

Impact of Organizational Identification on Work Role Performance Among Virtual Workers: A Case Study of Banks Operating in Mansehra

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ABSTRACT

In organizations and businesses, virtuality is becoming an increasingly common phenomenon for their operations. The moving trend of organizations toward the virtual work environment had influenced many industries, banking industry among highly influenced. Virtual workers perform differently in a particular set of organizational environments. It is therefore imperative to know the predictors of virtual workers and to evaluate the impact of such predictors on the performance of virtual workers. This study is thus intended to examine the impact of organizational identification on the performance of virtual workers. Furthermore, this study examined the path that leads organizational identification to the performance of virtual workers by examining the level of virtuality as a moderator on the link of Organizational identity- performance. Hypotheses were developed with the help of preceding literature and motivational theory in the context of banking sector. Data were collected from 150 employees and their supervisor of banking sector, through probability sampling technique. Result revealed that organizational identification has a constructive role in shaping the performance of the employees of the banks. Furthermore, level of virtuality has played a positive and significant role in strengthening the impact of organizational identification on work role performance. Practical and theoretical implications are discussed.

INTRODUCTION

An organization always attempts to improve its performance by emphasizing on adapting internet-based and computer-mediated technologies for communication and data sharing. The current competitive environment and need for customer-friendly services are critical for such

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adaptations. Banking sector is one of the examples of such adaptations. Banks are moving towards the concept of switching their customers to free of hard cash economic activities. Moreover, they are trying to facilitate their customers in the execution of economic activities and to reduce transaction costs. That motivates management to the adoption of new technologies in bank management like online banking, ATMs, mobile banking, online account opening, etc. Exposure of banks to such types of technologies led employees to use internet-based technologies and computer-mediated technologies for their communication and coordination, resulting in prevailing unstructured virtual work. Conducting business virtually is becoming more common in the prevailing situation of developing technologies (Asatiani & Penttinen, 2019; Bailey, Leonardi, & Barley, 2012; Tannenbaum, Mathieu, Salas, & Cohen, 2012) and more specifically in a situation like COVID-19 pandemics. Research conducted in area of virtual work facilitated the development of an empirical and theoretical understanding of virtual work situations particularly in structured work settings like virtual teaming and banking (e.g., Gajendran, Harrison, & Delaney-Klinger, 2015; Golden, Veiga, & Dino, 2008; Martins, Gilson, & Maynard, 2004). Still working virtually may involve one-to-one interaction across time and space in an ad-hoc manner with less or no supervision and at least merely having common goals. Such way of an organic kind of virtual work is expanding as a common norm of various employees (Reyt & Wiesenfeld, 2015; Thomas, 2016).

In the 21st century, one of the major topics highlighted in the literature on organizational behavior includes individual differences' effect on organizational performance (Sikalieh & Mkoji, 2012). It is evident by literature that individual differences influenced the performance of the organization (Liao & Chuang, 2004) specifically in virtual work environments. That develops the need for the identification of the successful individual factors that are contributing to organizational performance.

Virtual workers perform differently in a particular set of organizational environments. Objective of the study at hand is to assess individual differences that motivate them to perform effectively and effectively in a particular virtual work environment. Moreover, individual differences of virtual employees are evaluated on motivational needs that influence them to perform differently in a particular set of conditions. Organizational identification as one of the individual differences that can influence their performance and specifically in virtual work environment. Moreover, their performance will be evaluated based on proficient performance, adaptive performance, and proficient performance at three three-level that are at individual, team member, and organizational member levels. To evaluate this phenomenon moderation effect of level of virtuality will also be analyzed upon the organizational

identification relationship with work role performance. This study will be conducted on the bank employees in Mansehra district of Khyber Pakhtunkhwa, Pakistan. Selection of banks branches is based on banks operating in Mansehra city.

This study will evaluate organizational identification and its relationship with work role performance and impact of the level of virtuality on relationships of organizational identification and work role performance. For the first time this research is studying organizational identification, work role performance, and level of virtuality collectively. Moreover, limited literature on the variables of the study is available while using the employed methodologies of the study at hand. This will provide detailed literature about the mentioned variables.

