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A study on the position of workplace identity of employees

S. Faisal

Department of Human Resource Management, College of Business Administration, Prince Sattam Bin Abdulaziz University, Al-Kharj 11942, Saudi Arabia

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ABSTRACT

BACKGROUND AND OBJECTIVES: Multiple organizational concepts are paramount in the workplace. Workplace Identity is one among them. It is a multidimensional concept that explores one's self-concept and understanding of their occupational roles. It is a concept of immense significance that directly impacts various organizational behavior aspects, such as job involvement, employee commitment, workplace learning, and stress management. The concept is indispensable for any individual as it helps tide over the pervasive uncertainties and tribulations in any organization. The Saudi economy is in a deep transition phase. It is all set to leap forward in terms of quality and quantity. Against this backdrop, if it is to face the multiple inherent challenges successfully, it requires a healthy band of the working class who are aware of and have a relatively high level of workplace identity. However, a fair review of the literature shows that scant evidence exists about the position of Workplace identity among the Saudi working class. The proposed study intends to fill this gap in the literature. The study intends to identify the level of the important concept of Workplace identity among the Saudi workforce-both male and female. It also intends to examine the relationship with human capital.

METHODS: A quantitative research design was employed for the study. Data for the study was collected randomly from Saudi Arabia and India. 210 samples were from Saudi Arabia, and 248 were from India. Regression was employed to analyze the collected data using SPSS (version 22.0).

FINDINGS: The study found that human capital contributes to workplace identity as the value of the F statistic was 15.978 which is significant. In addition, the results show that females have a higher workplace identity. The results also indicate significant differences (0.01 level) between the Indian and Saudi samples in all the factors and the overall workplace identity.

CONCLUSION: The study provides inputs toward future directions in making the Saudi workforce competitive and dynamic. The study's findings, which are useful for academics and practitioners, are also expected to trigger further studies in this hitherto unexplored area of organizational behavior.

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*Corresponding Author:

Email: msfaisalq@gmail.com

Phone: +966552409810

ORCID: [0000-0002-7628-3751](https://orcid.org/0000-0002-7628-3751)

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INTRODUCTION

The business world is undergoing rapid changes and is highly transitional and transformational. As a result, it is highly volatile, uncertain, complex, and ambiguous. The tensions arising out of this situation are also unprecedented. The concept of identity is an effective heuristic tool to address such employee tensions (Tietze and Musson, 2010). With the “new normal,” where work and organizations have spread beyond temporal and spatial boundaries and become unbounded, employee identity has assumed greater importance and manifold consequences (Tajpour and Razavi, 2023). Further, this spread has demanded a recasting of the broader spectrum of social and organizational relationships, magnifying the need for identity. Against this backdrop, Workplace Identity (WI) assumes significance (Jnaneswar and Sulphay, 2021). The concept of WI has its origins in the early 2000s. It originated from the broader concept of identity, which has wide application in social and behavioral research. It is one of the many important terms that describe organizational behaviors (Albert *et al.*, 2000). Generally, it is a multilayered and multidimensional phenomenon describing an individual’s self-concept in the work setting (Bothma *et al.*, 2015). Buche (2003) defined it as “A socially constructed representation of an individual’s self-perception of his/her interactions within the employment environment.” WI is a set of actions and cognitions about the claims of individuals about “what work is and what it is not” (Bothma *et al.*, 2015). Over a while, elements of WI get embedded and intertwined with the norms, values system, and culture of their respective organizations (Oliver *et al.*, 2010). Despite the short existence of WI, substantial literature about this new concept has accumulated, sufficient enough to give the required directions for future research. WI is indispensable as it helps tide over the pervasive uncertainties and tribulations in any organization. The study is intended to be conducted among Saudi Arabian samples. The Saudi economy is in a deep transition phase. It is all set to leap forward in terms of quality and quantity. Against this backdrop, if it is to face the multiple inherent challenges successfully, it requires a healthy band of the working class who know and have a relatively high level of WI. However, a fair review of the literature shows that scant evidence exists about the position

