

Workplace Respect and Organizational Identification: A Sequential Mediation

Maryam Rehmat^a, Ghulam Abid^b, Fouzia Ashfaq^c, Bindu Arya^d, Saira Farooqi^e, ^aAssistant Professor, Kinnaird College for Women, ^bAssistant Professor, Kinnaird College for Women, ^cAssistant Professor, Lahore College for Women University, Lahore, ^dAssociate Professor, College of Business Administration University of Missouri-St. Louis, ^eAssistant Professor, Kinnaird College for Women, Lahore, Pakistan, Email: ^amaryamrehmat@gmail.com, ^bdr.ghulamabid@gmail.com, ^cfouziams@hotmail.com, ^dbindu_arya@hotmail.com, ^ess_farooqi@yahoo.com

This study investigates the impact of workplace respect and managerial support on organizational identification by investigating the sequential mediating effect of trust and job satisfaction. Data for this study was collected utilizing a three-wave time lagged study design. The results of our study using a sample of 293 faculty members working in public and private educational institutions support the direct and indirect effect of workplace respect and managerial support on organizational identification. Additionally, the effect of workplace respect and managerial support on organizational identification is sequentially mediated by the level of interpersonal trust between colleagues and job satisfaction. Theoretical contributions and managerial implications are discussed in the light of our findings.

Keywords: *Workplace respect; managerial support; trust; job satisfaction; organizational identification; social exchange theory*

1. INTRODUCTION

Organizational identification (OI) roots individuals in the organization so that the identity boundary between individual and organization becomes blurred. Organizational identification is defined as a “psychological linkage between individuals and the organization where individuals feel a deep, self-defining affective and cognitive bond with the organization as a social entity” (Edwards & Peccei, 2007). Similarly, Mael and Ashforth (1992) define it as the perception of oneness or belonging with an organization. It is the degree to which a member



defines him or herself by the same attributes that he or she believes defines his or her organization (Dutton et al., 1994). Patchen (1970) conceptualized OI as a combination of three phenomena; it leads individuals to have shared goals with other organizational members, employee's feels a sense of belongingness with the organization and support the organizational goals and policies. It is quite an achievement for organizations when they are able to develop this sense of organizational identification in employees. Employees who identify with the organization are more likely to go the extra mile on behalf of the organization to achieve its goals through coordinated cooperative action (Roussaeu, 1998).

Management research has directed significant attention to organizational identification, which has been found to have a significant impact on a number of behavioral and attitudinal outcomes among employees (Riketta, 2005). Research on its relationship with employee attitudes such as job satisfaction and underlying mechanisms are at very early stages of development. Job satisfaction is viewed as a basic component of overall, organizational functioning (Gresov, Drazin & Van de Van, 1989).

Organizational identification has become increasingly important for organizations as they struggle to engage employees and increase employee job satisfaction. The literature defines job satisfaction as the extent to which employees like their work (Ellickson and Logsdon, 2002). Thus, it refers to an employee's affective and emotional response towards various aspects of the employee's work (Schermerhorn, 1993). Job satisfaction is also attributed to the aggregate of job facet satisfaction across all facets of a job (Wanous & Lawler, 1972). Job satisfaction is an antecedent and consequence of many outcomes. Employees who are more productive are found to be more satisfied with their job; they demonstrate higher organizational commitment.

Social exchange theory (SET) provides a suitable theoretical lens to understand organizational identification since employees form social exchange relationships with their organization that go beyond a simple economic exchange (Blau, 1964). Social exchange theorists focus on the rule of reciprocity i.e. one party in the exchange relationship will reciprocate positively with the other partner when the other partner improves the quality of the relationship (e.g. by doing a favor). Studies have found that when employees feel respected by others in organizations that create positive job experiences for them, they reciprocate with increased thankfulness and gratitude toward an organization (Ng, 2016). Since being respected is a quality, highly demanded and valued by employees, it is important to examine how increases in respect influence workplace outcomes. The literature recognizes that trust is an important workplace outcome (Derkin & Ferrin, 2001). Interpersonal trust is defined as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action for the trustor (Rotter, 1980). Previous studies have focused on trust in management (Rich, 1997) and trust in leadership (Dirks & Ferrin, 2002). Trust and workplace respect represent distinct interpersonal outcomes. Yet, an important aspect i.e., the impact of workplace respect on trust among colleagues has

been ignored in past studies. Trust among colleagues reduces conflicts and leads to harmony and cooperation among teams. Trust among colleagues can be expected to develop when employees have a sense of respect and integrity for the organization. Higher the sense of workplace respect, the greater the likelihood that employees will develop a level of trust among colleagues. Respect provides a sense of pride to the employee and provides them with a feeling that they are valued by the organization.

Similarly, trust among colleagues can also be developed through managerial support (Torres, Abid, Govers, & Elahi, 2020). Prior research has focused on social exchange relationships formed by employees with his/her supervisor (Masterson, Lewis, Goldman & Taylor, 2000; Settoon, Bennett & Liden, 1996). If employees are satisfied with their managers, their policies and managers provide them with support whenever required, it can allow for the development of trust among employees, which, in turn can lead to a number of positive outcomes. When employees perceive the organizational climate to be fair, respectful and trustworthy, it should lead them to experience greater job satisfaction. Despite its importance, there is very limited research on the antecedents and the mechanism through which employees develop a sense of organizational identification. Hence, it becomes important to investigate the underpinning mechanisms through which workplace respect and managerial support boost organizational identification through the sequential mediation of trust among colleagues and job satisfaction.