Problem Statement

In organizations and businesses, virtuality is becoming an increasingly common phenomenon for their operations. Research shows that 96% of employees have reported working with other people virtuality through technology frequently and very frequently. Furthermore, 37% of employees report that at some point in their careers they have worked remotely from their homes or other location. Virtual workers frequently distant from supervisors, organizational members, and other coworkers, resulting in a feeling of isolation, greater stress, and an enhanced greater need for self-organizing (e.g., Dobrian, 1999; Nilles, 1994). This geographical dispersion among virtual workers needs higher level of organizational identification that will results in higher performance. Furthermore, Customer value is mostly supplied by frontline staff during the service encounter process in service industries. Customers' perceptions of service quality and customer satisfaction are influenced by employee performance or behavior (Abbasi et, al,. 2021). There is little doubt that frontline employees are critical to providing high-quality service, as the service profit chain concept suggests. This study will therefore evaluate organizational identification effect on work role performance, moreover it will evaluates the effect of level of virtuality on relationship among organizational identification and work role performance.

LITERATURE REVIEW

Work Role Performance

Traditionally virtual workers are obligatory to perform certain set of tasks and particular role in a way to contribute to overall organizational performance. Organizational relevance in an industry is highly dependent on how organizations are handling the uncertainties and challenges in their working environment (Leong & Rasli, 2014). The work roles of individual virtual workers ought to transform dramatically in response to varying demands and

circumstances of working environment (Katz & Kahn, 1978; Sonnentag & Frese, 2012). Murphy and Jackson (1999, p. 335) explained work roles as “the total set of performance responsibilities associated with one’s employment”.

Researchers found it difficult to determine all aspects of activities that are contributing to the effectiveness and specifically in the situation of inter-dependent and uncertain organizational context (Griffin, Neal, & Parker, 2007). The model adopted here to explain work role performance in a virtual work environment will overcome these difficulties by addressing the issue in cross-classifying three-levels of role behaviors that influence effectiveness of individuals (at organizational, team, and individual level) and three types of behaviors (i.e., are proficiency, adaptivity, and proactivity) in a context as work role performance sub-dimension.

“Proficiency” is defining the level to which an individual virtual worker meet-up his job requirements in a traditional perspective. “Adaptivity” is defined as the extent to which individual virtual works acclimatized to the changes in roles and work systems. “Proactivity” is defined as the extent to which virtual works initiate self-directed activities by foreseeing and instigating the changes in their roles and work systems. Proactivity and adaptivity are important elements in changing working environments, while most of the work role requires a blend of proactivity proficiency, and adaptivity.

Proficient performance is described as the extent of employee meeting job requirements and roles in individual employee context (individual task proficiency), as a team member (team member proficiency) and as an organizational member (organization member proficiency) (Leong & Rasli, 2014). Moreover, in specific essence, individual task proficiency is similar to “job role behaviors” (Welbourne, Johnson, & Erez, 1998) and “task performance” (Borman & Motowidlo, 1993; Johnson, 2003), team member proficiency as explained by Podsakoff, MacKenzie, Paine, and Bachrach (2000), “helping behavior”, Welbourne et al. (1998) “team role behavior” and Borman et al. (2001) concept of “personal support” and organization member proficiency as the concept of “organizational loyalty and civic virtue” (Podsakoff et al., 2000), “organization role behavior” (Welbourne et al., 1998), and “organizational support” (Borman et al., 2001; Johnson, 2003). Proficient performance of virtual worker is explained by his performance at individual, team, and organization member level. All these three levels of proficient performance has a positive relationship with organizational identification.

Adaptive performance is explained by the virtual workers responding, addressing, supporting, and coping with the changes that are occurring in their virtual working environment and

make changes to his roles to perform them effectively at individual, as a team member and as an organizational member (Griffin et al., 2007; Leong & Rasli, 2014). Furthermore, it is similar to the concept of “dealing with uncertain work situations” and “interpersonal adaptability” given by Pulakos, Arad, Donovan, and Plamondon (2000). Virtual workers adaptive performance is here by explained by his performance at individual, team and organizational level adaptivity.

Proactive performance is defined by the degree to which an individual virtual worker is involved in future-oriented, self-directed and self-starting behaviors in transforming themselves, at all three levels that are at individual (individual task proficiency), team (team member proficiency) and organizational member level (organizational member proficiency) (Griffin et al., 2007). “Innovator role behavior”(Welbourne et al., 1998), “taking charge”(Morrison & Phelps, 1999), “personal initiative”(Frese, Kring, Soose, & Zempel, 1996), and “proactive behavior”(Crant, 2000; Parker, Williams, & Turner, 2006) are the associated constructs. Employees proactive performance is measured on its proactive performance at individual, team and at organizational level.