of WI among the Saudi working class. There exists a gap in the literature regarding WI, particularly in the context of the Saudi Arabian workforce. While WI has garnered attention in organizational research, there is limited empirical evidence on its prevalence, characteristics, and implications within Saudi organizations. Furthermore, there is a lack of comparative studies examining WI levels between Saudi Arabia and other countries, as well as its relationship with human capital in the Saudi context. The proposed study intends to fill this gap in the literature, and the objectives are set against this backdrop. Thus the study intends to identify the WI level among the Saudi workforce and examine if it is different from another country. The identity differences based on gender are also sought to be examined. Finally, it is also intended to identify its relationship with human capital. The following research questions are framed for the research

1. *What are the WI levels among the Saudi Arabian workforce, and how does it compare to other countries?*

2. *How does WI relate to human capital indicators (e.g., skills, qualifications, experience) among Saudi workers?*

3. *How does WI contribute to navigating Saudi organizations’ uncertainties and challenges amid rapid economic and societal transitions?*

By addressing these research questions, the proposed study aims to bridge the existing gap in the literature by providing empirical insights into WI among the Saudi Arabian workforce. The contribution of this research lies in its ability to fill a significant gap in the literature regarding WI. Additionally, it seeks to offer valuable implications for organizational practice and policy in Saudi Arabia and beyond, particularly in the context of workforce development and organizational adaptation to dynamic environments.

Theories of Identity

This section discusses identity theories that have emerged and evolved. The history of modern identity theories finds its origin in James (1890). According to his theory grounded in psychology, identity flows from one of the three primary facets: spiritual, material, and social. As per this theory, the quest for identity is associated with “one’s search for meaning, belongingness, and control” (Ashforth

and Pratt, 2003). After that, several other theories have elucidated the concept, the prominent one being the identity theory. This theory is based on and developed from two research streams, namely psychoanalytic and social psychology traditions (Hogg *et al.*, 1995; Kirpal, 2004). These two streams developed different theories. Two theories explaining identity formation have been proposed under the broad umbrella of Identity Theories – Social Identity Theory (SIT), and Role Identity Theory (RIT). Both SIT and RIT discuss two different perspectives on self-concept. According to these two theories, developed simultaneously in psychology and social psychology, dealing with the societal environment is considered the product of individual behavior and social structure (Stets and Burke, 2003). SIT proposes that individuals assume identities from their various memberships. The group here is a “collective of similar people” (Hogg and Ridgeway, 2003). Identity thus manifests from various inter-group processes and membership in such groups. This theory thus considers identity to arise due to an individual’s membership in a specific societal group or category. Social Cognitive Theory (SCT), which is closely associated with SIT, focuses on the different categories of individuals, mostly based on either stereotyping or the differences they may have. The theory also attempts to elucidate how social categorization enables individuals to perceive and behave as members of social groups (Abrams and Hogg, 2004). Another theory that has application in the current study is the Human Capital Theory (HCT). Human capital has its moorings in the HCT, which suggests that education, training, and experience are investments that make individuals productive and lead to greater economic output (Carneiro *et al.*, 2010; Serneels, 2008). Human Capital Theory has thus promoted education as a critical factor in boosting economic growth by endorsing that it “helps develop skills of work, that is, improves the capacity of the worker to be productive” (Sweetland 1996). Thus, HCT assumes that education improves the productive capacity of individuals and emphasizes how education increases the productive capacity of employees.

