summary of the mediation analysis.

Table 26. Mediation Analysis Summary of Engagement in Cooperative Behaviors Between Self-categorization and Task Performance

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
Self-categorization - > WECB -> task performance	0.22 (0.000)	0.07 p > 0.05	0.14	Lower Bound 0.0929	Upper Bound 0.1997	5.19	Full Mediation

In terms of the association between organizational identity and task performance via the WECB (H26), was not tested because the direct relationship between organizational identity and WECB was found nonsignificant (H8). In terms of the relationship between self-categorization and OCB via engagement in cooperative behaviors (H27), was not supported ($p > .05$). However, the findings showed that the direct impact of self-categorization on OCB in the presence of the mediation function was found to be significant ($b = 0.12$, $p < 0.01$).

The link between organizational identity and OCB via the WECB was not tested (H28), because the direct relationship between organizational identity and the WECB was found nonsignificant (H8). The following table provides a summary of the supported simple mediation hypotheses.

Table 27: Test Results Summary of Research Hypothesis with the Mediation Role

Number	Expected Relationship	Hypothesis	Result
H ₁₇	Simple mediation	Organizational identity mediates the connection between organizational culture and creative effort.	Fully Supported
H ₁₈	Simple mediation	Organizational identity mediates the connection between organizational climate and creative effort.	Fully Supported
H ₂₁	Simple mediation	Creative effort mediates the connection between self-categorization and task performance.	Fully Supported
H ₂₂	Simple mediation	Creative effort mediates the connection between organizational identity and task performance.	Fully Supported
H ₂₃	Simple mediation	Creative effort mediates the association between self-categorization and OCB.	Fully Supported
H ₂₄	Simple mediation	Creative effort mediates the association between organizational identity and OCB.	Fully Supported
H ₂₅	Simple mediation	WECB mediates the relationship between self-categorization and task performance.	Fully Supported

Regarding hypothesis (H29) states that self-categorization and creative effort will sequentially mediate the relationship between organizational culture and task performance, and hypothesis (H30) saying that self-categorization and WECB will sequentially mediate the relationship between organizational culture and task performance, and hypothesis (H31) saying that self-categorization and creative effort will sequentially mediate the relationship between organizational culture and OCB, and hypothesis (H32) saying that self-categorization and WECB will sequentially mediate the relationship between organizational culture and OCB, the hypothesis was not examined since the direct correlation between organizational culture and self-categorization was found to be not significant (H1).

In terms of hypothesis (H33) states that self-categorization and creative effort will sequentially mediate the relationship between organizational climate and task performance, and hypothesis (H34) saying that self-categorization and WECB will sequentially mediate the relationship between organizational climate and task performance, and hypothesis (H35) saying that self-categorization and creative effort will sequentially mediate the relationship between organizational climate and OCB, and hypothesis (H36) saying that self-categorization and WECB will sequentially mediate the relationship between organizational climate and OCB, the hypotheses was not examined since the direct association between organizational climate and self-categorization was found to be not significant (H2).

The link between organizational culture and task performance was found to be significantly impacted by the indirect effect of the sequential mediation of organizational identity and creative effort (H37), the indirect effect estimation = .034 (SE = .01, $p < .01$) [95% CI = .0062 to .0696]. Furthermore, the study results revealed that the direct effect of organizational culture on task performance was also found significant while the mediating function was at present ($b = 0.21$, $p < 0.05$). Hence, there is a partial sequential mediation of organizational identity and creative effort in the relationship between organizational culture and task performance. The following table provides a summary of the mediation analysis.

Table 28. Sequential Mediation Analysis Summary of Organizational Identity and Creative Effort Between Organizational Culture and Task Performance

Total Effect:	Direct Effect:						
Organizational culture -> task performance	Organizational culture -> task performance	Relationship	Indirect Effect	Confidence Interval		t-statistics	Conclusion
		H37:		Lower Bound	Upper Bound		
0.47 (0.000)	0.21 (0.000)	Organizational culture -> organizational identity -> creative effort -> task performance	0.034	0.0062	0.0696	2.1	Partial Mediation

According to hypothesis (H38), the relationship between organizational culture and task performance will be sequentially mediated by organizational identity and employees' desire to engage in cooperative behaviors., and hypothesis (H40) saying that organizational identity and WECB will sequentially mediate the relationship between organizational culture and OCB, and hypothesis (H42) saying that organizational identity and WECB will sequentially mediate the relationship between organizational climate and task performance, and hypothesis (H44) saying that organizational identity and WECB will sequentially mediate the relationship between organizational climate and OCB, the hypotheses was not tested because the direct relationship between organizational identity and WECB was found to be not significant (H8).

The link between organizational culture and OCB was found to be nonsignificant, with the indirect impact of the sequential mediation of organizational identity and creative effort, ($p > .05$), therefore, Hypothesis (H39) is not supported. However, the direct impact of organizational culture on OCB while the mediation effect is at present was found to be significant ($b = 0.21$, $p < 0.001$, $t = 4.3$). Moreover, the total effect of organizational culture on OCB while the mediation effect is at present was also found to be significant ($b = 0.73$, $p < 0.001$, $t = 14.9$).

The link between organizational climate and task performance was found to be significantly mediated by the sequential mediation of organizational identity and creative effort (H41), the indirect effect estimation = .073 estimate ($SE = .02$, $p < .001$) [95% CI = .0347 to .1191]. Furthermore, the study results revealed that the direct impact of organizational climate on task performance while the mediation function is at present was also found to be significant ($b = 0.23$, $p < 0.001$). Therefore,

there is partial sequential mediation of organizational identity and creative effort in the relationship between organizational climate and task performance. The following table provides a summary of the mediation analysis.

Table 29. Sequential Mediation Analysis Summary of Organizational Identity and Creative Effort Between Organizational Climate and Task Performance

Total Effect:	Direct Effect:					
Organizational climate -> task performance	Organizational climate -> task performance	Relationship	Indirect Effect	Confidence Interval		t-statistics
				Lower Bound	Upper Bound	
0.36 (0.000)	0.23 (0.000)	H41: Organizational climate -> organizational identity -> creative effort -> task performance	0.073	0.0347	0.1191	3.37
						Partial Mediation

The link between organizational climate and OCB was found to be significantly mediated indirectly by the sequential mediation of organizational identity and creative effort (H43), the indirect effect estimation = .02 estimate (SE = .01, $p < .001$) [95% CI = .0031 to .0412]. Furthermore, the study results revealed that the direct impact of organizational climate on OCB while the mediation function is at present was also found significant ($b = 0.27$, $p < 0.001$). As a result, there is partial sequential mediation of organizational identity and creative effort in the relationship between organizational climate and OCB. The following table provides a summary of the mediation analysis.

Table 30. Sequential Mediation Analysis Summary of Organizational Identity and Creative Effort Between Organizational Climate and OCB

Total Effect:	Direct Effect:						
Organizational climate -> OCB	Organizational climate -> OCB	Relationship	Indirect Effect	Confidence Interval		t-statistics	Conclusion
		H43:		Lower Bound	Upper Bound		
0.67 (0.000)	0.27 (0.000)	Organizational climate -> organizational identity -> creative effort -> OCB	0.02	0.0031	0.0412	2.08	Partial Mediation

The summary of the results of testing research hypotheses with the sequential mediation effect is shown in the following table.

Table 31: Test Results Summary of Research Hypothesis with the Sequential Mediation Role

Number	Expected Relationship	Hypothesis	Result
H ₃₇	Sequential mediation	Organizational identity and creative effort will sequentially mediate the relationship between organizational culture and task performance.	Fully Supported
H ₄₁	Sequential mediation	Organizational identity and creative effort will sequentially mediate the relationship between organizational climate and task performance.	Fully Supported
H ₄₃	Sequential mediation	Organizational identity and creative effort will sequentially mediate the association between organizational climate and OCB.	Fully Supported

3.7. The Analysis of Moderation and Moderated Mediation Hypothesis

The Hayes PROCESS Procedure for SPSS Version 4.2 was used to analyze and evaluate the moderation hypothesis. While taking account for the impact of the demographic variables (gender , age, and educational level), the interaction effects in hypotheses are investigated. The current research used Preacher et al.'s (2007) methodology to evaluate the moderated mediation hypothesis.

In order to establish the moderated mediation effect, the following requirements must be satisfied: a. the independent and dependent variables are significantly correlated b. the independent variable and the moderator have a significant association c. the mediator has a significant impact on the dependent variable d. lastly, a distinct conditional indirect impact of the independent variable on the dependent variable through the mediator, which is the fundamental aspect of the moderated mediation relationship.

It is hypothesized that organizational culture and leader prototypicality will interact to predict self-categorization so that the association between organizational culture and self-categorization will be more powerful for high levels of leader prototypicality, while this association will be weaker for low levels of leader prototypicality. Nevertheless, it was determined that the moderating impact of leader prototypicality on the association between organizational culture and self-categorization (H45) was not significant (Impact Estimate = .012, $t = .132$, $p > .05$). Consequently, these findings do not support H45.

Because the findings do not support H45, hypothesis H47 saying that the strength of the indirect relationship between organizational culture and creative effort via self-categorization is moderated by leader prototypicality. To the extent that the mediated association is stronger when leader prototypicality is high, and is weaker when leader prototypicality is low, and H48 stating that leader prototypicality moderates the strength of the indirect relationship between organizational culture and WECEB via self-categorization to the extent that the mediated relationship is stronger when leader prototypicality is high, and is weaker when leader prototypicality is low, will not be examined because the interaction between organizational culture and leader prototypicality to predict self-categorization is significantly not supported, which violates condition.