This paper will make a contribution to the existing literature in a number of ways. Firstly, it will extend research on social exchange theory by highlighting the give and take relationship that can exist between employees and the organization. If employees are given a certain level of respect and support which increases interpersonal trust in the organization, employees would reciprocate by developing a high level of job satisfaction and increased organizational identification. Secondly, this study will provide an empirical evidence of the novel paths between workplace respect, managerial support and organizational identification. Thirdly, this study will suggest implications for managers and organizations so that they can focus on developing a respectful and supportive work environment to positively influence employee and organizational outcomes, namely, job satisfaction and organizational identification, respectively.

2. Theoretical Background and Hypotheses Development

2.1 Workplace respect and organizational identification

Every organization strives for a workforce that is motivated, enthusiastic, attached and passionate towards their job and the organization. Employees are viewed as an important resource to establish and enhance the prestige of organizations. It is imperative for organizations to create an environment of respect to run operations effectively and efficiently because respect is a dynamic facet which allows employees to carry out their tasks efficiently and remain satisfied with the organization.

The literature supports the fact that workplace respect leads to important organizational outcomes such as greater organizational commitment, organizational effectiveness (Barbuto & Wheeler, 2006) and lower turnover intention (Jaramillo, Grisaffe, Chonko, & Roberts, 2009). Although the relationship between organizational identification and a variety of organizational outcomes has been examined, the process by which workplace respect influences organizational identification has not been examined.

According to social exchange theory, employees in the workplace are involved in social exchange relationships with their organization. The theory advocates around the reciprocity norms and contends that a service provided to one party creates a sense of reciprocity in the other party (Blau, 1964). When employees are supported and treated with respect by the organization, they can be expected to reciprocate positive job experiences by developing a greater sense of commitment (Ullah, Elahi, Abid, & Butt, 2020) and identification with the organization. Thus:

Hypothesis 1: Workplace respect is positively related to organizational identification

2.2 Workplace respect and trust

Workplace respect refers to an evaluation by employees about how much they are valued by the organization (Fuller, Marler, Hester, Frey, & Relyea, 2006). Respect is a reflection of how employees perceive themselves as being viewed by their employing organization (Tyler & Blader 2001, 2002). Employees who feel they are being respected by their organization have a greater level of status and self-esteem. A respectful atmosphere creates a positive work environment which echoes the belief of employees that they are valued by the organization (Cremers & Tyler, 2005).

Workplace respect has a number of positive outcomes. It can become a source for strengthening an employee's self-esteems, is grounded in positive appraisal for employee's participation by colleagues. An employee's perception of being valued creates a strong relationship with peers which results in a stronger identification of being part of a collective organization. Workplace respect among employees can be expected to lead to the development of trust among colleagues. Trust among colleagues gives a perception of respect within the organization which is an important indicator of the quality of relationships in the organization as a whole (Rogers & Ashforth, 2017).

Employees perceive that they are respected when their work experiences and interactions suggest that they are being treated in accordance with the standards defined by the organization. In contrast, employees perceive that they are not respected when their supervisors or coworkers treat them in normatively inappropriate and non-inclusive ways (Rogers & Ashforth, 2017).

Social exchange theory provides a common explanatory account for a variety of outcomes that can emerge from interactions between individuals or organizations. Social exchange outcomes include the emergence of trust in interpersonal and interorganizational exchanges (Cropanzano & Mitchell, 2005). Social exchange theory explains the emergence of such outcomes based on the principle of reciprocity (Gouldner, 1960) which holds that each party in a social exchange relationship is obligated to repay the benefits they received. An important outcome predicted by social exchange theory is the emergence of trust in various repeated exchanges (Cropanzano & Mitchell, 2005). When employees feel they are respected by the organization it should increase the level of interpersonal trust i.e. trust experienced among colleagues. Hence, we hypothesize that;

Hypothesis 2: Workplace respect is positively related to trust

2.3 Trust and job satisfaction

Trust has been a core area of research in the field of organizational studies in the past decade (Callaway, 2007; Rousseau et al., 1998). Trust has been investigated in a variety of fields such as psychology, business, management and sociology. This construct has been analyzed at the firm level, individual level, inter-firm level and group level (Rousseau et al., 1998). Existing studies reveal that trust results in a number of favorable outcomes for the organization (Dirks & Ferrin, 2001). Additionally, trust also leads to a number of favorable workplace attitudes and behaviors such as employee satisfaction and commitment, knowledge sharing and organizational citizenship behavior, which, in turn, increases individual and group performance.

Trust is a two-way process. Trust is the readiness for being vulnerable to another person's actions with the expectation that you will not be betrayed (Mayer et al., 1995). It has three aspects (Whitener et al., 1998). The core aspect of trust is kindness towards each other; secondly there is a certain level of dependency of both the individuals on each other. Similarly, in workplace environments where there is a trustful relationship between leaders and subordinates and among peers, employees feel much safer and positive at the workplace. On the contrary, lack of trust in the workplace leads to a distressing situation (Dirks & Ferrin, 2002). Thus, trust has a direct impact on employee satisfaction.

