



## Identifying the Effective Factors of Promoting the Organizational Identity of the Employees of the Country's Education System : A Meta-Comination Approach –Delphi

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### Abstract

Organizational identity refers to the characteristics of an organization that define its essence and differentiate it from other organizations. It serves as a means to foster coherence, acts as a key element in organizational success, and is a fundamental aspect of organizational life as well as a critical dimension in the relationship between employees and the organization. In today's competitive landscape, leading organizations strive to attract professional and specialized potential employees and retain their human resources. A strong organizational identity can naturally contribute to employee retention and plays a significant role in improving job performance. Moreover, it guides employees towards efforts that support and advance organizational goals. Therefore, the objective of this research is to identify the factors influencing the enhancement of organizational identity among employees in the national education system. The research is descriptive-survey in nature and adopts a qualitative approach. This study was conducted in two phases. In the first phase, using a qualitative meta-synthesis method, the components of organizational identity were identified. In the second phase, these identified components were finalized using the Delphi method with input from 30 experts. A total of 56 prominent concepts were extracted, and through the Delphi method, 28 concepts were categorized into six main groups, including causal conditions of organizational identity, central phenomenon of organizational identity, organizational identity strategies, contextual (environmental) factors, intervening factors, and consequences of organizational identity.

**Keywords:** *Organizational identity of employees, National education system.*

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## 1. Introduction

The enhancement of organizational identity, particularly within the context of educational systems, is a critical focus for both researchers and practitioners. Organizational identity refers to the shared perception of an organization's characteristics, which contribute to the sense of belonging among employees and shape their behavior, commitment, and overall satisfaction. A robust organizational identity influences employee performance and loyalty, thereby improving organizational outcomes [1, 2]. In the context of educational institutions, where the success of teaching and administrative activities depends significantly on the alignment between individual and organizational goals, fostering a strong organizational identity becomes even more critical [3, 4].

Organizational identity is often intertwined with several factors, including organizational culture, leadership, employee commitment, and organizational justice. Leadership plays a pivotal role in shaping and maintaining an organization's identity. Leaders who demonstrate transformational, ethical, and servant leadership styles create a culture that enhances employees' sense of belonging and identification with the organization [5-8]. These leadership styles are known to foster organizational trust, job satisfaction, and commitment, which are fundamental to a positive organizational identity [9, 10].

In the context of the educational sector, employee commitment and motivation are key drivers of organizational performance [11, 12]. Al-Sada et al. (2017) found that both leadership style and organizational culture significantly influence employee satisfaction, commitment, and motivation in the educational sector. Their study suggests that when employees perceive that their values align with those of the organization, they are more likely to develop a strong organizational identity and exhibit higher levels of commitment and performance [3].

This alignment between individual and organizational values is further strengthened by the presence of organizational justice and fairness in decision-making processes. Halbusi, Ismail, and Omar (2019) assert that ethical leadership and organizational justice promote a fair work environment, which enhances employees' moral identity and ethical behavior [13]. Similarly, Luo, Marnburg, and Law (2017) emphasize that perceived organizational justice is a strong predictor of organizational commitment and identification [14]. When employees perceive fairness

and support from their organization, they are more likely to engage in organizational citizenship behaviors [15].

Organizational citizenship behavior (OCB), defined as discretionary employee behavior that supports the organization but is not part of formal job requirements, is closely linked to organizational identity. Employees who strongly identify with their organization are more likely to exhibit OCB, which, in turn, enhances overall organizational performance [16]. This relationship is mediated by factors such as job satisfaction and organizational commitment, as demonstrated in the research by Ebrazeh, Rabbanikhah, Manafi, and Moradi (2019). They found that higher levels of job satisfaction lead to stronger organizational commitment, which reinforces organizational identity and contributes to better performance outcomes [17].