Workplace identity

Despite the recent origin, WI has many definitions. Baugher (2003) and Kirpal (2004) proposed early

definitions for WI. Most of these definitions agree that WI is “a multilayered and multidimensional phenomenon that describes one’s self-concept and understanding of it in terms of the work role.” While Witt *et al.* (2002) defined WI as “the work-relevant target with which the individual primarily identifies.” Wrzesniewski and Dutton (2001) defined it as a holistic conception of a cognitive process that describes people’s attributes at work. It is also a set of actions and cognitions. Elsbach (2006: 99) defined WI as “an individual’s central and enduring status and distinctiveness categorizations in the workplace”. These definitions propose that WI has certain qualities, like being a multilayered and multidimensional, socially constructed distinctive conception of the self at the workplace. Kirpal (2004) identified three dimensions of WI- structural, social, and individual psychological components. The structural dimension is the paradigm of work influenced by the way the employment patterns are embedded within the culture. The social dimension involves interactions with others at the workplace and in groups. This dimension could include indicators like occupational/career identity and organizational identity. Finally, the individual-psychological dimension involves an individual’s identity orientation. This dimension focuses on the individual’s career history, professional development, and perception of work.

Workplace Identity in job settings

Various factors influence WI. Evidence suggests that work facets, like work and team roles, professional identification, job identification, etc., influence WI (Lloyd, Roodt, and Odendaal, 2011; Sulphey, 2019). In addition, Jnaneswar and Sulphey (2021) found workplace spirituality and Long-Term Orientation (LTO) to be antecedents of WI. Several studies have identified the need for WI in the current organizational settings (Adams and Crafford, 2012; De Braine and Roodt, 2011). For instance, Adams and Crafford (2012) found WI to help employees identify strongly with their organizational values and culture. It also established the vital psychological links between individuals and their work, thereby aiding in developing employee engagement (Leidner, 1991) and enhancing productivity. Further, those having strong WI facilitate work engagement and commitment toward organizational goals,

which could boost productivity (De Braine and Roodt, 2011). Hence, organizations should strive wholeheartedly to inculcate a strong sense of WI in their employees. WI has a positive association with constructs like Organizational Citizenship Behavior (OCB) (Feather and Rauter, 2004), multiple commitments (Baruch and Cohen, 2007), group commitment (Rotondi, 1975), leadership (Sulphey and Jasim, 2022), and cooperative behavior at the workplace (Dukerich *et al.*, 2002). Bothma and Roodt (2012) examined the relationship between WI and engagement and found a positive relationship. In addition, the study also found a significant negative relationship between WI and turnover intentions.

WI has a profound positive impact on multiple work outcomes. A few of them include job satisfaction (Cortini, 2016), job involvement (Hogg, 2007), job commitment (Cohen, 2003; Baruch and Cohen, 2007), and various other commitments like positional, task, and group (Baruch and Cohen, 2007). It also significantly mediates the relation with error avoidance (Maier and Brunstein, 2001). A study by Van Knippenberg and Sleebos (2006) found that organizational membership positively affects the self and contributes to self-conception. In addition, Mael and Ashforth (1995) found that those with high WI exhibited lower levels of attrition as they had a higher level of interest in the workplace. The overall organizational performance is also positively impacted by WI. Whetten (2007) found commitment, group identification, and WI to occur congruently. Further, this is a continual and ongoing process in which changes to one person may impact others. Culture and identity have a close connection. Ahlgren and Tett (2010) found that identity interacted with culture in several ways. Dukerich *et al.* (1996) identified identities related to national and occupational status.

Human capital

Any business is essentially defined by its physical capital. However, describing the workforce from the perspective of the company's unique human resources offers a more nuanced perspective. (Akerlof and Kranton, 2005). Economists and social scientists use the word "human capital" to refer to critical personal traits in the business process. Human capital is described as "the stock of productive skills,