A number of studies on the manager subordinate relationship have found trust as a major antecedent of job satisfaction (Lagace, 1991; Maan et al., 2020; Rich, 1997). Driscoll (1978) also found that higher the trust in the decision maker, higher the employee job satisfaction. Previous studies have studied the impact of trust on job satisfaction in subordinate–manager relationship (Dong & Howard, 2006). Recent research reveals that trust in organizations increases the sharing and receiving of knowledge among employees. Drawing on social exchange theory logic, since trust is influenced by reciprocity in exchange relationships



between employees and their colleagues, it should play a dominant role in employee satisfaction. Thus, we propose that;

Hypothesis 3: Trust is positively related to job satisfaction

2.4 Job Satisfaction and organizational identification

Organizational identification has been defined as “perception of oneness with or belonging with an organization, where the individual defines him or herself in terms of the organization of which he or she is a member” (Mael & Ashforth, 1992). It is also referred to as a psychological linkage between the individual and the organization. This bond is affective and cognitive (Edwards & Peccei, 2007). The employee defines him or herself by the same attributes which define the organization (Dutton et al., 1994). Fuller et al. (2006) and Boros (2008) proposes that employee identification with the goals and values of the organization is essential for effective functioning. A strong association has been advocated between job satisfaction and extra role behavior with group and organizational identification (Van Dick, Van Knippenberg, Hägele, Guillaume, & Brodbeck, 2008).

Trustworthy social exchange relationships between employees and their managers should promote higher level of organizational identification. Greater the extent to which employees feel satisfied with their job, the stronger the bond between them and the organization and the greater the likelihood that they will act in accordance with the goals and objectives of the organization (Dutton et al., 1994). On the contrary, decrease in job satisfaction will be reciprocated with lower employee identification with the organization. Thus, we propose that;

Hypothesis 4: Job satisfaction is positively related to organizational identification

2.5 Sequential mediating effects of trust and job satisfaction on the workplace respect and organizational identification relationship

Workplace respect has been defined by Tyler (1999) as an employee’s perception of how much he is valued by the organization. It basically refers to the extent to which an employee feels included or excluded in the organization (Tyler & Blader, 2002). A study by El Akremi et al. (2015) found that organization in which employees are socially likable increases the identification level of employees. When organizations value their employees’ safety, health and overall wellbeing it increases the employee’s perception of respect (Tyler & Bladder, 2002; Hameed et al., 2016).

Employees’ identification with the organization increases when they have uninterrupted support from management (Edwards & Peccei, 2010) which individuals infer as internal respect. Organizational identification supports individuals in developing their self-confidence (Sluss et al., 2008). Thus, having a culture where managers share information and provide

guidance on how jobs can be performed the best contributes to organizational development (Parker & Haridakis, 2008). Based on the arguments, above we reason that organizational identification is an important component in the development of organizational identification which depends on the respect given to employees. Thus, we propose the following hypotheses;

Hypothesis 5a: Trust mediates the relationship between workplace respect and organizational identification

Hypothesis 5b: Job satisfaction mediates the relationship between workplace respect and organizational identification

Hypothesis 5c: Trust and job satisfaction sequentially mediates the relationship between workplace respect and organizational identification

2.6 Managerial support and organizational identification

Managerial support indicates positive cooperative working environment in the organization (Torres et al., 2020). Healthy relationship between leaders and their subordinates encourage career enhancing behaviors in employees such as organizational citizenship behavior (Eby, Lockwood & Butt, 2006). Managerial support indicates that the management values the interests of employees and the organization simultaneously. Employees are members of a team working collectively towards organizational goals (Imran et al., 2020). This gives employees an indication that they are an integral part of a larger organizational identity. Thus, we can hypothesize that;

Hypothesis 6: Managerial support is positively related to organizational identification

2.7 Managerial support and trust

Social exchange theory advocates that employees reciprocate the behavior they receive from the organization. Conducive work environments increase the employee's expectation regarding their leader's trustworthiness and sincerity. This is an informational cue related to top management, which influences employee trust in the organization (Ambrose & Schminke, 2003; Dirks & Ferrin, 2002; Lau & Liden, 2008).

Social exchange theory suggests that a positive work environment can be constructed with positive managerial support. Managerial support can positively impact organizational citizenship behavior (Eby, Lookwood & Butts 2006). Thus, positive actions have multiple positive reactions. Managerial support provided by leaders will build a collective, healthy and collaborative culture in the organization. This allows for the development of a level of trust between employees, which will promote a sense of reliability and trustworthiness of

colleagues. Managerial support is an important ingredient for employees to be productive and to feel they are important members of the organization with a strong sense of ownership and pride in organizations' success. Drawing on social exchange theory arguments, it is hypothesized.