Several studies have explored the role of organizational culture in shaping organizational identity [18, 19]. In particular, Basnet (2020) highlights the significance of a positive organizational culture in fostering employee commitment to quality outcomes in manufacturing organizations. Similarly, Khalid (2019) points out that effective organizational communication and a supportive supervisor can significantly influence job satisfaction, which is a critical component of organizational identity [20]. This dynamic is particularly relevant in educational institutions, where clear communication and support from leadership can strengthen the organizational identity of employees and align them with institutional goals [21].

Further, organizational identity is also influenced by external factors, such as corporate social responsibility (CSR) initiatives. Chen et al. (2020) argue that CSR activities can enhance an organization's identity by aligning the company's values with those of its employees and the broader community [18]. This alignment fosters a sense of pride and belonging among employees, which strengthens their identification with the organization. Similarly, Silva, Moreira, and Mota (2022) demonstrate that CSR initiatives positively affect employee perceptions of job satisfaction, organizational commitment, and trust, all of which are crucial elements of organizational identity [22].

The role of leadership in fostering organizational identity cannot be overstated. Peng (2022) highlights the importance of servant leadership in predicting employee resilience and enhancing organizational identification [8]. Leaders who prioritize the well-being and development of their employees create an environment where employees feel valued and connected to the organization. This, in turn, leads

to greater organizational commitment and reduced turnover intentions [23, 24].

Moreover, the intersection of personal values and organizational identity is a key factor in determining employees' job satisfaction and commitment. Ebrazeh et al. (2019) found that personal variables, such as job satisfaction dimensions, significantly influence employees' organizational commitment [17]. When employees feel that their personal values align with the organization's values, they are more likely to commit to the organization and contribute positively to its goals [25, 26].

Research has also shown that organizational identity is crucial in managing organizational change. During periods of organizational change, such as mergers or restructuring, employees' identification with the organization can mitigate negative responses and foster resilience [27]. Leaders who communicate effectively and involve employees in the change process can strengthen organizational identity, thereby reducing resistance and enhancing the likelihood of successful change implementation [28, 29].

Additionally, organizational identity plays a critical role in employee innovation and performance. Miao, Suo, Liang, and Li (2022) argue that organizational identity enhances employees' work values, which in turn improves job performance. This is particularly important in knowledge-intensive industries, where employee innovation is key to organizational success [30, 31].

In conclusion, the enhancement of organizational identity is a multifaceted process that is influenced by a range of factors, including leadership style, organizational culture, communication, justice, and personal values. A strong organizational identity fosters employee commitment, satisfaction, and performance, all of which are critical to the success of educational institutions. The objective of this study is to identify the key factors influencing the enhancement of organizational identity among employees in the national education system. Given the importance of organizational identity in fostering employee commitment, satisfaction, and performance, this research aims to explore the underlying components that shape organizational identity, focusing on elements such as leadership, communication, employee participation, and organizational culture.

## 2. Methodology

This research is applied in terms of its objective and adopts a qualitative approach, conducted in two phases. The

first phase utilized a qualitative meta-synthesis method, with data and information gathered through a review of previous studies. The goal of the meta-synthesis method is to create an integrated and novel interpretation of findings. This method is used to clarify concepts, patterns, and results within the existing body of knowledge and to promote the emergence of operational models and accepted theories. In the second phase, based on the results from the first phase, a questionnaire was designed, and the components of organizational identity were finalized using the Delphi method with input from 30 experts over three rounds. The experts comprised university professors and managers in the field of human resources and appointments within the national education system, selected through purposive sampling.