It is also hypothesized that organizational culture and leader prototypicality will interact to predict organizational identity to the extent that the association between organizational culture and organizational identity will be stronger when leader prototypicality is high. Similarly, this relationship will be weaker for low levels of leader prototypicality (H46). Significant results were discovered for the interactive effect of leader prototypicality on the link between organizational culture and organizational identity (Impact Estimation = .26, $SE = .07$, $t = 3.8$, $p < .01$). The interactive impact in the hypothesis is supported by these results. 2% of the variation was explained by the interaction impact ($\Delta R^2 = .02$, $p < .01$). According to Figure 6, it can be concluded that the positive relationship between organizational culture and organizational identity is significant when leader prototypicality is high (Impact Estimation = .56, $SE = .06$, $t = 8.3$, $p < .01$). When leader

prototypicality is low, the relationship is also significant (Impact Estimation = .89, SE = .07, $t = 12.39$, $p < .01$). H46 is therefore completely supported.

Figure 6: The Simple Slope Analysis (the Interaction Between Leader Prototypicality and Organizational Culture to Impact Organizational Identity)



To determine if, as predicted in H49, leader prototypicality will act as a moderator of the organizational identity-mediated indirect relationship between organizational culture and creative effort, making the relationship weaker when leader prototypicality is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational culture has a statistically significant direct impact on creative effort. This requirement is verified (see table 15). Requirement b: organizational culture and leader prototypicality interact significantly, c: organizational identity and creative effort are directly related and significantly, which have been validated by the verifying of hypothesis H46 and H6 respectively. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect effects of organizational culture on creative effort through organizational identity. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that leader prototypicality had a significant impact on the indirect connection between organizational culture and creative effort via organizational identity; the index = .038 (SE = .02, $p < .001$) [95% CI = .083 to .005]. The estimations, standard errors, and intervals of confidence for the conditional indirect effects for leader prototypicality are shown in the following table. Therefore, the findings support Hypothesis H49.

Table 32: The Results of the Moderated Mediation Effect (Leader Prototypicality Conditional Indirect Effect)

Leader Prototypicality Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.13	.05	[95% CI = .02 to .24]
High (1SD above the mean)	.08	.03	[95% CI = .014 to .145]

To determine if, as predicted by H50, leader prototypicality will act as a moderator of the organizational identity-mediated indirect relationship between organizational culture and WECB, making the relationship weaker when leader prototypicality is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational culture has a statistically significant direct impact on the WECB, which is not validated ($p > 0.05$), (see table 15). Furthermore, Requirement c: significant direct relationship between organizational identity and the WECB, which is not supported in hypothesis H8. Accordingly, H50 was not examined because the requirements of the moderated mediation hypothesis have been not verified.

It is hypothesized that organizational culture and leader stereotypicality will interact to determine self-categorization. Moreover, the relationship between organizational culture and self-categorization will be stronger for high levels of leader stereotypicality, and the relationship will be weaker for low levels of leader stereotypicality. Nevertheless, it was determined that the moderating impact of leader stereotypy on the association between organizational culture and self-categorization was not significant (H51) (Impact Estimation = .037, $t = .346$, $p > .05$). Consequently, the findings do not support H51.

Because the findings do not support H51, hypothesis H53 saying that leader stereotypicality moderates the strength of the indirect relationship between organizational culture and creative effort via self-categorization in such a way that the mediated relationship is stronger when leader stereotypicality is high, and is weaker when leader stereotypicality is low, and H54 saying that leader stereotypicality moderates the strength of the indirect relationship between organizational culture and WECB via self-categorization in such a way that the mediated relationship is stronger when leader stereotypicality is high, and is weaker when leader stereotypicality is low, will not be examined because the interaction between organizational culture and leader stereotypicality to determine self-categorization, was not supported and accordingly violates the moderated mediation requirements.

According to Hypothesis 52 organizational culture and leader stereotypicality will interact to predict organizational identity, and that the relationship between organizational culture and organizational identity will be more powerful for high levels of leader stereotypicality, and the relationship will be weaker for low levels of leader stereotypicality. Regarding the interaction impact of leader stereotypicality, the findings show the significance of the interrelationship (Impact Estimation = .28, $t = 3.8$, $p < .01$). 1.7% of the explaining the variance is attributed to the interaction impact ($\Delta R^2 = .017$, $p < .01$). These findings support the interaction impact of H52.

Figure 7: The Simple Slope Analysis (the Interaction Between Leader Stereotypicality and Organizational Culture to Impact Organizational Identity)



As shown in Figure 7, there is a significant positive link between organizational culture and organizational identity when leader stereotypicality is low (Impact Estimation = .74, SE = .06, $t = 11$, $p < .01$). Moreover, when leader stereotypicality is high, the positive connection between organizational culture and organizational identity is stronger and significant (Impact Estimation = .39, SE = .07, $t = 5.32$, $p < .01$).

To determine if, as suggested in H55, leader stereotypicality will act as a moderator of the strength of the indirect relationship between organizational culture and creative effort through organizational identity, making the relationship weaker when leader stereotypicality is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational culture has a statistically significant direct impact on creative effort. This requirement is verified (see table 15). Requirement b: organizational culture and leader stereotypicality interact significantly, Requirement c: organizational identity and creative effort are directly and significantly related, which have been validated by the verifying of hypothesis

H52 and H6 respectively. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect effects of the organizational culture on creative effort through the organizational identity. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that leader stereotypicality had a significant impact on the indirect connection between organizational culture and creative effort via organizational identity; the index = .04 (SE = .02, $p < .001$) [95% CI = .0876 to .0055]. The estimations, standard errors, and intervals of confidence for the conditional indirect effects for leader prototypicality are shown in the following table. Therefore, the findings fully support Hypothesis H55.

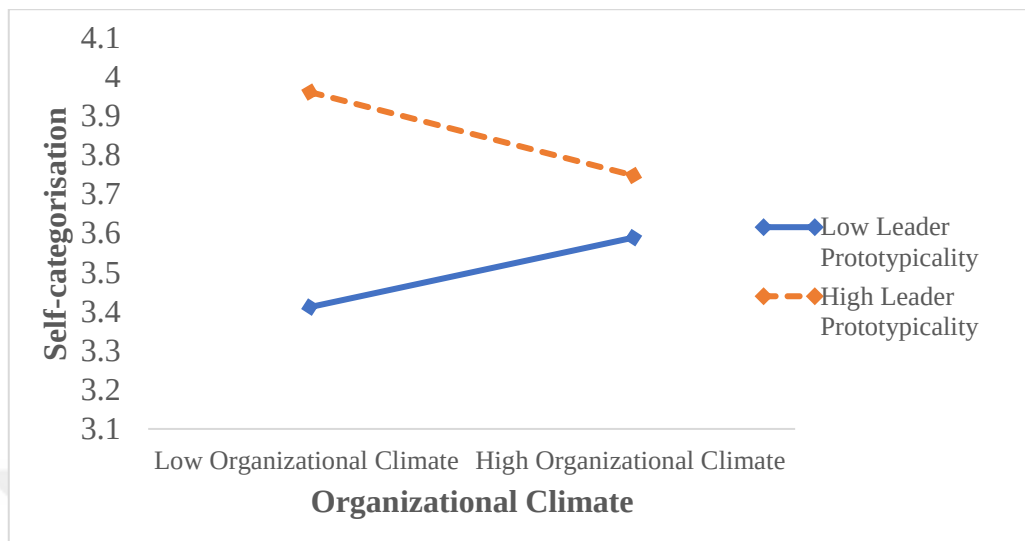
Table 33: The Results of the Moderated Mediation Effect (Leader Stereotypicality Conditional Indirect Effect)

Leader Stereotypicality Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.11	.04	[95% CI = .0240 to .2026]
High (1SD above the mean)	.06	.02	[95% CI = .0124 to .1144]

To determine whether leader stereotypicality, as stated in H56, will moderate the strength of the indirect relationship between organizational culture and WECB via organizational identity, such that the mediated relationship will be weaker when leader stereotypicality is low and stronger when leader stereotypicality is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational culture has a statistically significant direct impact on the WECB, which is not validated ($p > 0.05$), (see table 15). Furthermore, Requirement c: significant direct relationship between organizational identity and the WECB, which is not validated H8. Accordingly, H56 was not examined because the requirements of the moderated mediation hypothesis have been not verified.

It is hypothesized that organizational climate and leader prototypicality will interact to determine self-categorisation. Moreover, the relationship between organizational climate and self-categorisation will be stronger for high levels of leader prototypicality, whereas the relationship will be weaker for low levels of leader prototypicality. Regarding the moderation function of leader prototypicality on the link between organizational climate and self-categorisation is validated (H57) (Impact Estimation = .17, $t = 2.33$, $p < .05$). 1% of the variance in self-categorisation is attributed to the interaction impact ($\Delta R^2 = .01$, $p < .05$).

Figure 8: The Simple Slope Analysis (the Interaction Between Leader Prototypicality and Organizational Climate to Impact Self-categorisation)



According to the simple slop analysis shown in Figure 8 there is a negative association between organizational climate and self-categorisation for high levels of leader prototypicality (Impact Estimation = $-.20$, $SE = .07$, $t = -2.89$, $p < .01$). Nevertheless, for low levels of leader prototypicality the association between organizational climate and self-categorisation turns positive and not statistically significant (Impact Estimation = $.017$, $SE = .05$, $t = 0.23$, $p > .05$). Consequently, the findings partly support the hypothesis.