Hypothesis 7: Managerial support is positively related to trust

2.8 Managerial support and job satisfaction

An employee's level of satisfaction and dissatisfaction with their jobs does not only depend on the nature of the job but also what the workplace environment offers the employee (Hussami, 2008). Rewards intrinsic and extrinsic are equally important to boost and motivate employees in the workplace. Higher organizational and social intrinsic rewards increase the likelihood of higher job satisfaction (Mulinge & Mullier, 1998). Job satisfaction has been rigorously studied in the literature and a number of antecedents have been identified which increase employee job satisfaction such as work environment, salary, effective communication and organizational commitment, to name a few (Vidal, Valle & Argon, 2007). Another important factor that leads to job satisfaction is managerial support, which has received less attention in the literature. The greater the extent to which a manager is supportive, cooperative and understanding, the greater the likelihood of increased employee job satisfaction. Thus, we hypothesize that ;

Hypothesis 8: Managerial support is positively related to job satisfaction

2.9 Sequential mediating effects of trust and job satisfaction between managerial support and organizational identification

The social exchange relationship between employees and managers can be expected to influence organizational identification through trust and greater job satisfaction. Exemplary behavior demonstrated by managers in executing managerial and organizational practices that are fair should have a noteworthy effect on the workforce (Imran et al., 2020). Because of open communication, fair results, procedures and interactions, employees' level of trust in these practices increases. Managers who understand and address employees' problems that obstruct their growth and help them thrive in their careers by giving importance to their well-being will increase employee pride in their work and promote care for one other. In such work environments, employees reciprocate with higher levels of trust for their managers as well as their organizations. Thus, we propose:

Hypothesis 9a: Trust mediates the relationship between managerial support and organizational identification

Hypothesis 9b: Job satisfaction mediates the relationship between workplace respect and organizational identification

Hypothesis 9c: Trust and job satisfaction sequentially mediate the relationship between managerial support and organizational identification

The basis of this research is conceptualized through examining the social exchange relationships that exist between employees and their managers. For employees, a level of respect and integrity at the workplace accompanied by trustworthy management will lead to a high level of job satisfaction at work leading employees to identify with their organization. The authors propose that when organizations show their concern for employees by giving them respect and treating them with integrity, which accentuates their growth and development, employees respond to this conduct by identifying with the organization (Bartel et al., 2012).

The proposed conceptual framework consists of five constructs namely workplace respect, trust, job satisfaction, organizational identification and managerial support. Figure 1 shows the hypothesized relationships between the constructs. Our model draws on social exchange theory to explain the mechanism underlying the relationship between workplace respect, managerial support and organizational identification.

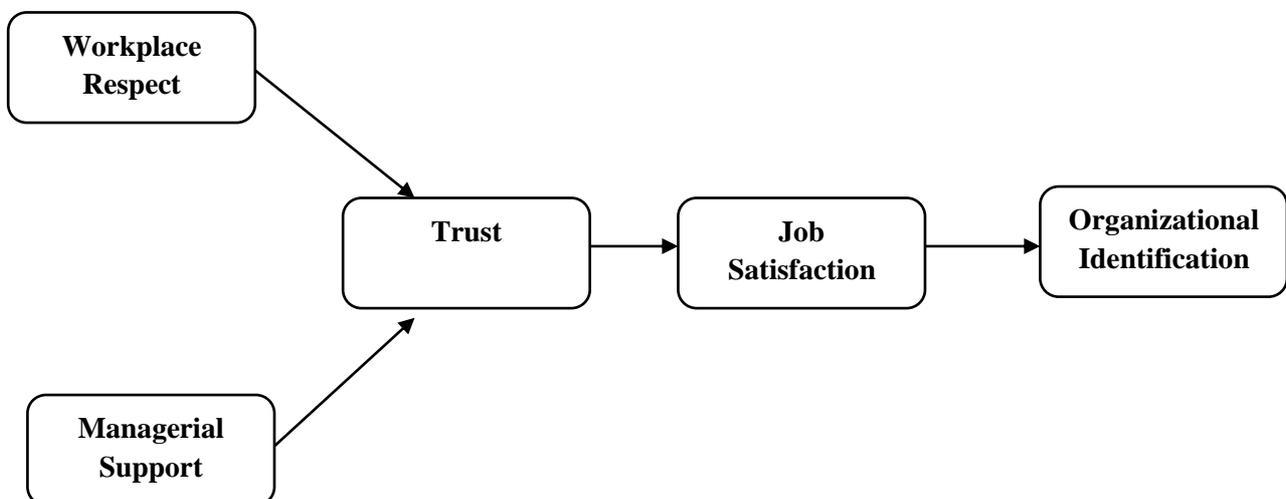


Figure 1: Theoretical Model

3. Method

3.1 Sample and Procedure

For the purposes of this study, the first author approached full-time faculty members across various educational institutions (lecturers, senior lecturers and professors) in both public and private institutions, including colleges and universities located in Lahore city, Pakistan. The first author introduced the purpose of the research and solicited respondent consent to participate in the research study. A letter was issued from the first author's institution to ensure confidentiality of responses. Questionnaires were administered in English given that English is the medium of instruction across these institutions. In addition, faculty members with a minimum of 16 years education were approached for this study so that they could easily understand the survey questionnaire.

To minimize common method bias, data was collected using a three-wave (during a one-month period) survey study in which the data for independent, mediators, and the dependent variable were collected at three different points in time (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Participants were asked to complete the questionnaires related to workplace respect and managerial support at Time 1 (T1). 10 days later at Time 2 (T2), for multi-source data, respondents were asked to refer a colleague who could provide their response forth level of interpersonal trust and job satisfaction and 10 days later at Time 3 (T3) respondents completed a questionnaire regarding OI. Data collection procedures were identical at Time 1 (T1), Time 2 (T2) and Time 3 (T3) at every institution.