To achieve the research objective, the seven-step meta-synthesis method of Sandelowski and Barroso (2007) was employed, with the steps outlined as follows:

### Step 1: Formulating the Research Question

The first step for researchers in formulating a research question is to focus on "what" in a study. In this research, prior work on the design of a model for enhancing the organizational identity of employees in the national education system was reviewed, and this parameter was framed through answering the following questions:

- **Who:** Defines the study population. In the first phase of this research, reputable databases and journals (ScienceDirect, Emerald, NoorMags, Magiran, SID, JSTOR, Springer, Wiley, and the University of Tehran Scientific Journals System), conferences, and various search engines were reviewed. In the second phase, university professors and managers in the field of human resources and appointments within the national education system were considered.
- **When:** Specifies the research timeframe, which spanned one year (2022).
- **How:** Refers to the method used for conducting the study. In this research, "document analysis" was employed to analyze secondary data in the first phase. The researcher identified and selected relevant articles for the meta-synthesis process (Inclusion) and excluded irrelevant articles (Exclusion). In the second phase, the Delphi method involved the use of a questionnaire.

### Step 2: Systematic Literature Review

In this study, various databases were reviewed from 2001 to 2023. Specific keywords were used to search for relevant

articles in the selected databases. Additionally, both domestic and international reputable journals and specialized publications on the research topic were reviewed separately.

### Step 3: Search and Selection of Relevant Texts

In this step, during each review, some articles were excluded using the CASP assessment method. During the search process, the researcher considered various parameters such as title, abstract, content, article details (author name, year), and excluded articles that were not aligned with the research question and objectives. Figure 2 provides a summary of the process. The inclusion and exclusion criteria for studies involved the research language (Persian and English), the time frame (2001–2023), study methods (qualitative data collection and analysis methods, quantitative research results), and the type of study (articles published in journals and conferences). After extensive review, 342 article titles were identified in this area over the past 23 years. Following the initial screening based on the title, the number of articles was reduced to 188. After reviewing the abstracts, 169 articles remained, and after content review, 126 articles remained. Finally, after further review, due to a lack of author information, 81 articles were approved.

### Step 4: Data Extraction from Texts

In this step, data must be extracted from the articles. The researcher continuously reviews the selected and finalized articles multiple times to access distinct in-content findings related to primary studies. The articles are categorized based on their respective references, including the author's name, surname, year of publication, and the coordination noted in each article.

### Step 5: Qualitative Data Analysis and Synthesis

In this step, qualitative analysis and synthesis of the existing data are performed. The goal is to create an integrated and novel interpretation of the findings. In this step, all the key concepts connecting organizational identity and the factors extracted from the articles are treated as codes. Each of these codes is categorized into similar concepts, resulting in 56 indicators identified in six groups.

### Step 6: Quality Control

For quality control, the researcher compared the extracted concepts with another expert and measured the results using the Kappa statistic. The Kappa coefficient ranges from 0 to 1. The closer the value is to 1, the greater the agreement between the raters. Conversely, a value closer to 0 indicates less agreement between the two raters. The Kappa coefficient was calculated using SPSS software, yielding a

significant value of 0.000 and a Kappa value of 0.953. Additionally, the results indicated that the Kappa coefficient was within the range of  $1 \geq K \geq 0.953$ , reflecting the desirability of the analysis and synthesis results.

### Step 7: Presenting the Findings

Based on a review of previous research and the extracted codes, the key components of the model for enhancing the organizational identity of employees in the national education system are as follows:

1. **Causal Conditions of Organizational Identity:** Sense of belonging, adaptability, conscientiousness, trust, honesty, positive beliefs, employee participation, organizational communication, strategic knowledge, effectiveness at work, job competence, tools and support, job independence, job value, task variety, team building.
2. **Central Phenomenon of Organizational Identity:** Loyalty or support for the organization, understanding of shared characteristics, membership or sense of solidarity, similarity or perception of shared features.
3. **Organizational Identity Strategies:** Organizational cohesion, support for the organization, openness and dynamism, creating organizational satisfaction, fostering growth and development.
4. **Contextual (Environmental) Factors:** Growing information, the advent of new technologies, the need for up-to-date knowledge and synchronization with technology, organizational justice, social responsibility, organizational ethics, organizational culture, attractiveness of organizational advertisements, attention to honest advertising, transformational leadership, ethical leadership, entrepreneurial leadership, career advancement, appropriate compensation, low stress.
5. **Intervening Factors:** Management style, managerial stability, managerial competencies, managerial support, salary and rewards, organizational financial capacity.
6. **Outcomes of Organizational Identity:** Job satisfaction, psychological security, improved job performance, organizational innovation, enhanced organizational performance, organizational commitment, organizational health, increased productivity, favorable organizational image, client satisfaction.