talents, health, and expertise of the labor force, just as physical capital is the stock of plant, equipment, machines, and tools," according to Goldin and Katz (2019). It has a precise and intricate connection to the production process, claims Becker (1964). In addition, many social scientists define human capital as education and expertise. (Flamholtz and Lacey, 1981; Serneels, 2008; Carneiro *et al.*, 2010). Further, productive people make more money and are more employable. (Carneiro *et al.*, 2010). Thus, productivity and efficiency can enhance the cognitive stock of human capability, which comes from innate abilities and investment in human beings. Formal schooling is, therefore, an investment in human capital, which is more valuable than material capital (Becker, 1964; Woodhall, 1997). According to HCT, education and practice are two ways to build human capital (Serneels, 2008). Human capital also includes schooling, age, and work experience and contributes to a person's total stock. According to Ployhart and Moliterno (2011), human capital development occurs due to the conversion of individual-level knowledge, skills, and dispositions across organizational levels. Technology plays a vital role in human capital development (Tajpour *et al.*, 2018; Arabiun *et al.*, 2024). A thorough understanding of human capital would provide identity, purpose, and meaning beyond just economic concepts of worth, claim Cafferkey *et al.* (2021). Methot *et al.* (2018) state that human capital may result in relational identification. They also contend that implementing a relational identity strategy in HRM would improve formal organizational structure and strengthen HR strategies. According to Shaw *et al.* (1998), the human capital group would enable improved employee retention. Furthermore, WI aids in meaningful comparisons between various organizational levels compared to individual and group levels of human capital. (Sluss and Ashforth, 2008). Based on these, human capital is hypothesized to be significantly related to WI. The study intends to determine whether the Saudi workforce's WI level differs from others. It also examines the gender-based identity disparities in WI. Another objective is to examine its connection with HC. Data for the study was collected from among gainfully employed Saudi and Indian samples. The data collection period was for eight weeks starting June 2023.

Table 1: Descriptive statistics

	Job centrality	Self-identity	Job fit	Collective identity	WI
Mean	13.19	13.37	10.98	10.94	48.47
Median	13.00	14.07	12.01	12.01	51.00
Std. Deviation	3.58	3.18	3.17	3.20	11.43
Minimum	4.0	4.0	3.0	3.0	17.0
Maximum	20.0	20.0	15.0	15.0	70.0
Alpha	0.971	0.907	0.933	0.942	0.922

MATERIALS AND METHODS

Survey design and data collection

A quantitative research design was adapted to conduct this study. WI was measured using the WI Scale (WIS), developed and validated by Sulphey (2020). The scale has 14 items under four factors on a five-point scale. The factors are Job centrality, Self-identity, Job fit, and Collective identity. The scale enjoys robust validity and reliability. Earlier studies have reported Cronbach Alpha of over 0.80 (Suphey, 2019; Jnaneswar and Sulphey, 2021). Sample items include: "I am valued because of my work" and "My values and organizational values match each other". Additionally, the questionnaire sought data on demographics, including age, gender, qualification, experience, and place of residence. Google Docs was used to capture just online data. A personal appeal and a link to the English-language survey were sent to several social media groups that prospective responders were members of. All responders were guaranteed confidentiality in their responses. There were no personal questions on the questionnaire. Hence informed consent was obtained from the respondents. Since all items were made mandatory, every response was complete in every way, and hence, none called for rejection. Data was randomly collected from Saudi Arabia (experimental group) and India (control group). The link to the questionnaire was forwarded to a few social media groups in which the potential respondents were members. A total of 458 responses were collected over 10 weeks. 210 samples were from Saudi Arabia, and 248 were from India. The present study selected India to compare the Saudi workforce as India is a multicultural nation, following the earlier survey of Sulphey, 2019; Alreck and Settle, 1995). All the respondents were gainfully employed in a variety of organizations. For example, manufacturing, service (including banking), and higher education institutions are among the several kinds of organizations.

According to Krejcie and Morgan (1970), sampling adequacy can be assumed with 384 responses from a population of one million. They contend that the sample size requirement grows at a declining rate as the population grows. It eventually reaches a plateau and stays steady at above 380. Further, the benefits are negligible after 380 samples. (Alreck and Settle, 1995). Hence, sampling adequacy can be assumed in the current study. The demographics were diverse. For instance, the sample included 240 males and 216 females. The ages ranged from 18 to 67 years, with an average age of 33.98. The respondents' overall experience ranged from less than a year to 41 years. The average experience was 10.58 years. In line with earlier studies (for instance, Flamholtz and Lacey, 1981; Serneels, 2008; Carneiro et al., 2010), age, qualification, and experience were considered human capital.