The questionnaires were distributed to 450 participants in T1, out of which 400 were received back. Segregating the questionnaires with missing data, 393 were usable. So, the response rate at T1 was 89%. 393 questionnaires were then distributed to the colleagues of the participants out of which 370 were received back. 46 questionnaires had missing data, so the usable questionnaires were 323. The response rate at T2 was 82%. 323 questionnaires were distributed at T3 out of which 305 were received and 293 were usable. The response rate at T3 was 90%. Thus 293 questionnaires were used for the analysis. The respondents consisted of 209 (71%) females and 84 (29%) males with an age range of 25-34 years. In addition, all respondents were highly educated i.e. they held at least a master's degree or above.

3.2 Measures

3.2.1 Workplace Respect. Workplace respect was measured using a scale developed by Tyler et al. (1996). The scale included 5 items such as "Managers respect the work I do". The scale was scored on a six -point Likert type scale ranging from (1) very strongly disagree to (6) very strongly agree. The reliability of the scale was good with Cronbach's $\alpha = 0.849$

3.2.2 Managerial Support. Managerial support was measured using a scale developed by Anderson et al. (2002). The six-item scale included items such as “My supervisor is supportive when I have a work problem”. The scale was scored on 5-point Likert type scale. The reliability of the scale was good with Cronbach’s $\alpha = 0.867$.

3.2.3 Trust. Trust was measured using a scale developed by Robinson (1996). The four-item scale included items such as ‘I believe my colleague has higher integrity’. The scale was scored on 5-point Likert type scale. The reliability of the scale was good with Cronbach’s $\alpha = 0.81$.

3.2.4 Job Satisfaction. Job satisfaction was measured using a scale developed by Brayfield. The six items scale included items such as “I find real enjoyment in my work”. The scale was scored on 6-point Likert type scale. The reliability of the scale was good with Cronbach’s $\alpha = 0.791$.

3.2.5 Organizational Identification. Organizational identification was measured using the scale developed by Blader and Tyler (2009). The five-item scale included items such as “The organization successes are my successes”. The scale was scored on 5-point Likert type scale. The reliability of the scale was good with Cronbach’s $\alpha = 0.866$.

3.2.6 Control Variables. In this study, workplace civility, age, gender, marital status and tenure were controlled for their confounding effects. Civility was measured using a scale developed by Porath and Erez (2009). The scale included four items such as “Does your co-worker treat you with respect”. The scale was scored on 5-point Likert type scale. The reliability of the scale was good: Cronbach’s $\alpha = 0.85$. Age and gender were controlled as they are known to have significant influence on organization identification (Ricketta, 2005). Similarly, gender was also considered as a control variable as females are known to have a lesser level of energy and less vitality at their workplace (Niessen et al., 2012).

4. Data analysis and results

The empirical data was statistically analyzed using a two-step procedure. First, the data was analyzed to confirm the reliability and validity of the measures. Effects of mediation were tested with the help of techniques developed by Hayes (2013). Construct validity was checked through the convergent and discriminant validity. For convergent validity, the factor loadings of the constructs composite reliability (CR) and the average variance extracted (AVE) were evaluated (Hair et al., 2016). Factor loadings for each variable should be greater than 0.6 (Field, 2013; Hair et al; Kline, 1994) composite reliability should be greater than 0.5 (Fornell & Larcker, 1981; Hair et al., 2016). Our results indicate that factor loadings for all variables were greater than 0.6. Moreover, all the variables have CR and AVE greater than 0.7 and 0.5 respectively, thus fulfilling the criteria for convergent validity.

Table 1: Convergent and Discriminant Validity

Constructs	Convergent Validity		Discriminant Validity					
	CR	AVE	Trust	MS	OI	PIR	Civility	JS
Trust	0.799	0.506	0.711					
Managerial Support	0.873	0.536	0.386	0.732				
Organizational Identification	0.868	0.570	0.349	0.280	0.755			
Workplace Respect	0.846	0.525	0.317	0.493	0.198	0.725		
Civility	0.854	0.595	0.424	0.381	0.298	0.460	0.771	
Job satisfaction	0.705	0.554	0.444	0.470	0.503	0.649	0.430	0.744

Discriminant and convergent validity were assessed by the following Fornell and Larcker (1981) approach which asserted the square root of AVE of each construct should be greater than the correlations of the construct to all the other constructs. Table 1 exhibited square root of AVE in bold and diagonal elements. All diagonal values were greater than inter construct correlation values (e.g. for trust AVE=0.711>0.799, 0.506,0.192). So, the criterion for convergent as well as discriminant validity is supported.