Organizational identification

Organizational identification is characterized as the “process by which the goals of the organization and those of the individual become increasingly integrated or congruent” (Hall, Schneider, & Nygren, 1970, pp. 176-177; Schneider, Hall, & Nygren, 1971). Researchers conceptualized identification as to when individuals are grouping themselves as an element of the organization (Ashforth & Mael, 1989; Dutton, Dukerich, & Harquail, 1994). Moreover, that employees' desire for self-processes like self-consistency and self-enhancement influence individuals for organizational identification (Finch, Abeza, O'Reilly, & Hillenbrand, 2018).

In exploring the predictors of organizational identification earlier researchers had identified visibility of organizational membership the intensity of interaction among workers with their organization and the extent to which organizational identity is attractive to its employees, to the degree that will increase the self-consistency, self-distinctiveness, and self-esteem of the employees (Ashforth & Mael, 1989; C. B. Bhattacharya, Rao, & Glynn, 1995; Dutton et al., 1994; Mael & Tetrick, 1992). In addition to its logos and signs on doorways, buildings, clothing, and teacups are some of the elements among organizational processes and structures that generate and enhance the employee's organizational identification. Orientation activities, appreciation ceremonials, and other organizational customs are also triggering organizational identification (Dutton et al., 1994; Pratt, 1998). Researches that are defining the key predictors of organizational identification had emphasized the traditional or non-virtual

individuals, while the nature of virtual work will influence numerous organizational identification predictors. Explicitly, the physical distance between organizations and their members, individual contact with the organization, collocation of coworkers, employees' experiences with the organizational processes and structure helps define organizational membership.

The need for affiliation is taken as one of the key interpreters for their organizational identification (Wiesenfeld, Raghuram, & Garud, 2001). Organizational identification performs significant function in context of virtual workers, such as factors like direct supervision, supervisor coordination, and on-time evaluation are not possible, as in the traditional work context. Organizational identification explains the employee's perception about the importance of his belongingness to the organization for his self-definition (Ashforth & Mael, 1989; Pratt, 1998). In addition to it Bartel, Wrzesniewski, and Wiesenfeld (2012) also identify organizational identification as an important element specifically in the case of virtual workers. Besides, social exchange theory also suggest the connection of organizational identification and work performance. For instance, employees who have a strong sense of belonging to their company are more inclined to think and behave in accordance with their company's values. Organizational identity, on the other hand, can serve to strengthen the foundation of social exchange relationships and make it easier to maintain a pleasant service atmosphere. Thus we propose, that higher level of organizational identification among virtual workers will leads to higher level of work role performance as individuals will consider organizational goals in align with their own goals. Stronger organizational identification will result in higher work role performance.

H1: Organizational identification has a positive relationship with work role performance.

Level of virtuality

Virtuality is described as “the extent to which team members use virtual tools to coordinate and execute team processes, the amount of informational value provided by such tools, and the synchronicity of team member virtual interactions” (Kirkman & Mathieu, 2005, p. 700). Earlier researches and this definition had magnified the concept of virtuality as subject of degree instead of a distinct condition (Gibson & Gibbs, 2006; Golden, 2006; Hertel, Geister, & Konradt, 2005; Martins et al., 2004).

The moving trend of organizations toward the virtual work environment had influenced many industries, banking industry among highly influenced (Howell, 2015). Banking information system (cloud-based) complemented with e.g. interconnectivity and electronic invoicing system with government infrastructures and electronic banking act as a tool for accounting

procedures in virtual form (Asatiani & Penttinen, 2016; Bhimani & Willcocks, 2014). Practically many organizations are providing physical offices to their employees while in theory banks having information systems can do all their work and accounting procedures virtually (Asatiani & Penttinen, 2019).

Based on the literature on virtuality six discontinuities identified are temporal, geography, culture, organization, work practices, and technology that will be most helpful in understanding the key aspects of the virtual team environment. These six elements are playing a key role and must be required for evaluating the level of virtuality (Brunelle, 2012). Three discontinuities are developed by grouping temporal, geography, culture, organization, work practices, and technology in the three virtuality dimensions that are workplace mobility, team distributions, and variety of work practices (Beth Watson-Manheim, Chudoba, & Crowston, 2002; Chudoba et al., 2005; Lu, Watson-Manheim, Chudoba, & Wynn, 2006).