To determine whether leader prototypicality, as mentioned in H59, will act as a moderator of the self-categorization-based indirect relationship between organizational climate and creative effort, making the association weaker when leader prototypicality is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational climate has a statistically significant direct impact on creative effort. This requirement is verified (see table 15). Requirement b: organizational climate and leader prototypicality interact significantly, Requirement c: self-categorization and creative effort are directly and significantly related, which have been validated by the verifying of hypothesis H57 and H5 respectively. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect effects of the organizational climate on creative effort through the self-categorization. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that leader

prototypicality had no significant impact on the indirect connection between organizational climate and creative effort through self-categorization; the index = .02 (SE = .02, $p > .05$) [95% CI = -.0488 to .0140]. The estimates, standard errors, and confidence intervals for the conditional indirect impacts of leader prototypicality are shown in the following table. According to the findings, when the levels of leader prototypicality are high, the conditioned indirect impact is significant ($p < 0.001$), while when the levels of leader prototypicality are low, the conditioned indirect impact is nonsignificant ($p > 0.05$). Therefore, the findings partly support Hypothesis H59.

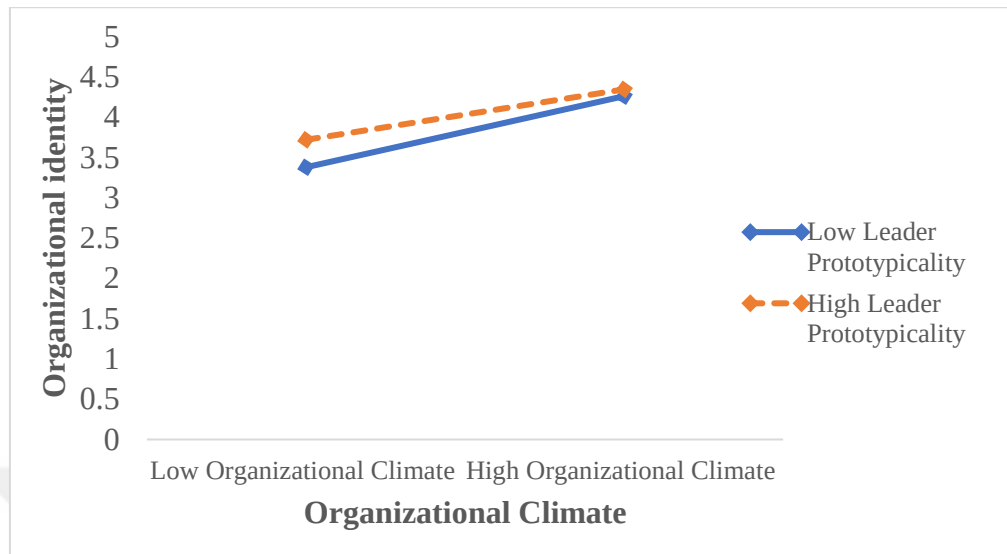
Table 34: The Results of the Moderated Mediation Effect (Leader Prototypicality Conditional Indirect Effect)

Leader Prototypicality Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.002	.01	[95% CI = -.0306 to .0249]
High (1SD above the mean)	.02	.01	[95% CI = -.0465 to -.0038]

To determine whether leader prototypicality, as stated in H60, will moderate the strength of the indirect connection between the organizational climate and the WECB through self-categorization, where the mediated relationship will be weaker for low levels of leader prototypicality and stronger for high levels of it. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational climate has a statistically significant direct impact on the WECB. This requirement is not verified ($p > 0.05$), (see table 15). Therefore, H60 will not be examined because the requirements of the moderated mediation hypothesis have been not verified.

As stated in hypothesis H58, it is suggested that organizational climate and leader prototypicality will interact to anticipate organizational identity, with the relationship between the two being stronger when leader prototypicality is high and weaker when leader prototypicality is low. Regarding the relationship between organizational climate and organizational identity, leader prototypicality was found to have a significant moderating impact (Impact Estimation = .13, $t = 2.5$, $p < .05$). 2.3% of interpreting the variation in organizational identity is attributed to the interaction impact. Low leader prototypicality has a significant effect on the relationship between organizational climate and organizational identity, according to the simple slop analysis shown in Figure 9 (Impact Estimation = .76, SE = .05, $t = 14.29$, $p < .01$). Moreover, the correlation between organizational climate and organizational identity is significant and stronger when general leader prototypicality is high (Impact Estimation = .60, SE = .05, $t = 12.03$, $p < .01$). Therefore, the findings fully support H58.

Figure 9: The Simple Slope Analysis (the Interaction Between Leader Prototypicality and Organizational Climate to Impact Organizational Identity)



To determine whether leader prototypicality, as indicated in H61, will act as a moderator of the organizational identity-mediated indirect relationship between organizational climate and creative effort, to the extent that the indirect connection will be weaker for low levels of leader prototypicality and stronger for high levels of leader prototypicality. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational climate has a statistically significant direct impact on creative effort. This requirement is verified (see table 15). Requirement b: organizational climate and leader prototypicality interact significantly. Requirement c: organizational identity and creative effort are directly and significantly related, which have been validated by the verifying of hypothesis H58 and H6 respectively. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect impacts of the organizational climate on creative effort through organizational identity. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that leader prototypicality has a significant influence on the indirect relationship between organizational climate and creative effort via organizational identity; the index = .039 (SE = .03, $p < .001$) [95% CI = .1163 to .0013]. The estimations, standard errors, and intervals of confidence for the indirect effects of conditions for leader prototypicality are shown in the following table. Therefore, the findings fully support Hypothesis H61.

Table 35: The Results of the Moderated Mediation Effect (Leader Prototypicality Conditional Indirect Effect)

Leader Prototypicality Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.23	.05	[95% CI = .129 to .357]
High (1SD above the mean)	.18	.04	[95% CI = .102 to .265]

To determine whether leader prototypicality, as indicated in H62, will act as a moderator of the organizational identity-mediated indirect relationship between organizational climate and WECB, making the association weaker when leader prototypicality is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational climate has a statistically significant direct impact on the WECB. This requirement is not verified ($p > 0.05$), (see table 15). Furthermore, Requirement c: significant direct relationship between organizational identity and the WECB, as mentioned in hypothesis H8 was not validated. Therefore, H62 will not be examined because the requirements of the moderated mediation hypothesis have been not verified.

According to Hypothesis H63, organizational climate and leader stereotypicality will interact to predict self-categorisation to the extent that when leader stereotypicality is high, the relationship between organization's climate and self-categorization will be more powerful; conversely, when leader stereotypicality is low, the relationship will be less powerful. The findings also showed that organizational climate and leader stereotypicality did not significantly interact to predict self-categorization (H63) (Impact Estimation = .1, $t = .63$, $p > .05$). As a result, the findings do not support this hypothesis.

Since H63 was not supported, hypothesis H65 stating that leader stereotypicality modifies the degree of the strength of the indirect relationship between organizational climate and creative effort via self-categorization to the extent that the mediated relationship is more powerful when leader stereotypicality is high, and is less powerful when leader stereotypicality is low, and H66 stating that leader stereotypicality moderates the powerfulness of the indirect relationship between organizational climate and WECB via self-categorization to the extent that the mediated association is more powerful when leader stereotypicality is high, and is less powerful when leader stereotypicality is low, will not be examined because the condition is broken by the nonsignificant evidence for the relationship between leader stereotypicality and organizational climate in predicting self-categorization.

According to Hypothesis 64 organizational climate and leader stereotypicality will interact to predict organizational identity to the extent that the relationship between organizational climate and organizational identity will be more powerful when leader stereotypicality is high, conversely the relationship will be less powerful when leader stereotypicality is low. Nevertheless, it was determined that the moderating impact of leader stereotypicality on the association between organizational climate and organizational identity (H64) was not significant (Impact Estimation = .03, $t = .41$, $p > .05$). Consequently, the findings do not support H64.

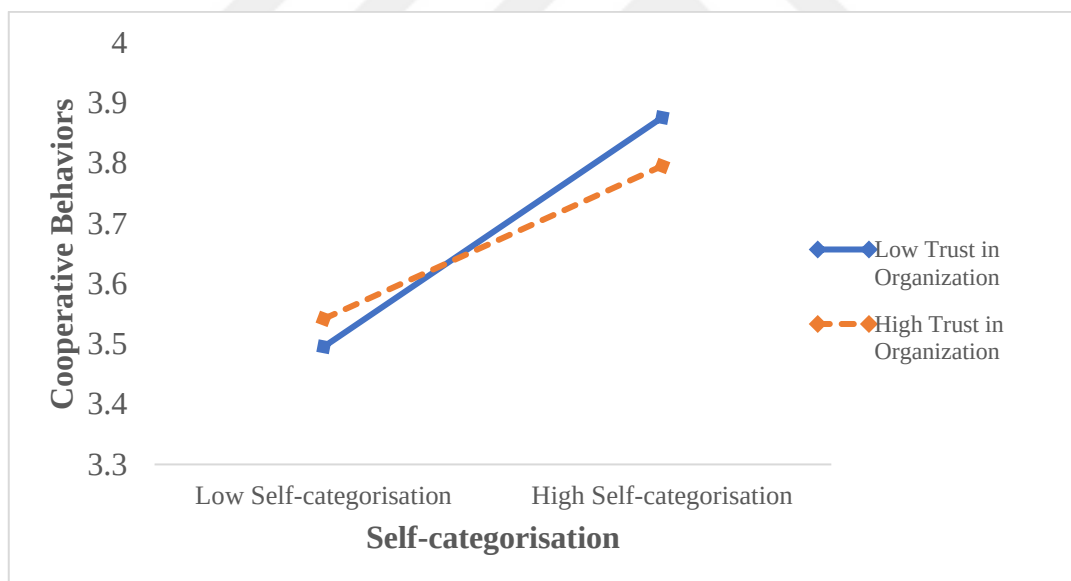
Because the findings do not support H64, hypothesis H67 saying that leader stereotypicality moderates the strength of the association between organizational climate and creative effort via organizational identity to the extent that the mediated association is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low, and H68 stating that leader stereotypicality moderates the strength of the indirect association between organizational climate and WECB via organizational identity to the extent that the mediated association is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low, will not be examined because the condition is broken by the insignificant evidence for the relationship between leader stereotypicality and organizational climate in predicting organizational identity.