RESULTS AND DISCUSSION

Descriptive statistics, correlation results, and regression results

The Descriptive statistics are presented in Table 1. It can be observed from the table that all the alphas are above the stipulated level of 0.70 stipulated by Nunnally (1978), confirming reliability. In addition, the Average Variances Extracted (AVE) were 0.756 for Job centrality, 0.785 for Self-identity, 0.724 for Job fit, and 0.711 for Collective identity. Hair et al. (2013) and Barclay et al. (1995) stipulated a minimum value of 0.50 for AVE, which is met in the current instance.

t-test was conducted to examine the first hypothesis, that there existed a significant difference between the samples of Saudi and Indians regarding WI. The results are presented in Table 2.

The results indicate significant differences (0.01 level) between the Indian and Saudi samples in all the factors and the overall WI. This finding is indeed of great significance. Next, the study

Table 2: Results of t-test

	Locale	N	Mean	Std. Deviation	t-value
Job centrality	India	248	14.657	2.9952	10.65**
	Saudi	210	11.452	3.4475	
Self-identity	India	248	14.500	2.7353	8.99**
	Saudi	210	12.033	3.1386	
Job fit	India	248	12.290	1.8076	10.85**
	Saudi	210	9.419	3.6753	
Collective identity	India	248	12.472	1.7142	13.12**
	Saudi	210	9.119	3.5662	
WI	India	248	53.919	7.0775	12.98**
	Saudi	210	42.024	12.2163	

** significant at 0.01 level

Table 3: Results based on gender

Variable	Nationality	Gender	N	Mean	Std. Deviation	t-value
WI	Saudi Arabian	Male	95	32.284	7.364	15.697 **
		Female	113	50.292	8.912	
	Indian	Male	145	53.269	7.435	1.724 NS
		Female	103	54.835	6.466	
Combined	Male	240	44.963	12.664	7.425 **	
	Female	216	52.458	8.147		

** Significant at 0.01 level

Table 4: Correlation results

	Job centrality	Self-identity	Job fit	Collective identity	Workplace Identity	Human Capital	Mean	Standard Deviation
Job centrality	1	.593**	.658**	.645**	.840**	.136**	13.19	3.58
Self-identity		1	.704**	.689**	.851**	.174**	13.37	3.17
Job fit			1	.803**	.903**	.181**	10.97	3.16
Collective identity				1	.895**	.154**	10.93	3.19
Workplace Identity					1	.184**	48.47	11.43
Human Capital						1	47.03	18.85

** Significant at 0.01 level

N = 456

examined if there is any difference in WI based on gender, and the results are presented in Table 3. It can be observed that significant differences existed between the two countries based on gender. Further, an examination of the mean values shows that the WI of Saudi samples was lower than that of Indian. The causative factors of this finding are aspects that need to be examined in future works.

Another aim was to investigate whether human capital can have a relationship with WI. Correlation and regression were done to achieve this objective. The analysis of correlation results (Table 4) showed a significant positive correlation between the two variables (r -value of 0.184), indicating the relationship between the variables. Similar results were also

evident in the regression analysis. Table 5 presents the r values, the means, and the standard deviations.

A full model regression was also fitted with human capital and WI. The outcomes of full model regression are shown in Table 5.

As indicated by the results, a variation (.034) in WI is explained by the independent variables, namely Human capital. To test its significance Analysis of Variance (ANOVA) technique was applied, and the value of the F statistic was 15.978. This value is significant. As a result, it may be concluded that the regression model is adequate. The independent variable was tested for its significance. It was found that the variable is significant. Thus, the study finds that human capital contributes to WI.