### Phase Two: Finalization of Extracted Organizational Identity Criteria

In this phase, the researcher used the Delphi method to finalize the criteria. The goal of the Delphi method is to reach consensus on the importance and priority of the identified factors or questions. The process is repeated until a predetermined level of agreement is achieved or no new information is obtained.

### 3. Findings

In this study, the panel members, or experts, to whom the Delphi questionnaire was distributed were individuals with full expertise in education, identified and selected through chain or snowball sampling. Initially, two experts in the field were identified, and then they were asked to introduce other

specialists and experts who had a deep understanding of the research topic. Using their recommendations, a list of 32 experts specializing in the subject area was compiled. In the next step, a form was designed that included the research topic, objectives, and the approximate number of rounds and duration of the research. This form was provided to the 32 identified experts, and they were asked to indicate their willingness to participate in the panel. In total, 30 experts expressed their willingness and consent to participate in the research.

First Round of Delphi: In this round, based on the combined factors in Table 4, a questionnaire consisting of 56 indicators was designed and distributed to the selected 30 experts in this study for their feedback. The results are shown in Table 1.

**Table 1.** Delphi Analysis in Round 1

Row	Factors	Indicators	Total Opinions Received	Mean	Agreement Coefficient	Result
1	Causal Conditions of Organizational Identity	Sense of Belonging	30	2.23	34.62%	Rejected
		Adaptability	30	2.42	34.38%	Rejected
		Conscientiousness	30	4.71	75.16%	Accepted
		Trust	30	4.23	65.63%	Accepted
		Honesty	30	2.17	30.77%	Rejected
		Positive Beliefs	30	4.51	71.88%	Accepted
		Employee Participation	30	4.69	75.00%	Accepted
		Organizational Communication	30	4.24	76.92%	Accepted
		Strategic Knowledge	30	2.34	31.25%	Rejected
		Effectiveness at Work	30	4.26	65.38%	Accepted
		Job Competence	30	2.34	31.25%	Rejected
		Tools and Support	30	2.11	26.92%	Rejected
		Job Independence	30	4.28	88.46%	Accepted
		Job Value	30	2.49	23.08%	Rejected
2	Central Phenomenon of Organizational Identity	Task Variety	30	2.26	28.13%	Rejected
		Team Building	30	4.78	78.13%	Accepted
		Loyalty or Support for Organization	30	4.05	56.25%	Accepted
		Understanding of Shared Features	30	4.15	59.38%	Accepted
		Membership or Sense of Solidarity	30	3.95	53.13%	Accepted
3	Organizational Identity Strategies	Similarity or Perception of Shared Characteristics	30	4.64	65.63%	Accepted
		Organizational Cohesion	30	3.97	53.85%	Accepted
		Support for Organization	30	3.37	57.69%	Accepted
		Openness and Dynamism	30	2.83	61.42%	Accepted
		Creating Satisfaction from Organization	30	4.58	69.27%	Accepted
4	Contextual (Environmental) Factors	Fostering Growth and Development	30	4.86	75.48%	Accepted
		Growing Information	30	2.38	36.77%	Rejected
		Introduction of New Technologies	30	4.36	57.69%	Accepted
		Need for Staying Updated and Aligning with Technology	30	4.76	73.08%	Accepted
		Organizational Justice	30	3.26	65.63%	Accepted
		Social Responsibility	30	2.98	46.15%	Rejected
		Organizational Ethics	30	4.29	84.62%	Accepted
		Organizational Culture	30	4.85	76.92%	Accepted