Table 2: Descriptive and Correlations Matrix

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Age	1.62	1.05	1							
2. Gender	1.71	0.45	-0.13	1						
3. Marital status	1.63	0.53	0.34*	-0.09	1					
4. Workplace Respect	4.21	0.85	0.02	0.05	0.04	1				
5. Managerial Support	3.73	0.91	-0.06	-0.06	0.03	0.27**	1			
6.Trust	3.99	0.63	-0.15	0.04	0.04	0.26**	0.22**	1		
7.Job Satisfaction	3.93	0.71	0.17	0.04	0.14	0.26**	0.2**	0.36**	1	
8.Organizational Identification	3.89	0.70	0.01	0.11	0.06	0.15**	0.22**	0.33**	0.37**	1
9. Civility	4.13	0.62	0.007	-0.068	0.103	0.33**	0.240**	0.33**	0.37**	0.26**

Note : ** p < 0.01;*p<0.05

Table 2 shows the mean, standard deviation, reliability coefficients and inter-correlations between all the study variables. Table 2 provides bivariate correlations of five study variables as well as the control variables. The correlation coefficients provide initial support for our study hypotheses. Correlations, consistent with our hypothesized relationships, indicate that

the relationship between workplace respect and trust was significant and positive ($r=0.26$, $p<0.01$). The relationship between managerial support and trust was significant and positive ($r=0.22$, $p<0.01$). The correlation between trust and job satisfaction is also positive ($r=0.36$, $p<0.01$). The relationship between job satisfaction and organizational identification is also positive ($r=0.37$, $p<0.01$). The correlation between managerial support and OI is also significant and positive ($r = 0.22$, $p<0.01$).

Hypotheses Testing

A measurement model was tested with the help of CFA using AMOS 20 before testing the hypotheses, to check the goodness of fit of all the study variables. Based on the results of our analysis, our proposed five-factor model that consisted of workplace respect, managerial support, trust, job satisfaction and OI was found to be a good fit since Chi square of 498.651, $p<0.001$, $df = 154$, CFI = 0.88, TLI = 0.857, RMSEA = 0.064. Good fit values closer to 0.95 for CFI and TLI, and less than 0.08 for RMSEA are considered generally accepted (Harrington, 2009).

Table 3: Results of Confirmatory Factor Analysis

Models	X2	df	TLI	CFI	RMSEA	SRMR
Hypothesized six factor model	537.607	278	0.91	0.929	0.057	0.044
Five factor model ^a	1064.593	289	0.761	0.787	0.096	0.064
Four factor model ^b	1254.19	294	0.709	0.736	0.106	0.099
Three factor model ^c	1518.923	296	0.631	0.664	0.119	0.087
Two factor model ^d	1992.958	298	0.493	0.535	0.140	0.100
One factor model ^e	2293.415	299	0.405	0.453	0.151	0.106

Note:

aWorkplace respect and managerial support are combined into one factor

bWorkplace respect and managerial support are combined into one factor and job satisfaction and organizational identification is also combined into one factor

cWorkplace respect and managerial support are combined in one factor, trust and civility are combined into one factor ,organizational identification and job satisfaction are combined into one factor.

dWorkplace respect, managerial support and trust is combined into one factor and civility, organizational identification and job satisfaction is combined into one factor.

e All the constructs are combined in one factor

In order to test the sequential mediation of trust and job satisfaction between workplace respect and organizational identification, the authors performed a sequential mediation analysis (Model 6 as described in the PROCESS) with bootstrap methods (Hayes, 2013).

The direct effect of workplace respect and organizational identification without the effect of mediators was found to be non-significant ($\beta = 0.03$, $t = 0.53$, $p > 0.01$) thus, Hypothesis 1 is not supported. The direct relationship of workplace respect and trust was found to be significant providing support for Hypothesis 2 ($\beta = 0.21$, $t = 4.76$, $p < 0.01$). The direct relationship of trust and job satisfaction was also found to be significant providing support for Hypothesis 3 ($\beta = 0.3$, $t = 5.04$, $p < 0.01$). The direct relationship of job satisfaction and organizational identification was also found to be significant providing support for Hypothesis 4 ($\beta = 0.32$, $t = 4.81$, $p < 0.01$).

The total effect of workplace respect on organizational identification was found to be significant ($\beta = 0.14$, $t = 2.63$, $p < 0.01$) but the total direct effect without the effect of mediators was found to be non-significant ($\beta = -0.03$, $t = 0.53$, $p < 0.01$). Thus, it shows full mediation of trust and job satisfaction on the relationship between workplace respect and organizational identification.

Furthermore, the specific indirect effect between perceived internal respect and organizational identification through trust was significant ($\beta = 0.06$, CI = 0.03 and 0.01); and the specific indirect effect through job satisfaction was also significant ($\beta = 0.1$; CI = 0.06 and 0.17) indicating that Hypothesis 5a and 5b are supported. The mediating mechanism of trust and job satisfaction between workplace respect and organizational identification is also supported ($\beta = 0.02$, CI=0.01 and 0.04). Thus, Hypothesis 5c is also supported.

Thus, the proposition workplace respect leads to increase in trust among employees, which, in turn, might increase job satisfaction in employees thus leading to increase in employees' organizational identification was fully supported. Hence, our study provides support for the mediating effect of trust and job satisfaction sequentially on the relationship between workplace respect and organizational identification.