Workplace mobility is one of the main and distinguishing elements in measuring virtuality. It is defined as the extent to which individual work other than their regular offices that include employees working from different site offices, while on traveling routes and homes that are in places outside their regular offices. It is very challenging for employees in services, sales, and marketing employees that they work from their laptops and briefcases while on traveling routes (Jones, 2015). It is common in the pure virtual organizations that individuals work from other than their organizational regular offices. Most organizations fall in the category of hybrid form of organizations, which are neither purely virtual nor conventional. Workplace mobility will positively moderate relationship among organizational identification and work role performance. As a normal understanding in this technological age, individuals had to perform tasks outside their physical offices (e.g., site offices, on roads, from airports etc.). Organizational adoption of technological tools will equip and convenient for employees in performing and coordinating their tasks from anyplace. So, workplace mobility will have a positive influence on relationship among organizational identification and work role performance.

Variety of practices is the second essential discontinuity employed to measure level of virtuality at teams. It is characterized as extent to which individuals face work processes, technology, and cultural diversity at teams (Chudoba et al., 2005; Lu et al., 2006). In addition to other challenges faced by global virtual teams, residents of different countries at teams enhance their complexity as they may belongs to distinct cultural backgrounds and even most of the time had different native languages (Lipnack & Stamps, 2008). Similar practices can be compensated for other discontinuities and enable ground for common work practices. It is

difficult to find the tools and work practices that are not common across board and resolves ambiguities and uncertainties (Carlile, 2002). Which emphasizes the role of individuals performance reviews and education modules are required to comes with developing similar work practices. Many organizations recommend training on working in a diverse cultural environments, positive conflict, and effective meetings for the purpose to provide similar organizational culture to meet these prospects. Effective corporate vocabulary used in routine processes can be considered as the success factor for common work practices (Gabarro, 1990), however extreme standardization must not be up to the extent in which it hinders the responsiveness of individuals, their innovation and creativity that are highly required in this competitive environment. Chudoba et al. (2005) added that more diversity in cultures and work practices had negative impact on team performances.

Team distribution refers to the geographic dispersion and time zones, of employees working on virtual teams. It is considered as a discontinuity that virtual team members will coordinate with their team members operating from different time zones. Team distribution is described by the level to which team members working on teams are distributed over time zones and geographies dependent on technological tools for their coordination (Chudoba et al., 2005; Lu et al., 2006). Moreover, it is further explained by the extent to which individuals perform their tasks in teams that are distributed across multiple nations, time zones for which individuals use internet-based conferencing for coordination and communication as lack of physical interaction. Team dispersion will measure the individuals dispersed over time zones and cultures. Team distribution is a discontinuity that will be difficult to cope with as if members from different time zones are coordination. One individual from daytime will find his team member in other part of the world in nighttime or even may find him offline as he is off from duty. On the other hand, if team member is operating from different location in a single time zone many find no difficulty in their coordination if the adopted communication and coordination technologies are effective. Furthermore, in situation of single time zone, team distribution may had no moderating effect on relationship among organizational identification and work role performance.

These three dimensions of virtuality (i.e., variety of practices, workplace mobility, and team distribution) will be more helpful in understanding the impact of remote working and coordination on team performance (Chudoba et al., 2005). Virtuality in teams is considered as a strong element to get the team performance while discontinuities are creating difficulties in achieving the team performance in a virtual work environment. Moreover, research had explained formal documentation and rigorous process (DeLone, Espinosa, Lee, & Carmel,

2005), an increase in performance (Schunn, Crowley, & Okada, 2002) as beneficial outcomes of virtual teaming.

H2: *Level of virtuality positively moderates relationship among organizational identification and work role performance.*

RESEARCH METHODOLOGY

Two survey instruments were developed based on constructs operationalization and literature review. The first survey instrument was administered to the subordinates and the second to their immediate supervisors. Quantitative data was generated by employing a questionnaire containing close-ended questions. To evade word biasness in questions, standardized items were included. In designing a survey instrument, consideration was also given to the sequence of the questions (Fink, 2002). Population of research at hand were the employees of banking sector working in Mansehra, Khyber Pakhtunkhwa, Pakistan.