		Attractiveness of Organizational Advertisements	30	2.59	30.77%	Rejected
		Attention to Honest Advertising	30	2.64	38.46%	Rejected
		Transformational Leadership	30	4.45	53.85%	Accepted
		Ethical Leadership	30	4.08	69.23%	Accepted
		Entrepreneurial Leadership	30	4.58	96.15%	Accepted
		Career Advancement	30	2.69	42.31%	Rejected
		Appropriate Compensation	30	2.48	38.77%	Rejected
		Low Stress	30	2.75	42.31%	Rejected
5	Intervening Factors	Management Style	30	3.38	59.38%	Accepted
		Managerial Stability	30	2.39	23.08%	Rejected
		Managerial Competence	30	3.92	61.54%	Accepted
		Managerial Support	30	4.89	76.98%	Accepted
		Salary and Compensation	30	4.98	88.13%	Accepted
		Organizational Financial Capacity	30	4.68	85.73%	Accepted
6	Outcomes of Organizational Identity	Job Satisfaction	30	4.61	59.69%	Accepted
		Psychological Security	30	2.83	43.32%	Rejected
		Improved Job Performance	30	4.42	80.77%	Accepted
		Organizational Innovation	30	2.94	44.62%	Rejected
		Enhanced Organizational Performance	30	4.86	81.25%	Accepted
		Organizational Commitment	30	3.51	51.11%	Accepted
		Organizational Health	30	3.42	56.25%	Accepted
		Increased Productivity	30	3.34	59.38%	Accepted
		Favorable Organizational Image	30	3.29	42.31%	Rejected
		Client Satisfaction	30	2.88	43.38%	Rejected

After collecting the results from the first round of Delphi in [Table 1](#), the components that were approved and agreed upon were identified. The consensus analysis showed which indicators received the highest level of agreement from the experts. Based on the initial agreement, at least 50% of the experts needed to provide the same response to any of the indicators. Out of 56 statements, 20 were rejected.

Second Round of Delphi: After determining the rejected statements, the next step in the study involved re-arranging the checklists for the second Delphi analysis to assess whether the checklists met theoretical sufficiency. In other words, in this round, the modified checklists, with the removed statements from the first round, were sent again to the qualitative research participants to reach theoretical sufficiency from the experts' perspective ([Table 2](#)).

**Table 2.** Delphi Analysis in Round 2

Row	Factors	Indicators	Total Opinions Received	Mean	Agreement Coefficient	Result
1	Causal Conditions of Organizational Identity	Conscientiousness	30	4.54	69.23%	Accepted
		Trust	30	2.34	46.88%	Rejected
		Positive Beliefs	30	4.53	68.75%	Accepted
		Employee Participation	30	4.69	75.00%	Accepted
		Organizational Communication	30	4.24	76.92%	Accepted
		Effectiveness at Work	30	2.68	36.15%	Rejected
		Job Independence	30	4.28	88.46%	Accepted
2	Central Phenomenon of Organizational Identity	Team Building	30	3.60	61.54%	Accepted
		Loyalty or Support for Organization	30	4.94	84.62%	Accepted
		Understanding of Shared Features	30	2.54	31.25%	Rejected
		Membership or Sense of Solidarity	30	4.09	89.31%	Accepted
3	Organizational Identity Strategies	Similarity or Perception of Shared Characteristics	30	4.40	80.77%	Accepted
		Organizational Cohesion	30	3.95	54.87%	Accepted
		Support for Organization	30	3.39	69.61%	Accepted
		Creating Satisfaction from Organization	30	4.18	71.23%	Accepted
		Fostering Growth and Development	30	4.36	72.41%	Accepted
	Openness and Dynamism	30	3.28	56.25%	Accepted	