Table 4: Direct and Indirect Effects: Workplace Respect (WR) as Predictor

Paths	Path Coefficient			Indirect Effects			
	WR	Trust	Job satisfaction	OI	Estimate	Boot LL CI	Boot UL CI
From → To							
WR		0.21***	0.29***	-0.03			
Trust			0.3 ***	0.28***			
Job satisfaction				0.32***			
Total Indirect Effect					0.14***	0.05	0.23
Indirect Effect							

WR → Trust → OI					0.06***	0.03	0.01
WR → Trust → JS → OI					0.02***	0.01	0.04
WR → JS → OI					0.1***	0.06	0.17
Direct Effect							
WR → OI					-0.03	-0.12	0.06
Total Effect							
WR → OI					0.14 ***	0.05	0.23

Note: *** $p < 0.01$, ** $p < 0.05$; WR = workplace respect; OI = organizational identification;

LL = lower limit ; UL = upper limit; CI = confidence interval

The direct effect of managerial support on organizational identification without the effect of mediators was found to be significant ($\beta = 0.09$, $t = 2.03$, $p < 0.01$) thus, Hypothesis 6 is supported. The direct relationship of managerial support and trust was also found to be significant providing support for Hypothesis 7 ($\beta = 0.17$, $t = 4.07$, $p < 0.01$). The direct relationship of managerial support and job satisfaction was also found to be significant providing support for Hypothesis 8 ($\beta = 0.09$, $t = 2.10$ $p < 0.05$).

The total effect of managerial support on organizational identification was found to be significant ($\beta = 0.18$, $p < 0.05$). The total indirect effect i.e. the sum of the specific indirect effects, was also found to be significant ($\beta = 0.18$) with a 90% confidence interval between 0.1 and 0.26. Further, the specific indirect effect through trust was significant ($\beta = 0.05$, CI = 0.02 and 0.08); and the specific indirect effect through job satisfaction was also significant ($\beta = 0.03$, CI = 0.00 and 0.07) indicating that Hypothesis 9a and 9b are supported. Whereas, while testing Hypothesis 9c for sequential multiple mediation, the specific indirect effect of managerial support on organizational identification through trust and job satisfaction was also found to be significant with a point estimate of 0.02 and a 90% confidence interval 0.01 and 0.04, providing full support for Hypothesis 9c.

Table 5: Direct and Indirect Effects: MS as Predictor

Paths	Path Coefficient			Indirect Effects			
	MS	Trust	JS	OI	Estimate	Boot LL CI	Boot UL CI
From → To							
MS		0.17***	0.37**	0.09**			
Trust			0.09***	0.24***			
JS				0.31**			
Total Indirect Effect					0.18***	0.10	0.26
Indirect Effect							
MS → Trust → OI					0.05***	0.02	0.08
MS → Trust → JS → OI					0.02***	0.01	0.04
MS → JS → OI					0.03***	0.00	0.07
Direct Effect							
MS → OI					0.09***	0.02	0.17
Total Effect							
MS → OI					0.18***	0.10	0.26

Note: *** $p < 0.01$, ** $p < 0.05$; MS = managerial support; OI = organizational identification; LL = lower limit ; UL = upper limit; CI = confidence interval

5. DISCUSSION

Organizational identification is an employee's psychological state that can be a competitive tool for the organization. This study highlights workplace respect and managerial support along with trust among colleagues and job satisfaction to be important drivers of organizational identification. Drawing on social exchange theory arguments, we found that when employees are treated with respect it promotes a greater level of trust among colleagues



which increases their job satisfaction. As a result, employees tend to respond by identifying themselves with the organization. Thus, trust and job satisfaction can be viewed as significant mediators of the relationship between workplace respect and organizational identification.

Similarly, managerial support plays an important role in the employee's psychological state. When employees know that they are supported by their managers this leads employees to identify themselves with the organization. Trust and job satisfaction also play an effective mediating role between managerial support and organizational identification. Trust among colleagues and job satisfaction are two underlying mechanisms that can promote organizational identification.

Utilizing social exchange theory (Blau, 1964) as the theoretical framework to develop our arguments, the results of this study suggest that coworker trust and job satisfaction are two fundamental mechanisms underlying the relationship between workplace respect and organizational identification. Similarly, they are important mediating mechanisms in the relationship between managerial support and organizational identification. Our results indicate that when employees receive respect in the workplace it is followed by increased interpersonal trust among colleagues, which proves to be an effective tool to make employees identify with their organization. Based on prior research, organizational identification should increase employee loyalty and productivity. Organizational identification has been linked to belongingness (Lee 1971 Patchen 1970); loyalty (Brown 1969; Lee 1971; Patchen 1970); involvement (Brown, 1969); attraction to the organization (Brown 1969); consistency of organizational and individual goals (Brown 1969); reference of self to organizational membership (Brown 1969); emotional commitment (Schneider, Hall & Nygren, 1971); and emotional attachment (Van dick 2001), among others. Other studies have found that reveal workplace respect and trust among colleagues promotes a sense of organizational identification which can reduce an employee's intention to leave the organization (Mignonac et al., 2006).

Our finding of a significant relationship between workplace respect and organizational identification indicates that receiving respect in the workplace leads employees to identify themselves with the organization, which ultimately should contribute to the wellbeing of the organization. Since prior work has linked organizational identification with involvement, attraction to the organization and consistency of organizational and individual goals (Brown, 1969), a culture of greater workplace respect makes it likely that that employees will align their goals with the goals of the organization and will be motivated to achieve these goals. On the contrary, lower organizational identification can be expected to reduce motivation and job satisfaction.