The probability sampling technique employed for selection of sample in this study i.e., 150 as it was an empirical study. To improve the true and effective representation of the population both techniques of simple random sampling were employed here. A two-step process for the selection of the sample was adopted. At the first step population of respondents from each bank was identified and calculations were carried out that how many respondents from each bank to be chosen. In the second step, random sampling was employed to choose respondents from each bank.

Measures

Organizational Identification

Edwards & Peccei (2007) six item scale was adopted to measuring organizational identification. High level internal consistency reliability was displayed by the employed six item scale, with range from 0.87 to 0.93 across diverse sample with changing degrees from administration to professionals. Adapted six-item scale to measure organizational identification is theoretically meaningful and psychometrically robust scale (Bartels, Pruyn, & de Jong, 2009; Edwards, 2009; Edwards & Peccei, 2010). Every employee self-assessed their organizational identification on 7 points Likert scale. The Likert scale was varying from 1 to 7, where 1 was for strongly disagree and 7 was for strongly agree.

Level of Virtuality

Discontinuity theory successfully evaluates the level of virtuality in an organization (Asatiani & Penttinen, 2019). Based on discontinuities concept, or differences in expected conditions Chudoba et al. (2005) suggests virtuality index to evaluate how 'virtual' a particular work setting is. Discontinuities used include variety of work practices, team distribution, and

workplace mobility, Employee assessed organizational level of virtuality based on these discontinuities.

Work Role Performance

The work role performance model proposed by Griffin et al. (2007) cross-classifying three levels of role behaviors that are contributing to effectiveness are an individual, team, and organizational level, with behaviors that are proficiency, adaptivity, and proactivity as sub-dimensions of work role performance. For the study at hand operationalizing work role performance is based on its three sub variables which are adaptive performance, proficient performance and proactive performance. Griffin et al. (2007) developed this measure. Each of the second-order sub-variable of work role performance has nine items.

ANALYSIS

The descriptive of sample are shown in following table 1:

Table 1
Sample distribution on the basis of gender, education level and supervisory status of the respondents

		Frequency	Percent
Gender	Male	99	66
	Female	51	34
Education	BS	51	34
	Masters	91	61
	MS	8	5
Supervisory Status	Supervisory	88	58.7
	Non-Supervisory	62	41.3
Total		150	

We can notice that majority of our sample is male i.e., 66% while the females are 34%. In banks of Pakistan this trend has been noticed that the ratio of males is much higher than females. Furthermore, 34% respondents are Bachelors, 61% are masters and 5% are MS qualified. Lastly The banks in Pakistan have a narrow hieratical structure in which majority of the staff is both acting as a subordinate as well as a supervisor due to which 58.7% of the sample has characterized themselves as supervisors and 41.3% have stated that they act as subordinates. For this study Partial correlation was used as it measures level of association among variables, along with effect of set of controlling variables eliminated. In the below table 2 partial correlation among the control and study variables are given.

Table 2
Partial correlation

	Gender	1	2	3	4	5	6	7
Age	0.071							
Experience	0.059	0.057						
Education	-0.03	0.811**	0.023					
Supervisory Status	-0.059	-0.336**	-0.03	-0.24**				
OI	-0.074	-0.093	0.092	-0.103	0.176*	(0.816)		
LOV	0.027	0.051	0.071	0.043	0.004	0.366**	(0.887)	
WRP	-0.082	-0.077	0.004	-0.101	0.11	0.605 **	0.314**	(0.701)

**P<0.01

*P<0.05

() Cronbach alpha

The partial correlation matrix explains inimitable effect of variables under study. It is observed from the above table 2 that organizational identification had positive correlation with level of virtuality (R=0.366, p<0.01) and work role performance (R=0.605, p<0.01). While LOV has significant positive relationship with WRP (R=0.314, p<0.01).

Multiple regression analysis was employed to test hypothesis of study at hand. The study hypothesis H1 states significant positive effect of OI on WRP while H2 states that Level of Virtuality significantly moderates relationship among OI and WRP such that it strengthens positive relationship between these variables was tested and results are presented as follows in table 3 and 4.