4	Contextual (Environmental) Factors	Introduction of New Technologies	30	3.34	69.15%	Accepted
		Need for Staying Updated and Aligning with Technology	30	4.28	76.12%	Accepted
		Organizational Justice	30	2.45	45.63%	Rejected
		Organizational Ethics	30	4.18	83.64%	Accepted
		Organizational Culture	30	4.58	87.29%	Accepted
		Transformational Leadership	30	4.29	76.85%	Accepted
		Ethical Leadership	30	2.41	32.50%	Rejected
		Entrepreneurial Leadership	30	4.62	92.42%	Accepted
5	Intervening Factors	Management Style	30	3.34	54.39%	Accepted
		Managerial Competence	30	3.46	66.52%	Accepted
		Managerial Support	30	2.85	45.23%	Rejected
		Salary and Compensation	30	3.68	71.54%	Accepted
		Organizational Financial Capacity	30	4.16	83.86%	Accepted
6	Outcomes of Organizational Identity	Job Satisfaction	30	4.41	67.69%	Accepted
		Improved Job Performance	30	4.42	89.73%	Accepted
		Enhanced Organizational Performance	30	2.41	43.65%	Rejected
		Organizational Commitment	30	3.85	59.98%	Accepted
		Organizational Health	30	3.24	67.25%	Accepted

After collecting data from the second round, the agreement on variables showed minimal changes. To ensure

consistency, a third round of Delphi analysis was conducted, which is discussed in the next section (Table 3).

**Table 3.** Delphi Analysis Process in the Round 3

Row	Factors	Indicators	Total Opinions Received	Mean	Agreement Coefficient	Result
1	Causal Conditions of Organizational Identity	Conscientiousness	30	3.14	56.25%	Accepted
		Positive Beliefs	30	3.19	53.13%	Accepted
		Employee Participation	30	4.69	68.75%	Accepted
		Organizational Communication	30	4.61	71.88%	Accepted
		Job Independence	30	4.86	81.25%	Accepted
2	Central Phenomenon of Organizational Identity	Team Building	30	3.14	58.35%	Accepted
		Loyalty or Support for Organization	30	3.33	59.38%	Accepted
		Membership or Sense of Solidarity	30	4.86	81.25%	Accepted
		Similarity or Perception of Shared Characteristics	30	4.18	68.75%	Accepted
		Organizational Cohesion	30	3.34	53.13%	Accepted
3	Organizational Identity Strategies	Support for Organization	30	4.98	81.25%	Accepted
		Creating Satisfaction from Organization	30	4.88	84.38%	Accepted
		Fostering Growth and Development	30	4.44	62.50%	Accepted
		Openness and Dynamism	30	4.46	68.75%	Accepted
		Introduction of New Technologies	30	3.28	56.25%	Accepted
4	Contextual (Environmental) Factors	Need for Staying Updated and Aligning with Technology	30	4.52	71.88%	Accepted
		Organizational Ethics	30	3.32	56.25%	Accepted
		Organizational Culture	30	4.91	78.13%	Accepted
		Transformational Leadership	30	4.82	81.25%	Accepted
		Entrepreneurial Leadership	30	4.13	90.63%	Accepted
		Management Style	30	4.12	63.52%	Accepted
		Managerial Competence	30	3.29	59.38%	Accepted
		Salary and Compensation	30	4.76	78.13%	Accepted
5	Intervening Factors	Organizational Financial Capacity	30	4.38	62.58%	Accepted
		Job Satisfaction	30	4.07	87.50%	Accepted
		Improved Job Performance	30	3.20	53.13%	Accepted
		Organizational Commitment	30	4.07	87.50%	Accepted
		Organizational Health	30	3.24	67.25%	Accepted

As shown in Table 3, significant consensus has been reached regarding the variables. Given that for the variables with lower agreement, there were no major disagreements, and continuing the Delphi process would not yield significant changes, the Delphi process was stopped after the third round. The validated components are introduced as the influential factors for enhancing the organizational identity of employees in the national education system in this research.