Along with a level of workplace respect perceived by employees, the impact of managerial support was also evaluated in the study. Our results indicate that the way managers support employees with managing operations, resolving conflicts influences an employee's sense of



identification. It is more likely that a supportive environment created by leaders will create an atmosphere of increased interpersonal trust such that employees work collectively to achieve organizational goals. This positivity in the workplace lead to positive outcomes such as increased job satisfaction, a critical goal that organizations seek to achieve i.e. creating a work environment where are satisfied with their work. When organizations pay attention to their employees' wellbeing, safety and health, they are considered to respectful and this attribute positively influence employee decision making (Tyler &Blader, 2002; Hameed et al., 2016).

The significant mediating relationship of trust and job satisfaction between managerial support and organizational identification further highlights the importance of these variables. There could be a number of possible explanations for the mediating mechanism. First, managerial support and a respectful work environment are two important intangible values that are important to employees. Apart from tangible benefits such as pay and perks and benefits, these intangible benefits give employees a sense of positive vibes from the organization which can promote vigor and zeal in employees, so that they direct greater attention to actions that promote the wellbeing of the organization. This is also supported by Zhang, Kwong Kwan, Everett, andJian(2012) who found that managerial behavior directed to employees can strengthen the significance of service within the organization.

Secondly, positive representation by managers through fair planning and implementation of best practices can increase co-worker trust and enhances their job satisfaction. Our findings support Whitener's (1997) arguments that the level of trust between employees will increase an organization's innovative practices due to higher job satisfaction.

Our study strengthens the premise of social exchange theory by empirically validating a novel relationship between workplace respect and organizational identification through mediating mechanisms of trust and job satisfaction in addition to the sequential mediation of trust and job satisfaction on the relationship between managerial support and organizational identification.

6. Implications

The outcomes of our study make important contributions to the existing body of knowledge on workplace respect, trust, job satisfaction, managerial support and organizational identification in the following ways. First, the scarcity of existing research on the relationship between the variables under study convinced the authors to empirically examine a conceptual model that linked workplace respect with trust and understand their impact on employee attitudes. Our results provide empirical support for the impact of workplace respect on trust among colleagues, which, in turn promotes employee identification with the organization (Abid, Ijaz, Butt, Farooqi, &Rehmat, 2018; Bartel et al., 2012).



Second, drawing on social exchange theory, we found that trust and job satisfaction are strong mediating factors on the workplace respect and organizational identification relationship. Similarly, managerial support has a positive impact on organizational identification. Social exchange theory suggests that when the organization acts in the best interests of employees; gives them respect, employees tend to reciprocate in the same manner. The model presented in our paper, and our empirical findings present significant implications for organizations. While organizations are struggling to hire employees, who identify with the organization (Van Dick, 2001), limited work has examined the antecedents of organizational identification (Blader& Tyler, 2009). Building a sense of identification with organization continues to be a real challenge for organizations (Hameed et al., 2016). Our study draws attention to the importance of instilling a respectful and supportive environment in organizations that can promote the development of trust and job satisfaction among employees.

7. Limitations and Future Directions

Our study has several limitations. Firstly, limited prior work has examined the relationship between workplace respect, trust and job satisfaction in a non-Western setting. Secondly, this study is cross sectional in nature. Future studies should adopt longitudinal design to validate the results. Future studies should also incorporate the effect of role of employees in the decision-making process on organizational identification. Studies can consider incorporating the effect of changes in this relationship on the business environment. Thirdly, the sample size of the study is restricted to limited employees working in educational institutions. In spite of these limitations, this study opens avenues for future research. Future studies can investigate behavioral outcomes other than organizational identification such as organizational commitment and job performance.

Conclusion

Important issues related to workplace respect, managerial support, trust, job satisfaction and organizational identification are examined in this study. Our findings reveal that both trust among colleagues and job satisfaction sequentially mediate the workplace respect and organizational identification relationship. Similarly, trust and job satisfaction sequentially mediate the relationship between managerial support and organizational identification. Earlier work indirectly examines the relationship between workplace respect and organizational identification. However, exploration of the mechanisms underlying these relationships have not yet received attention. Our results show that organizational identification increase with job satisfaction. Job satisfaction has a number of antecedents; one of them identified and empirically validated in this study is trust among colleagues. A culture of trust can be developed when employees perceive they are respected and valued by their organization. Along with this, managerial support is also an important ingredient of a



trustworthy organizational culture. Thus, the results of our study suggest that organizations consider directing attention to developing a respectful and supportive work environment which increases employee job satisfaction and creates an environment where employees reciprocate by valuing the organization as their own.

Funding: This research received no external funding.

Conflict of interest: The authors declare no conflicts of interest

Ethical statement: All procedures performed in study ensured that human participants' involvement in the research was in accordance with the ethical standards of the institution and/or national research committee and with the 1975 Declaration of Helsinki and its later amendments or comparable ethical standards. The protocol was approved by the Ethics Committee of the Department of Business Studies, Kinnaird College for Women, Lahore. Informed consent was obtained from all individual participants included in this study.

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