Table 3

Multiple Regression Analyses

Model	R	R ²	Std. Error	ΔR ²	ΔF	Sig. ΔF
1	0.912	0.831	0.097	0.831	68.588	p<0.01
2	0.916	0.839	00.095	0.008	6.464	p<0.05

Table 3 shows that in model 1 independent variable OI along with the Moderator LOV explains a significant variance of 83.1% in the dependent variable WRP (R²=0.831, F=68.588, p<0.01). In the next step the interaction term was also included along with the independent variable OI and Moderator LOV. The results shows that interaction term between OI and LOV also explain significant incremental variance of 0.8% in dependent variable WRP (ΔR²=0.008, ΔF=6.464, p<0.05). These results show that the overall moderation model is significant. The direction and strength of the moderation would be estimated from the coefficient table 4 presented below:

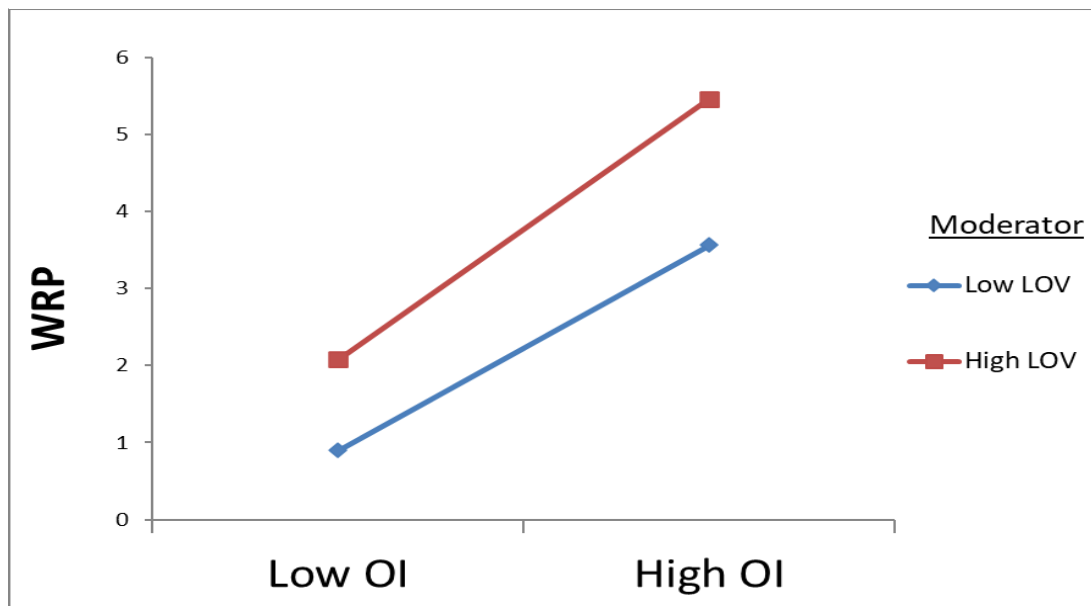
Table 4
Coefficient Table

	Model 1			Model 2		
	B	T	Sig.	B	t	Sig.
Gender	-0.009	-0.548	0.584	-0.013	-0.746	0.457
Age	0.001	0.602	0.548	0.001	0.626	0.533
Exp	$\beta < 0.001$	-1.58	0.116	-0.007	-1.512	0.133
Edu	-0.003	-1.14	0.256	-0.003	-1.198	0.233
SupSta	-0.02	-1.104	0.271	-0.021	-1.217	0.226
OI	0.838	23.585	$p < 0.01$	1.511	5.663	$p < 0.01$
LOV	-0.011	-0.543	0.588	0.769	2.5	0.014
OIxLOV				0.179	2.542	0.012

a Dependent Variable: WRP

Model 1 results presented in table 4 shows that OI ($\beta=0.838$, $t=23.585$, $p<0.01$) has significant positive effect on WRP. On the contrary LOV ($\beta=-0.011$, $t= -0.588$, NS) has a nonsignificant effect on WRP which hasn't been reported in the previous results. The model 2 of table 4 shows that with inclusion of interaction term the effect of LOV also become positive and significant ($\beta=0.769$, $t=2.5$, $p<0.05$) whereas interaction term has a significant positive effect on WRP ($\beta=-0.179$, $t=-2.54$, $p<0.05$). Positive effect may report a strengthening effect on positive relationship between OI and WRP which would lead to acceptance of the study hypothesis based on the results and plot of moderation in figure 1:

Figure 1



The plot shown in figure 1 report that LOV significantly moderates relationship between OI and WRP such that it strengthens positive relationship between these variables. The plot in figure 1 and table 4 provide ample proof for the acceptance of H2 which stated that LOV strengthens the positive relationship between OI and WRP. Thus, it can be concluded that OI it strengthens the positive relationship. This provides significant theoretical and practical insight into the dynamics of relationship between individual difference and WRP.