Table 5: Regression results

	Model	Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	43.220	1.413	30.578	.000
	Human capital	.112	.028	3.997	.000

a. Dependent Variable: WI R2 = .034 F = 15.978 Sig = 0.00

Discussion

WI is the central and enduring status and distinctiveness categorization of individuals in the workplace. It is a concept that has gained research focus across various disciplines, such as psychology, sociology, and management (Sulphrey, 2019; Jnaneswar and Sulphrey, 2021). The results are discussed against the backdrop of the human capital theory. Human capital involves valuable personal characteristics of the individual in the business process (Carneiro et al., 2010; Serneels, 2008). Social scientists’ interest in human capital started recently and has surged in the last few decades. The study’s moorings are in social identity theory and human capital theory. According to the SIT, individuals adopt identities from their various memberships in social groups, which is a “collective of similar people” (Hogg and Ridgeway, 2003; Abrams and Hogg, 2004). Thus, identity is derived from various inter-group processes and associations with such groups. The human capital theory, which focuses on diverse knowledge, skill, and economic value, had its initial application in the value of education (Becker, 1964; Carneiro et al., 2010; Schultz, 1961). However, this theory is now applied to a broad range of organizational and behavioral paradigms (Carneiro et al., 2010; Serneels, 2008). Thus, the current study’s findings are also in line with this. The study intended to compare the level of WI of Saudi employees viz a vis Indian employees. This objective examined if ethnic and cultural identities could influence WI. The results of the study presented some interesting findings. A comparison between the Saudi and Indian samples showed a significant difference at 0.01 level, with a t-value of 12.98. The mean values were 53.919 for Indian samples and 42.024 for Saudi samples. Empirical studies have also been done on ethnic and cultural identities at work (Ahlgren and Tett, 2010; Dukerich et al., 1996). Employee identity stress has been found to rise with cultural identities (Slay and Smith, 2011). The Indian

culture has multiple variances, with extremely high population growth, different ethnicities, and the resultant severe competition. Thus, through ethnic assignment and ethnic identification, ethnic identities become more salient and have a more significant impact on working experiences (Kenny and Briner, 2013). Similarly, Holvino (2010) found that the intersections of race, ethnicity, and gender influence WI construction. This finding substantiates the findings of Whetten (2007). In addition, internal organizational processes like daily practices also shape WI. Further, Foldy (2012) found that WI construction occurs by either an individual or the organization without intentional effort. It was also intended to compare the WI based on gender. The results show that the Saudi Arabian sample had a significant difference at 0.01 level in terms of gender. The t-value was 15.697. The female samples had high mean values of 50.292, and the males had 32.284. This result is significant given that an orthodox patriarchal system exists in Saudi society. No significant differences were evident in the Indian sample based on gender (t-value of 1.724 and a mean value of 52.269 for males and 54.835 for males). Despite no significant difference, it is noteworthy that females had higher mean values, as in the case of the Saudi sample. A skimming of the literature shows that it is natural for individuals to bring their nonwork selves and individualities to the workplace (Adams and Crafford, 2012; Baruch and Cohen, 2007; Berg, 2002). This also includes identification with social categories, such as gender differentials. Empirical evidence suggests that females deal with their identities by emphasizing beneficial aspects in any given circumstance or adjusting to fit in their respective organizations. (Moore, 1999). Females actively negotiate their identities to escape marginalization, frequently gaining from it (Tretthewey, 1999), which could be why they have high WI scores, particularly in Saudi Arabia, where the social settings are different. Hence, the findings