Regarding to Hypothesis 69, it is hypothesized that self-categorisation and employees' trust in organization will interact to determine creative effort to the extent that the association between self-categorisation and creative effort will be more powerful when employees' trust in organization is high, whereas the relationship will be weaker when employee trust in organization is low. Nevertheless, it was determined that the moderating effect of employee trust in organization on the relationship between self-categorisation and creative effort (H69) was not significant (Impact Estimation = -.08, $t = -1.45$, $p > .05$). Consequently, the findings do not support H69.

The powerfulness of the indirect relationship between self-categorization and task performance via creative effort is moderated by employees' trust in the organization, according to hypothesis H71, which states that this relationship is stronger when employee trust in the organization is high and weaker when employees' trust in the organization, and H72 stating that employees' trust in organization moderates the powerfulness of the indirect relationship between self-categorisation and OCB via creative effort to the extent that the mediated relationship is more powerful when employee trust in organization is high, and is weaker when employee trust in organization is low, will not be examined because the condition is broken by the insignificant evidence for the relationship between self-categorisation and employee trust in organization in predicting creative effort.

It is also hypothesized in hypothesis H75 that self-categorisation and employees' trust in organization will interact to predict WECB to the extent that the association between self-categorisation and WECB will be stronger when employees' trust in organization is high, whereas the relationship will be weaker when employee trust in organization is low. The findings demonstrate a significance of the moderating impact of employees' trust in organization on the association between self-categorisation and WECB (Impact Estimation = .14, $t = 3.4$, $p < .01$). 2.1% of interpreting the variation in engagement in cooperative behavior is attributed to the interactive impact ($\Delta R^2 = .021$, $p < .01$). According to Figure 10, which depicts the simple slope analysis that shows how low employee trust in organization have a significant influence on the association between self-categorisation and WECB (Impact Estimation = .35, $SE = .04$, $t = 9.24$, $p < .01$). Moreover, when employee trust in organization is high the positive association between self-categorisation and WECB is significant and stronger (Impact Estimation = .20, $SE = .04$, $t = 4.18$, $p < .01$). Therefore, the findings fully support Hypothesis H75.

Figure 10: The Simple Slope Analysis (the Interaction Between Employee Trust in Organization and Self-categorisation to Impact Engagement in Cooperative Behaviors)



Regarding hypothesis H77, to test whether or not employees' trust in organization will moderate the powerfulness of the indirect association between self-categorisation and task performance through WECB, to the extent that the mediated relationship will be weaker for low levels of employees' trust in organization, and stronger when employees' trust in organization is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: self-categorisation has a statistically significant direct impact on task performance. This requirement is verified (see table 15). Requirement b: self-categorisation and employees' trust

in organization interact significantly. Requirement c: the WECB and task performance are directly and significantly related, which have been validated by the verifying of hypothesis H75 and H10. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect impacts of the self-categorisation on task performance through WECB. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that employees' trust in organization has no significant influence on the indirect relationship between self-categorisation and task performance via WECB; the index = $-.067$ ($SE = .03$, $p > .05$) [95% CI = $-.1206$ to $.0201$]. Therefore, the findings do not support hypothesis H77.

To determine if, as predicted by H78, employees' trust in the organization will act as a moderator of the powerfulness of the indirect association between self-categorization and OCB through the WECB, making the association weaker when employees' trust in the organization is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: self-categorisation has a statistically significant direct impact on OCB. This requirement is verified (see table 15). Requirement b: self-categorisation and employees' trust in organization interact significantly. Requirement c: the WECB and OCB are directly and significantly related, which have been validated by the verifying of hypothesis H75 and H12. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect impacts of the self-categorisation on OCB through WECB. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that employees' trust in organization has no significant influence on the indirect relationship between self-categorisation and OCB via WECB; the index = $.00$ ($SE = .01$, $p > .05$) [95% CI = $-.0090$ to $.0236$]. Therefore, the findings do not support hypothesis H78.

In relation to hypothesis H70, it is proposed that organizational identity and employees' trust in organization will interact to predict creative effort to the extent that the association between organizational identity and creative effort will be more powerful when employees' trust in organization is high, whereas the relationship will be weaker when employee trust in organization is low.

Figure 11: The Simple Slope Analysis (the Interaction Between Employee Trust in Organization With Organizational Identity to Impact Creative Effort)



The findings revealed a significance of the impact of the moderating function of employees' trust in organization on the association between organizational identity and creative effort (Impact Estimation = .213, $t = 3.4$, $p < .01$). 2% of interpreting the variation in creative effort was attributed to the interactive impact ($\Delta R^2 = .02$, $p < .01$). According to Figure 11, which depicts the simple slope analysis that shows how low employees' trust in organization have a significant influence on the association between organizational identity and creative effort (Impact Estimation = .46, $SE = .05$, $t = 9.04$, $p < .01$). Moreover, while employee trust in organization is high the positive association between in organizational identity and creative effort significantly shows more powerful correlation (Impact Estimation = .22, $SE = .05$, $t = 3.85$, $p < .01$). Therefore, the findings fully support Hypothesis H70.

To determine if, as predicted by H73, employees' trust in the organization will act as a moderator of the powerfulness of the indirect association between organizational identity and task performance through creative effort, making the association less powerful when employees' trust in the organization is low and stronger when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational identity has a statistically significant direct impact on task performance. This requirement is verified (see table 15). Requirement b: organizational identity and employees' trust in organization interact significantly. Requirement c: creative effort and task performance are directly and significantly related, which have been validated by the verifying of hypothesis H70 and H9. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect impacts of

organizational identity on task performance through creative efforts. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that employees' trust in organization has a significant influence on the indirect relationship between organizational identity and task performance via creative effort; the index = .07 (SE = .02, $p < .05$) [95% CI = .1215 to .0253]. The estimations, standard errors, and intervals of confidence for the indirect effects of conditions for employees' trust in organization are shown in the following table. Therefore, the findings fully support Hypothesis H73.

Table 36: The Results of the Moderated Mediation Effect (Employees' Trust in Organization Conditional Indirect Effect)

Employee Trust in Organization Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.15	.03	[95% CI = .0954 to .2179]
High (1SD above the mean)	.07	.02	[95% CI = .0273 to .1298]

To determine if, as suggested in H74, employees' trust in the organization will act as a moderator of the powerfulness of the indirect association between organizational identity and OCB through creative effort, making this association less powerful when employees' trust in the organization is low and more powerful when it is high. The moderated mediation requirements stated at the section's introduction must be verified. Requirement a: organizational identity has a statistically significant direct impact on OCB. This requirement is verified (see table 15). Requirement b: organizational identity and employees' trust in organization interact significantly. Requirement c: creative effort and OCB are directly and significantly related, which have been validated by the verifying of hypothesis H70 and H11. To test the hypothesis, Requirement d: the fundamental components of a moderated mediation link; various indirect impacts of organizational identity on OCB through creative efforts. This requirement should be validated.

The Hayes PROCESS Procedure (Model 7) for SPSS Version 4.2 was used in this research to examine the core of the moderated mediation hypothesis. The findings showed that employees' trust in organization has a significant influence on the indirect relationship between organizational identity and OCB via creative effort; the index = .02 (SE = .01, $p < .05$) [95% CI = .0448 to .0043]. The estimations, standard errors, and intervals of confidence for the indirect effects of conditions for

employees' trust in organization are shown in the following table. Therefore, the findings fully support Hypothesis H74.

Table 37: The Results of the Moderated Mediation Effect (Employee's Trust in Organization Conditional Indirect Effect)

Employee Trust in Organization Level	Conditional indirect effect	SE	Confidence Interval
Low (1SD below the mean)	.05	.01	[95% CI = .0135 to .0867]
High (1SD above the mean)	.02	.01	[95% CI = .0047 to .0498]

According to hypothesis H76, it is hypothesized that organizational identity and employees' trust in organization will interact to predict WECB such that the relationship between organizational identity and WECB will be stronger when employee trust in organization is high, whereas the relationship will be weaker when employee trust in organization is low. However, the findings demonstrate that the moderating impact of employees' trust in organization on the association between organizational identity and WECB (H76) is insignificant (Impact Estimation = -.078, $t = -1.33$, $p > .05$). Accordingly, the findings do not support H76.