#### 4. Discussion and Conclusion

The findings of this study provide significant insights into the factors influencing the enhancement of organizational identity among employees within the national education system. Using the Delphi method, a consensus was reached among experts regarding several critical components that shape organizational identity, including leadership style, employee participation, organizational communication, and job independence. These findings align with previous studies that emphasize the role of these factors in fostering a strong sense of belonging and commitment within organizations [3, 18].

One of the most important findings of this study is the critical role of leadership in shaping organizational identity. Transformational and entrepreneurial leadership styles were identified as significant contributors to fostering a strong organizational identity, as evidenced by the high agreement among Delphi panel experts. This is consistent with the work of Peng et al. (2022), who found that servant leadership positively predicts organizational identification and resilience among employees [7]. Similarly, Du and Yan (2022) highlight the role of green transformational leadership in promoting organizational identity through personal initiative, further supporting the importance of leadership in this domain [6].

Organizational communication and employee participation were also found to be essential factors influencing organizational identity. This is in line with Khalid (2019), who argues that effective internal communication significantly impacts job satisfaction and organizational identity, particularly in educational institutions [20]. Additionally, when employees are actively involved in decision-making and organizational processes, their sense of belonging and identification with the organization strengthens, as noted by Jacobsen and Staniok (2018) and Ebrazeh et al. (2019) [17, 25]. The consensus

among experts in this study that employee participation is crucial to enhancing organizational identity reinforces these findings.

Job independence emerged as another key factor in fostering organizational identity. Employees who experience autonomy in their roles are more likely to develop a strong sense of belonging to the organization. This supports the research of Basnet (2020), who demonstrated that job autonomy positively affects employees' commitment to quality outcomes in manufacturing organizations [32]. The positive correlation between job independence and organizational identity suggests that allowing employees to take ownership of their work can significantly enhance their connection to the organization.

Interestingly, team building was also identified as a significant contributor to organizational identity. This finding is consistent with studies by Peng (2022) and Hanaysha and Majid (2018), who highlight the role of collaborative environments in strengthening organizational identity [8, 11]. When employees engage in teamwork, they are more likely to form strong interpersonal relationships and align their goals with those of the organization. This sense of shared purpose is critical to the development of a robust organizational identity, as shown before [33].

The results also indicate that factors related to organizational culture and ethics play an important role in shaping organizational identity. Organizational culture was one of the highest-rated factors by the Delphi panel, which aligns with the research of Dwivedi and Kaushik (2014), who found that organizational culture is a key determinant of employee commitment [19]. Similarly, ethical leadership and organizational justice were found to positively influence organizational identity, supporting the prior findings [13, 14]. Employees who perceive their organization as ethical and fair are more likely to identify with it and exhibit greater organizational citizenship behavior (Su, 2023).

In contrast, some factors, such as organizational justice and employee stress, received lower levels of agreement among experts. While organizational justice has been widely reported to influence organizational identity [8, 16], its lower agreement in this study may reflect contextual differences within the national education system. Similarly, while job stress can negatively impact organizational identity [21], the lack of consensus on this factor suggests that stress may not be as significant in this specific context as it is in other industries.



The findings regarding the importance of fostering growth and development opportunities align with previous research indicating that employees are more likely to identify with an organization that supports their career advancement [18]. This highlights the role of human resource practices in enhancing organizational identity, as noted by Silva, Moreira, and Mota (2022), who emphasize the importance of corporate social responsibility (CSR) initiatives in aligning employees' values with organizational goals [22].

Another significant finding is the role of organizational identification in mediating the relationship between leadership and employee outcomes. This supports the research of Miao, Suo, Liang, and Li (2022), who found that organizational identity mediates the relationship between work values and job performance [34]. Similarly, Wang et al. (2017) demonstrated that organizational identity mediates the relationship between corporate social responsibility and employee outcomes, further reinforcing the importance of organizational identification in this study [16].

Overall, the results of this study align with a substantial body of research that underscores the multifaceted nature of organizational identity. Factors such as leadership, communication, employee participation, and organizational culture all play critical roles in shaping how employees identify with their organization. The findings also highlight the importance of fostering a supportive and inclusive organizational environment, where employees feel valued and connected to the organization.