are in tandem with the empirical evidence (Whetten, 2007). However, it must be mentioned that the study contradicts the findings of Chattopadhyay *et al.* (2004), who proposed that males are more likely to identify with their demographic category based on self-enhancement motives, resulting in higher identity. The study has both theoretical and practical implications. First, the study has helped enrich the literature on WI. Mostly, scant literature exists based on samples from Saudi Arabia. This is the first study in this direction. Given the diversity in applying theory and research on identity and WI, there is a need for a systemic and integrative approach (Abrams and Hogg, 2004; Carneiro *et al.*, 2010; Serneels, 2008). This research has contributed to unifying the various theoretical perspectives on identities. The study also calls for investment in WI and supporting organizational socialization for the employees, particularly newcomers. In addition, the study also helped to know the impact of different work and nonwork identities like locale and gender. Multiple studies have dwelled on the importance of WI on satisfaction with the job, especially with expert employees (Porter *et al.*, 1974; Bothma and Roodt, 2012; Serneels, 2008), denoting its importance in any organization. The study suggests that organizations operating in culturally diverse contexts, such as Saudi Arabia and India, should prioritize cultural sensitivity training programs for employees and managers. Given the significant impact of WI on employee satisfaction and organizational outcomes, organizations should invest in tailored organizational socialization programs, especially for newcomers. Organizations should recognize and embrace the reality that employees bring their non-work selves and individual identities to the workplace. In addition, understanding and respecting cultural differences can help mitigate identity stress and foster a more inclusive work environment. The study underscores the importance of continued research and scholarship on WI, particularly in underrepresented regions such as Saudi Arabia. Future research endeavors should focus on exploring the dynamics of WI in diverse cultural contexts and its implications for organizational practices and policies.

Limitations and scope for further research

Probable limitations of the research include

the sample used for the study. First, the sample was collected based on its cross-sectional nature. This could have caused constraints to the research, as inferring a causal connection between the variables would not be possible. The sample was limited to Saudi Arabia and India. Both are developing economies. Samples from developing countries could also be included, as this will help to understand whether economic prosperity affects WI. The study also raises various other questions that present scope for further research. First, there is scant evidence about how different identities interact. There is also scope to examine the different identities, like organizational and occupational identifications, since no evidence exists as to why strong identification with one's occupation prevents individuals from involving the organization in their identities or vice versa (Miscenko *et al.*, 2017). Another area that can be examined is the relationship between employees' work and personal identities. Additionally, examining how identities develop over time could also be done. Finally, future research may also examine why individuals develop WI, which spreads to create a corporate identity (Marique and Stinglhamber, 2011).

CONCLUSION

This study examined the level and difference between the WI among Saudi and Indian employees. It also examined the relationship between WI and HC. In addition, the effects of locale, gender, and human capital on WI were also examined. WI helps to tide over the multiple uncertainties in the organizational environment and has a profound positive impact on various work-related outcomes. The study of identity has become a hotly debated subject in corporate and management studies. WI helps to understand the self and complex social interaction that individuals have at the workplace. The study has found that WI differs between the employees of the two countries in all the factors. It also found a significant positive correlation between the WI and HC. The findings are consistent with the available theoretical and empirical evidence. The study has provided identity researchers with a more consistent and structured grasp of how specific demographics and human capital affect WI by discussing theoretical perspectives and practical approaches. The study's conclusions have major

practical significance in organizational settings and are extremely ideal in the current business scenario. WI will act as a catalyst to improve individual task performance and overall organizational performance if it is present at substantially higher levels in members. The present study is expected to be a catalyst in inducing more empirical examination in this area.

AUTHOR CONTRIBUTIONS

S. Faisal performed the literature review, and research design, analyzed, and interpreted the data, and prepared the manuscript text, and manuscript edition.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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ABBREVIATIONS

<i>ANOVA</i>	Analysis of Variance
<i>B</i>	Regression coefficients
<i>F</i>	Fisher test
F_t	Predicted value
<i>HCT</i>	Human capital theory
<i>LTO</i>	Long-Term Orientation
<i>N</i>	Sample size
<i>OCB</i>	Organizational Citizenship Behavior
<i>R</i>	Pearson correlation coefficient
R^2	Coefficient of determination
<i>r-value</i>	Pearson correlation coefficient
<i>RIT</i>	Role Identity Theory
<i>SCT</i>	Social Cognitive Theory
<i>SIT</i>	Social Identity Theory
<i>SPSS</i>	Statistical Package for the Social Sciences
<i>WI</i>	Workplace Identity

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