Because the findings do not support H76, hypothesis H79 saying that employees' trust in organization acts a moderating role to influence the powerfulness of the indirect relationship between organizational identity and task performance through WECB to the extent that the mediated association is stronger when employee trust in organization is high, and is weaker when employee trust in organization is low, and H80 stating that employees' trust in organization moderates the powerfulness of the indirect association between organizational identity and OCB via WECB to the extent that the mediated association is more powerful when employees' trust in organization is high, and is weaker when employee trust in organization is low, will not be examined because the condition is broken by the insignificant evidence for the relationship between organizational identity and employees' trust in organization in predicting cooperative behaviors.

The results of research hypothesis analysis with moderation and moderated mediation effect are summarized in Table 38.

**Table 38: Test Results Summary of Research Hypothesis with
Moderation and Moderated Mediation Role**

Number	Expected Relationship	Hypothesis	Result
H₄₆	Moderation	Organizational culture and leader prototypicality will interact to predict organizational identity such that the relationship between organizational culture and organizational identity will be more powerful when leader prototypicality is high, whereas the relationship will be weaker when leader prototypicality is low.	Fully Supported
H₄₉	Moderated Mediation	Leader prototypicality moderates the strength of the indirect relationship between organizational culture and creative effort via organizational identity in such a way that the mediated relationship is more powerful when leader prototypicality is high, and is weaker when leader prototypicality is low.	Fully Supported
H₅₂	Moderation	Organizational culture and leader stereotypicality will interact to predict organizational identity such that the relationship between organizational culture and organizational identity will be more powerful when leader stereotypicality is high, whereas the relationship will be weaker when leader stereotypicality is low.	Fully Supported
H₅₅	Moderated Mediation	Leader stereotypicality moderates the strength of the indirect relationship between organizational culture and creative effort via organizational identity in such a way that the mediated link is more powerful when leader stereotypicality is high, and is weaker when leader stereotypicality is low.	Fully Supported
H₅₇	Moderation	Organizational climate and leader prototypicality will interact to predict self-categorisation such that the relationship between organizational climate and self-categorisation will be stronger when leader prototypicality is high, whereas the link will be weaker when leader prototypicality is low.	Partially Supported
H₅₈	Moderation	Organizational climate and leader prototypicality will interact to predict organizational identity such that the relationship between organizational climate and organizational identity will be stronger when leader prototypicality is high, whereas the link will be weaker when leader prototypicality is low.	Fully Supported
H₅₉	Moderated Mediation	Leader prototypicality moderates the strength of the indirect relationship between organizational climate and creative effort via self-categorization in such a way that the mediated link is more powerful when leader prototypicality is high, and is weaker when leader prototypicality is low.	Partially Supported

Table 38: (continued)

Number	Expected Relationship	Hypothesis	Result
H₆₁	Moderated Mediation	Leader prototypicality moderates the strength of the indirect connection between organizational climate and creative effort via organizational identity in such a way that the mediated connection is more powerful when leader prototypicality is high, and is weaker when leader prototypicality is low.	Fully Supported
H₇₀	Moderation	Organizational identity and employees' trust to organization will interact to predict creative effort such that the relationship between organizational identity and creative effort will be stronger when employee trust to organization is high, whereas the relationship will be weaker when employees' trust to organization is low.	Fully Supported
H₇₃	Moderated Mediation	Employees' trust to organization moderates the strength of the indirect relationship between organizational identity and task performance via creative effort in such a way that the mediated relationship is stronger when employee trust in organization is high, and is weaker when employees' trust to organization is low.	Fully Supported
H₇₄	Moderated Mediation	Employees' trust to organization moderates the strength of the indirect relationship between organizational identity and OCB via creative effort in such a way that the mediated relationship is stronger when employee trust to organization is high, and is weaker when employees' trust to organization is low.	Fully Supported
H₇₅	Moderation	Self-categorisation and employees' trust to organization will interact to predict WECB such that the relationship between self-categorisation and WECB will be stronger when employee trust in organization is high, whereas the relationship will be weaker when employees' trust to organization is low.	Fully Supported

3.8. Research Findings

3.8.1. Findings Discussion

Considering the significance of enhancing employees' workplace outcomes and organizational context features' crucial function in this enhancement, a significant gap in the literature is the comprehension of the boundaries and constraints that regulate these relationships. By utilizing SIT and SCT, this research investigated the role of leader prototypicality and leader stereotypicality in moderating the relationships between organizational context features (organizational culture and organizational climate) and organizational identity. Furthermore, the study explored the effect of

employees' trust in organization on the association between organizational identity and employees' creative efforts. In addition, the main contribution is the analysis of the sequential mediation between organizational context features and employees' workplace outcomes through organizational identity and employees' creative efforts. Thereby, in this research, the specific relationships between organizational context features (organizational culture and organizational climate), organizational identity, creative efforts, task performance and OCB were firstly investigated. Then, by completely integrating these connections, a sequential mediation path was explored. The following discussion focuses on several theoretical and management implications of research results.

In line with study predictions and the results of earlier studies (Pratt & Foreman, 2000; Deshpandé & Farley, 2004; Whetten, 2006; Ashforth et al., 2008; Prati et al., 2009; Whetten & Foreman, 2014; Whetten et al., 2014), the results of the study confirmed that organizational culture anticipates organizational identity. Individuals begin to see the group as being synonymous with their unique personality when they have greater sense of belonging and higher emotional, behavioral, and cognitive aspects (Chreim, 2002). Employees may acquire information about different cultures as they interact with organizational cultures in an organizational setting. Additionally, they are able to develop an extensive knowledge about the organization they represent. It can be argued that organizational culture serves as a setting for sense-making processes and that identification is an outcome of culture by means of perception, in which identity can be understood by conducting cultural perceptions is supported by this issue.

The results also indicated that organizational climate anticipated organizational identity. Moreover, the results comes along with the findings of empirical research that has studied the impact of common heritage, customs, and how employees redefine themselves (Gioia & Thomas, 1996). Organizational identity helps the employees of an organization to make meaning of what they do along with their cognition and perception of the nature of their organization and what their organization is. Hence, organizational identity provides the context within which the employees interpret and allocate extensive understanding to each organizational activity (Fiol, 1991; 2001). In light of the driving previous research, these findings support the link between organizational climate and organizational identity (Bergami & Bagozzi, 2000; Hatch & Schultz, 2002; Ravasi & Schultz, 2006).

The findings showed that self-categorization is positively correlated with creative efforts, supporting the study hypothesis. In that, individuals who can categorize themselves as individuals of a group, and start to see themselves as comparable to other individuals in their group, which is related to their beliefs and expectations of their group, they are able to develop greater levels of creativity at

work. Hence, it is expected that there is a positive association between self-categorization and creative efforts. As a result, they can gain an extensive awareness of the culture of the organization they represent and learn the manner in which to work within it. Drawing on previous research, there is an insistence in the past literature that both individual and organizational factors affect the level of creative efforts at work (Turner & Reynolds, 2011; Ellemers, 2012; Steffens et al., 2016a). Additionally, there is proof that suggests individuals appreciate novel suggestions as being more creative if they are in line with the standards and principles of a within-group and if they were developed by individuals from an ingroup instead of individuals from another group (Adarves-Yorno et al., 2008; Steffens et al., 2016b).

According to earlier studies' outcomes, it is concluded that organizational identity predicts creative effort (Mael & Ashforth, 1992; Whetten & Foreman, 2014; Steffens et al., 2016a). Drawing on organizational identity approach, organizational members view the organizational achievements as their direct achievements. Therefore, an employee is motivated to look for innovative suggestions to the issues facing the group as a whole by their social identity and sense of belonging to that group. Individuals are going to be capable to rely on opinions and concepts linked to organizational identity as they become a part of multiple social groups. Thus, this ought to enhance their capacity to create both a greater number of suggestions as well as innovative concepts. Earlier literature has argued that individuals who are capable of taking on a variety of social identities tend to be more creative (Simonton, 1997; Steffens et al., 2016a). Hence, it is believed that organizational identity is linked to creative efforts. But the results showed that organizational identity fails to predict the WECB, which was in contrast to what was originally thought. The results of the current study further revealed an appropriate connection between self-categorization and the willingness of employees to participate in collaborative actions.

Based on both the SIT and the SCT, it is suggested that people are able to identify with various groups. Consequently, they are able to possess several interconnected classifications of the self. Thus, they could involve themselves as a person, a part of an in-group, such as a workgroup, and a part of a high-order superior ingroup such as an organization (Willis et al., 2019). Employing the social identity viewpoint, which incorporates the self-categorization construct, it can be started to comprehend how associations and operations at the organizational level may influence and determine individuals' outcomes. Furthermore, self-categorization is positively associated with the employees' WECB.

According to research expectations, both the results of the current study and those of earlier studies (Amabile et al., 1996; Chang et al., 2012; Anderson et al., 2014; Deng & Guan, 2017) have

showed that there is an encouraging association between organizational creative effort and task performance. It is concluded that creative practices are crucial given that they may improve the likelihood of innovative and original results and potentially boost productivity as a whole. According to Gilson & Shalley (2004), the main goals of creative processes are problem-solving, hypothesis-making, idea-sharing, and defying conventional wisdom. Moreover, people involved in creative processes are described as cooperating in a way that links concepts from various sources, explores unexplored possibilities in order to discover superior or distinctive solutions to a difficulty, or looks for innovative ways to carry out an assignment. Employees' participation in creative processes is essential for the success of the organization (Gilson & Shalley, 2004). Therefore, creative effort is positively associated with task performance.