While this study provides valuable insights into the factors influencing organizational identity in the national education system, there are several limitations that must be acknowledged. First, the use of the Delphi method, while effective for reaching expert consensus, may introduce bias due to the subjective nature of expert opinions. Although the experts were carefully selected based on their experience and knowledge, the results may still reflect individual biases rather than objective facts. Additionally, the relatively small sample size of 30 experts, while appropriate for Delphi studies, limits the generalizability of the findings. Future studies should aim to include a larger and more diverse sample of experts to enhance the robustness of the results.

Second, the study is limited to the national education system, which may limit the applicability of the findings to other sectors. Organizational identity is context-specific, and factors that influence organizational identity in educational institutions may differ from those in other industries, such as manufacturing or healthcare [32, 33]. Therefore, caution

must be exercised when applying these findings to different organizational contexts.

Finally, the study primarily focused on identifying the factors that influence organizational identity without examining the long-term effects of these factors on employee outcomes, such as job satisfaction, commitment, and performance. While previous studies have demonstrated the positive impact of organizational identity on these outcomes [16, 34], this study did not directly assess these relationships. Future research should explore the causal relationships between organizational identity and employee outcomes in greater detail.

Given the limitations outlined above, several avenues for future research are suggested. First, future studies should seek to replicate this research in different organizational contexts to determine whether the factors identified in this study are applicable to other sectors. For instance, research could be conducted in healthcare, manufacturing, or public administration to examine whether leadership, communication, and organizational culture play similar roles in shaping organizational identity in these fields [5, 32].

Second, future research should focus on the long-term impact of organizational identity on employee outcomes, such as job satisfaction, performance, and retention. Longitudinal studies that track these outcomes over time would provide valuable insights into how changes in organizational identity affect employee behavior and organizational performance. This would help to build a more comprehensive understanding of the role of organizational identity in achieving organizational goals [22, 34].

Additionally, future studies should investigate the role of external factors, such as corporate social responsibility and organizational reputation, in shaping organizational identity. While this study primarily focused on internal factors, external factors are also likely to play a significant role in how employees perceive and identify with their organization [18]. Exploring these external influences would provide a more holistic view of organizational identity.

The findings of this study have several practical implications for organizations seeking to enhance their organizational identity. First, organizations, particularly in the education sector, should focus on developing strong leadership that aligns with the values and goals of the organization. Leaders who demonstrate transformational and entrepreneurial qualities can foster a positive organizational identity by promoting a culture of innovation, trust, and collaboration [6, 7]. Training programs for leaders that emphasize these qualities should be implemented to

ensure that leadership aligns with the organization's strategic goals.

Second, organizations should prioritize effective communication and employee participation in decision-making processes. When employees feel that their voices are heard and that they play a role in shaping the organization, they are more likely to develop a strong sense of belonging and commitment [20, 25]. Organizations should create opportunities for employees to engage in open dialogue with management and involve them in key decision-making processes to strengthen organizational identity.

Third, fostering a supportive work environment that encourages job independence and teamwork is critical to enhancing organizational identity. Providing employees with the autonomy to make decisions and take ownership of their work can lead to greater job satisfaction and a stronger connection to the organization [32]. Similarly, promoting team-building activities and fostering a collaborative work culture can enhance employees' sense of belonging and identification with the organization.

In conclusion, enhancing organizational identity requires a multifaceted approach that includes strong leadership, effective communication, employee participation, and a supportive organizational culture. By focusing on these key areas, organizations can foster a positive organizational identity that leads to increased employee satisfaction, commitment, and performance, ultimately contributing to the long-term success of the organization.

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Authors equally contributed to this article.

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### Declaration of Interest

The authors report no conflict of interest.

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### Ethical Considerations

All procedures performed in this study were under the ethical standards.

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