The results also indicated that the WECB is positively associated with task performance. The views and emotions of the group that influence behavior are referred to as cooperative behaviors. A comprehensive teamwork principle that encompasses the motivating factors required for improved outcomes is cooperation (Salas et al., 2015). In keeping with earlier studies that claimed that cooperation within the team is a crucial factor in team success (Dukerich et al., 2002; Sardjono et al., 2014). Moreover, cooperation is regarded as an important team process and has been linked to team performance. A team's ability to create value is facilitated by individual collaboration (Lin et al., 2017). Associations among collaborative processes and intended teams' collective results have been scientifically proven. Particularly, teams that individuals mutually think that they can achieve their objectives appear to put forth greater effort, adopt greater risks, perform more effectively, and feel more fulfilled (Salas et al., 2015).

Similarly, the results also indicated that creative effort is positively associated with OCB. The practice of autonomy, trust, and a readiness for taking threats are particular traits that creative individuals have which assist them stand out from their peers at work. These characteristics encourage increased adaptability, which makes these people more flexible and receptive to novel situations. As a result, they become more prepared to accomplish greater levels of personal achievement (Ribeiro et al., 2018).

The study findings also revealed that the WECB is positively associated with OCB. Organizations need employees who are going to dedicate their time and energy in order to achieve the organization's objectives rather than merely following the management's leadership. When working toward a shared goal, motivated collaborators go beyond simply following; they voluntarily put forth effort (Yukl et al., 2019). The achievement of both individuals and teams is expected to become increasingly dependent on creative operations (Gilson & Shalley, 2004).

Contrary to research prediction, the findings indicated that organizational culture does not directly anticipate self-categorization. An indirect relationship between organizational culture and self-categorization should be tested in future research. Similarly, and contrary to the study expectations, the findings also indicated that organizational climate does not directly anticipate self-categorization. However, these findings motivate us to probe at further research proposing an indirect relationships between these constructs through a mediating variable.

The findings of the research reveal that there is an indirect connection between organizational culture and creative effort, which is in line with expectations. The findings showed that the indirect link between organizational culture and creative effort is mediated by organizational identity. Whenever employees incorporate the qualities they associate with the organization within their self-beliefs, identities, and ideas, they become connected to their organizations (Bergami & Bagozzi, 2000). The concept of oneself is an explanatory framework that influences how individuals engage and react in social situations (Kim et al., 2010). Organizational identification can have a positive effect on an employee's perception of self (Yang et al., 2023). The extent to which an employee's self-perception is connected to his organizational participation is reflected in how strongly they identify with their employer (Knorr & Hein-Pensel, 2022). Whenever organizational identification is powerful, an individual's self-perception incorporates a significant amount of everything that he or she perceives to be unique, essential and lasting regarding the organization (Lee et al., 2015; Schaubroeck et al., 2022).

The results also showed that organizational identity mediates the association between organizational climate and creative effort. Accordingly, there is an indirect association between organizational climate and creative effort through organizational identity. Organizational identity helps the employees of an organization to make sense of what they do along with their cognition and understanding of the nature of their organization and what their organization is. Hence, organizational identity provides the context within which the employees explain and allocate extensive understanding to each organizational act (Fiol, 1991; 2001). The findings of this study will draw consideration to the underappreciated function that organizational climate plays in influencing identity interactions. Furthermore, they will enable us to emphasize this research as a practical examination of the way identity and organizational climate communicate to stimulate creative actions regarding organizational identity.

The findings showed that creative efforts have a mediation function on the connection between self-categorization and task performance, which is in accordance with the study premise. Therefore,

there is an indirect relationship between self-categorization and task performance through creative efforts at an organization. According to SIT, it is determined that group membership, or the act of identification, accounts for a portion of employees' perception of oneself (Yu & Frenkel, 2013). Therefore, support from the organization motivates individuals to foster the psychological connection between the employee and the organization by raising employees' perceptions of their own worth as individuals. As a result, people with strong identification are more inclined to work hard and advance the objectives of the organization.

Similarly, the results also indicated that there is an indirect association between organizational identity and task performance through creative efforts. Hence, creative effort mediates the association between organizational identity and task performance. Since creative efforts are essential for long-term survival of an organization, organizational identification encourages employees to view the resolution of issues as an essential outcome in its own and facilitates adaptable and challenge-focused techniques (Anderson et al., 2014; Damian & Simonton, 2014; Deng & Guan, 2017). Accordingly, the likelihood that organizational identity will foster creativity is higher and contributes to the compliance with organizational norms, which is expected to boost the appearance of creativity in the organization, which in turn leads to positive task performance (Erez & Nouri, 2010; Bartram et al., 2021).

Along with the research hypothesis, the findings indicated that there is an indirect relationship among self-categorization and OCB through creative efforts. Therefore, creative effort mediates the relationship between self-categorization and OCB. Employees with high organizational identification may actively participate in additional-role organizational behaviors like assisting other employees and engaging in various forms of OCB. Based on these initiatives, employees who have a strong sense of organizational identification might be more interested in and have greater motivation for things other than performing well in their current role (Bolino & Turnley, 2005; Joseph & Kibera, 2019).

The results also indicated that creative effort mediates the association between organizational identity and OCB. Hence, there is an indirect association between organizational identity and OCB through creative efforts. Supervisors possess an acknowledged interest in controlling symbolic relationships to the degree that the identification with the organization is understood by supervisors to be related to a variety of important factors as commitment to the organization, satisfaction, and OCB (Ashforth & Mael, 1989). In this research, it is contended that creative efforts in an organization will enhance positively the levels of OCB because employees will be engaged in activities that support OCB and contribute to organization's effective functioning.

The findings showed that the association between self-categorization and task performance is mediated by a desire to participate in cooperative behaviors, which is consistent with the study hypothesis. In that, there is an indirect connection between self-categorization and task performance through the engagement in cooperative behaviors in an organization. Employees' engagement in cooperative cooperation led to higher levels of performance, indicating the positive potential of task performance is attained through cooperation (Tauer & Harackiewicz, 2004).

Even in the absence of an indirect relationship between self-categorization and OCB through the WECEB, the findings of this study showed a connection between OCB and self-categorization. The results of this study also showed that organizational culture and task performance have an indirect connection that is formed up of organizational identity and creative effort. In that, organizational identity and creative effort sequentially mediates the connection between organizational culture and task performance.

However, contrary to research expectations, although this study results suggested that there is a direct connection between organizational culture and organizational identity. Further, the study revealed that organizational identity is linked to creative efforts, and that creative efforts anticipate OCB. Interestingly, it did not indicated an indirect connection between organizational culture and OCB through organizational identity and creative effort in a sequential mediation relationship.

Consistent with expectations, the present research findings revealed that organizational identity and creative effort sequentially mediate the association between organizational climate and task performance. Accordingly, there exists an indirect connection between organizational climate and task performance through a serial link of both organizational identity and creative effort.

Similarly, and along with research hypothesis, this research findings indicated that organizational identity and creative effort sequentially mediate the connection between organizational climate and OCB. Hence, there exists an indirect association between organizational climate and OCB through a serial link of both organizational identity and creative effort.

The results also indicated that leader prototypicality moderated the direct association between organizational identity and organizational culture. Accordingly, organizational culture and leader prototypicality interact to predict organizational identity to the extent that the association between

organizational culture and organizational identity is stronger when leader prototypicality is high, whereas the relationship is weaker when leader prototypicality is low.

However, contrary to the expectation, though the research findings indicates an association between organizational culture and leader prototypicality, it did not reveal that the positive association between organizational culture and self-categorisation is more powerful for high levels of leader prototypicality and is weaker for low levels of leader prototypicality. This finding may be a result to the unsupported association between organizational culture and self-categorisation as what has been discussed at the beginning of this section.

In terms of leader stereotypicality, this study's conclusions revealed that high levels of leader stereotypicality strengthen the link between organizational culture and organizational identity. Hence, low levels of leader stereotypicality weaken the connection between organizational identity and organizational culture. Therefore, organizational culture and leader stereotypicality interact to predict organizational identity. Thereby, the relationship between organizational culture and organizational identity is stronger when leader stereotypicality is high, and the relationship is weaker when leader stereotypicality is low.

The findings also showed that the straight link between organizational climate and self-categorization was influenced by leader prototypicality. Greater degrees of leader prototypicality enable employees to achieve greater degrees of self-categorization by means of organizational climate. Therefore, organizational climate and leader prototypicality interact to predict self-categorisation. Hence, the relationship between organizational climate and self-categorisation is stronger when leader prototypicality is high, whereas the relationship is weaker when leader prototypicality is low. Consequently, employees with greater leader prototypicality are supposed to use it to foster their sense of self by means of organizational climate.

Similarly, this research results also revealed that high leader prototypicality strengthens the positive association between organizational climate and organizational identity, whereas low leader prototypicality weakens this association. Therefore, organizational climate and leader prototypicality interact to predict organizational identity. Hence, the relationship between organizational climate and organizational identity is more powerful when leader prototypicality is high, and the association is less powerful when leader prototypicality is low.

According to what the current study has anticipated, study findings also indicated that employees' high trust to organization strengthens the positive association between self-categorisation and employees' WECB. Further, employees' low trust to organization weakens this association. Therefore, self-categorisation and employees' trust to organization will interact to predict employees' WECB. Thereby, the relationship between self-categorisation and the WECB will be stronger when employees' trust to organization is high, and the relationship will be weaker for low levels of employees' trust to organization.

The results also indicated that employee trust in organization moderated the direct relationship between organizational identity and creative effort. Along with that, employees' high trust to organization strengthens the positive association between organizational identity and creative effort. Further, employees' low trust to organization weakens this association. Therefore, organizational identity and employees' trust to organization interact to predict creative effort. Consequently, the relationship between organizational identity and creative effort is stronger when employees' trust in organization is high, whereas the relationship is weaker when employees' trust in organization is low.

The findings also showed that leader prototypicality regulated the implicit connection between organizational culture and creative effort through organizational identity. Therefore, high leader prototypicality strengthens the indirect positive association between organizational culture and creative effort through the mediation effect of organizational identity. Whereas low leader prototypicality weakens this association. In other words, leader prototypicality moderates the strength of the indirect relationship between organizational culture and creative effort via organizational identity. Hence, that the mediated relationship is more powerful when leader prototypicality is high, and is weaker when leader prototypicality is low.

Furthermore, the powerfulness of the indirect link between organizational climate and creative effort through self-categorization also depended on leader prototypicality. Furthermore, the indirect link between organizational climate and creative effort by means of self-categorization is more positive for high levels of leader prototypicality. Moreover, the positive indirect association is less powerful for low levels of leader prototypicality. As a result, leader prototypicality regulates the self-categorization-mediated powerfulness of the indirect connection between organizational climate and creative effort. Hence, the mediated connection is more powerful when leader prototypicality is high and weaker when leader prototypicality is low.

Similarly, the strength of the implicit connection between organizational climate and creative effort by means of organizational identity also depended on leader prototypicality. Thereby, the implicit connection between organizational climate and creative effort by means of organizational identity is more positive for high levels of leader prototypicality. While the positive indirect association is less powerful for low levels of leader prototypicality. Therefore, leader prototypicality has a moderation effect on the powerfulness of the implicit connection between organizational climate and creative effort via organizational identity. Hence, the mediated association is stronger when leader prototypicality is high, and weaker when leader prototypicality is low.

In keeping with the expectations of the present research, study findings also revealed that the strength of the implicit connection between organizational culture and creative effort through organizational identity also depended on leader stereotypicality. Thereby, the indirect link between organizational culture and creative effort through organizational identity is more positive for high levels of leader stereotypicality. While the positive indirect association is less powerful for low levels of leader stereotypicality. Therefore, leader stereotypicality has a moderation effect on the powerfulness of the implicit relationship between organizational culture and creative effort via organizational identity. Hence, the mediated relationship is more powerful when leader stereotypicality is high, and weaker when leader stereotypicality is low.

Along with research hypothesis, the results also indicated that employees' trust to organization moderated the indirect relationship between organizational identity and task performance through creative effort. Therefore, high level of employees' trust to organization strengthens the indirect positive association between organizational identity and task performance through the mediation effect of creative effort. Whereas, low level of employees' trust in organization weakens this association. In other words, employees' trust in organization has a moderation effect on the powerfulness of the implicit relationship between organizational identity and task performance via creative effort. Thereby, the mediated connection is stronger when employees' trust in organization is high, and weaker for low levels of employees' trust to organization.

Similarly, and in keeping with the expectations of the present research, study findings also indicated that the strength of the indirect relationship between organizational identity and OCB through creative effort also depended on employees' trust to organization. Therefore, the indirect connection between organizational identity and OCB through creative effort is more positive while employees' trust in organization is high. Further, the positive indirect relationship is weaker while employees' trust to organization is low. Therefore, employees' trust to organization moderates the strength of the indirect connection between organizational identity and OCB via creative effort.

Specifically, the mediated link is more powerful when employees' trust in organization is high, and weaker for low levels of employees' trust to organization.

3.8.2. Research Theoretical Contributions

Prior literature has investigated many predictors and antecedents of employees' workplace outcomes. Organizational culture and organizational climate are considered of the most prominent organizational context features that are linked to workplace outcomes (Chuang et al., 2004; Adisa et al., 2017; Li et al., 2018; Akanji et al., 2020). Nevertheless, there is a lack of research on studying the boundary conditions and the regulators of the connections between organizational context features (organizational culture and organizational climate) and employees' workplace outcomes (task performance and OCB). In this context, and drawing on the SIT and SCT, and the developed model, this research provides the following main theoretical contributions to organizational performance and workplace outcomes.

First, by studying the associations between organizational context features (organizational culture and organizational climate) and organizational identity, the results revealed that both organizational culture and organizational climate have a positive impact on organizational identity. Hence, this research enriches the literature realm on the predictors of organizational identity. Organizational culture has a significant impact on how identity develops in the workplace (Lee et al., 2015). According to earlier studies, organizational culture fosters a sense of connection between the employees and the organization they are affiliated to, and motivates one to identify with it personally (Harris, 1994; Joseph & Kibera, 2019; Akanji et al., 2020). The cultural norms of the organization serve as the foundation for its identity (Knorr & Hein-Pensel, 2022). According to Prati et al.'s (2009), organizational culture have an impact on how people perceive their organization's identity.

Second, the study confirms the prior literature findings about the positive link between organizational identity and creative efforts. Organizational identity has a significant impact on employees, causing them to feel ownership of the organization's accomplishments (Brickson, 2000; Chang et al., 2012; Johnson et al., 2012; Deng & Guan, 2017). Employees are more inclined to behave in the organization's best interests and be engaged in their job if they consider themselves a valued member of the workforce (Adamovic et al., 2020). Increased organizational identification could additionally promote social embedding since it motivates employees to be more motivated to achieve further than the call of duty to exhibit initiatives at workplace (Schaubroeck et al., 2022). Steffens et al. (2016a) emphasized that identifying with a specific group encourages an employee to look for creative and innovative solutions to the problems that the group faces.

Third, the study findings contribute to the creativity and workplace outcomes literature by supporting the positive connection between creative efforts and employees' workplace outcomes (task performance and OCB). Creative efforts are regarded to be associated with organizational outcomes, employees' performance, and organizational behaviors (Zhou, 2003; Deng & Guan, 2017; Zhang et al., 2020). An organization could achieve successful outcomes depending on its ability to be innovative and creative (Anderson et al., 2014). Creative efforts are regarded as important organizational processes because they can increase the likelihood of creative and innovative outcomes and, therefore, potentially lead to improved overall organizational performance (Gilson & Shalley, 2004). Therefore, it has been suggested that employees' creative efforts are essential for organizational performance (Ribeiro et al., 2018).

Fourth, contributing to organizational culture, organizational climate, and organizational identity literature, this research adds fresh insights on the outcomes or the results of the interactions between organizational context features (organizational culture and organizational climate) and both of leader prototypicality and leader stereotypicality. Therefore, the study contributes to earlier research that often examined a direct impact of organizational context features on organizational identity (Prati et al., 2009; Cooper & Thatcher, 2010; Whetten & Foreman, 2014; Beus et al., 2020). These prior investigations have provided insightful information about the proposed relationships. However, this research findings about the interaction impact of organizational context features (organizational culture and organizational climate) and both of leader prototypicality and leader stereotypicality on organizational identity support the significance of this research in building upon and extending the existing previous research. Literature on the consequences of organizational culture and organizational climate, however, cannot take into consideration the fact that these organizational context features are not unconnected to employees' perceptions of leader prototypicality and leader stereotypicality (Patterson et al., 2005; Purnama, 2013; Joseph & Kibera, 2019; Akanji et al., 2020). Thus, limited knowledge is available about the impacts of leader prototypicality and leader stereotypicality along with organizational culture and organizational climate on organizational identity (Hains et al., 2006; Van Knippenberg, 2011; Giessner et al., 2013). This research overcomes this gap by revealing the interactions of organizational context features (organizational culture and organizational climate) with both of leader prototypicality and leader stereotypicality as crucial determinants of organizational identity. Hence, this research substantially adds to the body of existing literature about organizational culture and organizational climate by uncovering the extremely important role of leader prototypicality and leader stereotypicality.

Fifth, contributing to organizational identity and creativity literature, this research adds fresh insights on the outcomes of the interaction between organizational identity and employees' trust to organization. Research results indicated that prospected employees' creative efforts are the

consequence of the interaction between organizational identity and employees' trust to organization. Earlier research has primarily concentrated on the direct impacts of organizational identity on employees' creative efforts (Damian & Simonton, 2014; Lee et al., 2015; Schaubroeck et al., 2022). The results broadened SIT and shown experimentally that the impact of organizational identity on employees' creative efforts is conditioned by employees' trust to organization. Hence, this research explains the interaction effect of employees' trust to organization on the effect of organizational identity on employees' creative efforts. Furthermore, this research builds upon and supplements SIT by demonstrating that employees' perceptions of their own organizational identities and employees' demands for a favourable self-image interact with the impact of employees' trust to organization on employees' creative efforts. Therefore, this implies that high organizational identity has more stronger, positive and significant impact on employees' creative efforts when employees' trust to organization is high. When employees' trust to organization is low, the positive impact of organizational identity on the employees' creative efforts becomes weaker. Additionally, the findings highlight how employees' trust to organization facilitates the impact of organizational identity and generates the needed creative efforts from staff members. Literature of employees' trust to organization has so far demonstrated positive connections with organizational outcomes and employees' performance (Mayer & Gavin, 2005; Schaubroeck et al., 2013; Peng et al., 2014; Chiu & Chiang, 2019). This research results highlight yet another path, where employees' trust to organization is significant to employees' creative efforts. Employees who have a strong sense and high levels of trust to their organization and possess high levels of organizational identity are potential to develop higher levels of employees' creative efforts. Hence, this research offers experimental contribution to the theoretical investigation of Dirks & Ferrin (2001), and the experimental work of Ozyilmaz et al. (2018), that employees' trust to organization moderates staff enthusiasm, organizational behaviours and performance. Further, analyzing trust as a moderator enriches the literature in ways that go above analyzing its primary impacts.

Finally, the major theoretical contribution of this research is that it found organizational identity and creative effort to be serving as sequential mediators in the associations between organizational context features (organizational culture and organizational climate) and employees' workplace outcomes (task performance and OCB). This finding contributes to the overall understanding and the general knowledge of the highly promising mechanisms underlying the relationships between organizational context features and employees' workplace outcomes. Previous studies have demonstrated the positive connections between organizational context features (organizational culture and organizational climate) and employees' workplace outcomes (task performance and OCB) (Griffin, 2007; Leithy, 2017; Pinto et al., 2017; Joseph & Kibera, 2019; Adamovic et al., 2020; Khedhaouria et al., 2020). Interestingly, as far as the existing awareness, no prior research has examined the deeper mechanisms of both organizational culture and organizational climate's impacts from the aspects of organizational identity and creative effort. It is clear from this research's

suggested model and the findings that organizational culture and organizational climate firstly affect employees' perceptions of organizational identity. Organizational culture fosters a sense of connection between an organization's members and their organization they are affiliated to, and motivates one to identify with it personally (Joseph & Kibera, 2019; Akanji et al., 2020). The cultural norms of an organization serve as the foundation for its identity (Knorr & Hein-Pensel, 2022). Organizational identity drives an employee's capacity to embrace and generate a significant amount of original and creative ideas (Damian & Simonton, 2014). Increased organizational identification could additionally promote social embedding since it encourages employees to be more motivated to achieve further than their duties to exhibit initiatives and creative ideas at workplace (Schaubroeck et al., 2022). At the last stage of the proposed serial mediation function, employees' creative effort in an organization eventually leads to task performance and OCB. An organization can achieve successful outcomes depending on its individuals' abilities to innovate and being creative (Anderson et al., 2014). Creative efforts lead to improved overall organizational performance because they can increase the likelihood of creative and innovative outcomes (Gilson & Shalley, 2004). Employees engagement in creative processes is essential for organizational performance (Yang et al., 2023). Employees' creative performance contributes to the team's creativity, and, consequently, an achievement of organizational goals (Hirst et al., 2009). The finding reveals an expanded and complicated mechanism that underlies the relationships between (organizational culture and organizational climate) and (task performance and OCB). Hence, it advances existing knowledge and contributes to expanding the understanding of the connections between organizational context features and employees' workplace outcomes.

3.8.3. Research Practical Contributions

This research also provides significant practical implications. While recognizing ways to enhance workplace outcomes is a key aim and activity for managers, it is necessary to investigate the opportunities to achieve that. Since workplace outcomes constitute the whole contribution individuals provides to the objectives of the organization through their range of actions, there is a need to identify and recruit employees with high opportunity to take part in achieving these goals (Rich et al., 2010; Yu & Frenkel, 2013; Buil et al., 2019). According to the results of this research, it is suggested that organizational context features such as organizational culture and organizational climate impact employees' workplace outcomes through employees' creative efforts and their engagement in cooperative behaviors. Therefore, organizations that seek to maximize their organizational outcomes can develop activities and procedures that leverage their employees' creativity and cooperation. Hence, organizations looking to hire people with the potential engagement in cooperative behaviors and showing creative efforts should seek out a candidate who poses the abilities to share knowledge and information and develop ideas individually. Creating an environment that encourages the engagement in cooperative behaviors and coordinating towards

achieving objectives represents one of the management's key responsibilities in an organization (Amin et al., 2018). To develop employees' abilities to share knowledge and information and provide unique competencies for achieving organizational tasks, organizations can utilize work procedures and activities that enhance employees' recognition of the importance of possessing these abilities. Thus, this research provides practical contributions for organizations in the process of employees' recruiting, training and development. The recruiting of employees with the potential capabilities of offering creativity at work could show higher organizational outcomes. Creating an environment that encourages collaboration and coordinating towards achieving objectives represents one of the management's key responsibilities in an organization

In addition, the supporting of work-related practices that enhance employees' trust to organization could further boost their exerted creativity and produce high task performance and OCB. The results of the study also demonstrated the value of employees' trust to the organization in terms of the organizational identity. Specifically, the more an employee is trusting the organization, the more the organizational identity can positively impact employees' creative efforts. Which in turn yields higher employees' workplace outcomes.

However, organizations should recognize that for the organizational context features to be useful in the development of employees' workplace outcomes, an individual must possess a set of collective behavior, cohesiveness in groups, decision-making in groups, societal impact, inspiration, and one's understanding of the self. It is necessary for organizations to investigate employees' current perceptions of organizational identity and define their strengths and weaknesses. Hence, an employee may experience greater assurance, collaboration, and affiliation as a result of organizational identification with his organization. Strong organizational identification is connected with in-group preferences and a greater readiness to collaborate and interact with their coworkers (Porck et al., 2020). Therefore, organizations could also make use of training activities to assist employees in developing their organizational identity.

Finally, the findings of the research could be used as directives to guide in organizations' management recruitment procedures along with organizational career strategy for organizations looking to improve organizational workplace outcomes in existing or future employees. The findings could also be useful to employees for their own development, promoting their organizational identification, self-categorization, and interpersonal cooperative behaviors.

3.8.4. Research Limitations and Future Research

This work includes certain limitations that deserve to be taken into account in subsequent research, even though the conclusions and implications already highlighted. First, the evaluations of workplace outcomes (task performance and OCB) was applied using one source, which are the employees' supervisors. Employees do not take part in the evaluation survey of workplace outcomes. But multi-rater evaluation techniques have been found to yield more accurate evaluation outcomes (Church & Bracken, 1997). Methods for multi-rater evaluation may offer previously unobtainable knowledge that is particular to the rater's point of view. Each rater's data will vary depending on the nature of their working association (Craig & Hannum, 2006). Second, research data was collected from one country, Türkiye. Therefore, it is challenging to generalize research findings to worldwide cultures. Further subsequent research and investigations could therefore address the cultural variations in the suggested relationships. Third, this research empirical investigation was applied to small and medium sized enterprises working in the tourism sector, where the study sample was retrieved. Consequently, more proportionately representative samples ought to be used in future studies and in other business sectors. Fourth, investigating organizational culture and organizational climate as the only determinants of organizational identity and self-categorization constitutes one of the research's main limitations. In order to preserve the simplicity of this study's model, the study excluded additional potential variables like characteristics of personality or the chosen leadership style that might serve as a source of organizational identification and foster the growth of creative efforts and cooperative behaviors. Such considerations might have enabled the study to evaluate the contributions of various organizational context variables to the emergence of organizational identification, creative efforts, the WECB, and workplace outcomes thereafter. Fifth, this research has utilized the quantitative approach to test research hypothesis and to analyze the associated relationships between the constructs of the study's model. Additional studies may take into account the qualitative approach to investigate and assess the proposed relationships, and to verify the findings. Finally, further studies may address other workplace outcomes such as: job satisfaction, turnover intention, job engagement and organizational commitment.

RESEARCH CONCLUSION

An extensive model, based on the SIT, has been developed and evaluated to illustrate the causes and the antecedents of workplace outcomes such as task performance and OCB by means of sequential mediating and moderating mechanisms. According to research findings it is concluded that organizational identity has a mediating function in the link between organizational context features (organizational culture and organizational climate) and both of creative efforts and employees' WECB.

Moreover, the current study has concluded that both of leader prototypicality and leader stereotypicality moderate the relationship between organizational culture and organizational identity; in that higher leader prototypicality and leader stereotypicality increase the strength of the relationship, while lower leader prototypicality and leader stereotypicality weaken the powerfulness of the association. Leader prototypicality and leader stereotypicality also have a moderating function on the association between organizational climate and organizational identity; to the extent that higher leader prototypicality and leader stereotypicality give strength to the association between organizational climate and organizational identity, while low levels of leader prototypicality and leader stereotypicality weaken the strength of the relationship.

Furthermore, the major contribution is illustrating that the effects organizational culture and organizational climate have on both task performance and OCB are sequential and through organizational identity constructs, creative efforts and employees' WECB. In addition, this research findings indicated that both of leader prototypicality and leader stereotypicality have a moderating function on the indirect effect of organizational culture on the creative efforts and employees' WECB through organizational identity. The current study has also found that leader prototypicality and leader stereotypicality moderated the indirect impact of organizational climate on the creative efforts and employees' WECB through organizational identity.

In this context, employee's trust in organization was found to moderate the relationship between organizational identity and both of creative efforts and the employees' WECB. Along with that, the positive relationship is stronger when employee's trust in organization is high and weaker when employee's trust in organization is low. Similarly, the current study has concluded that the powerfulness of the indirect association between organizational identity and both of task

performance and OCB through creative effort also depended on employee's trust in organization. Hence, the indirect association between organizational identity and workplace outcomes (task performance and OCB) through creative effort is more positive for high levels of employee's trust in organization, where the positive indirect association is less powerful for low levels of employee's trust in organization.

Consequently, for organizations that want to recruit workers who will significantly improve organizational outcomes, should look for prospective employees with the appropriate competencies. These competencies include a combination of employee's trust in the organization and organizational identity. Such competencies, which will enable them to take advantage of their organizational context features in the development of appropriate organizational outcomes. The findings of this study have significantly advanced the SIT, to the extent that organizational culture and organizational climate enhance organizational identity, creativity, and cooperative behavior sequentially to influence workplace outcomes (task performance and OCB).

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