Discussion

The ultimate purpose of this study was to analyze effect of organizational identification on work role performance, moreover, it was also among one objective to evaluate effect of level of virtuality on relationship among organizational identification and work role performance. For establishing relationships among independent variable (organizational identification), dependent variable (work role performance) and moderating variable (level of virtuality) partial correlation and multiple regression were employed.

Relationship among organizational identification and work role performance are presented and identified in numerous researches (S. Bhattacharya & Mittal, 2020; Hon, 2012; Rybnicek, Bergner, & Gutschelhofer, 2019; Sikalieh & Mkoji, 2012). Even though, earlier studies have not explained moderating effect of level of virtuality on relationship among organizational identification and work role performance. This study examines and presents the moderating effect of level of virtuality at dimension level and sub-dimension level. Study hypothesis and relationships presented in study at hand are continued by results of study. Key

interest of the study was to evaluate relationships among organizational identification and work role performance in correlation and regression analysis, that were found highly related. Moreover, other interests of this study includes evaluation of moderating effect of level of virtuality on relationship among organizational identification and work role performance, that were found to be significant and provide sufficient proof for acceptance of study hypothesis. It is worth mentioning that results of the study had provided detailed insight of relationships as mentioned above that helped in profiling the organizations included in this study. Moreover, this study evident different levels of variance among the controlled variables that are age, experience, gender, education, and supervisory status. These variables present different levels of variance among the relationships that were also presented in the numerous studies earlier. Theoretical support and main findings of this study are presented that age has a significant positive relationship with education level. Our results are consistent with findings presented by Nandrino et al. (2013) as a positive relationship of age with education level. Knauper (1999) also supports a significant positive relationship of age with education level. Moreover, this study shows significant negative relationship of age with supervisory status that is consistent with the results of Ferris, Frink, Gilmore, and Kacmar (1994).

Organizational identification presents significant positive relationship with work role performance at the study partial correlation. Mukherjee et al. (2012) supports this relationship of organizational identification with work role performance. Furthermore, Mukherjee et al. (2012) added that organizational identification plays a major role in connecting virtual team members with the organization and higher will be their priorities for attaining organizational goals as personal goals and being loyal to their organization. This result is also supported by social exchange theory that states that employees who have a strong sense of belonging to their company are more inclined to think and behave in accordance with their company's values. Furthermore, organizational identification has a positive relationship with level of virtuality. Dutton et al. (1994); Wiesenfeld et al. (2001) too confirms positive relationship between organizational identification and level of virtuality and finds that employees will be more cooperative as they go virtual due to their strong organizational identification.

In the partial correlation of this study, it is found that level of virtuality has a positive relationship with work role performance that is consistent with the findings of Golden and Veiga (2008). Moreover, Golden and Veiga (2008) added that employees who work widely in virtual mode produce a higher performance at their work. The increased level of virtuality presents positive relationship with work role performance and specifically in the situation when the tasks are related to brainstorming activities (Petru Lucian Curșeu, 2006; Petru L

Curşeu, Schalk, & Wessel, 2008; Valacich & Schwenk, 1995). Results of the study at hand display significant positive relationship among organizational identification and work role performance. Finch et al. (2018) also presented significant positive relationship between organizational identification and work role performance. Along with it Hakonen and Lipponen (2007) study also supports positive relationship among organizational identification and work role performance of virtual workers that improves performance of their virtual teams.

CONCLUSION

This study focused on evaluating effect of organizational identification on work role performance. Organizational identification found to have positive significant correlation with work role performance. Furthermore, this study predominantly focused on effect of level of virtuality on relationship among organizational identification and work role performance. Level of virtuality that is measured on workplace mobility, variety of practices and team distribution has significant positive relationship with work role performance. Workplace mobility is one of the dominating subdimension as in this new era of organizational restructuring. COVID-19 had obligated organizations for restructuring their work process and practices. Workplace mobility is enabling organizations to perform from work from anywhere (like home, travelling routes, site offices etc.) that will improve the employees and organizational performance. Variety of practices among the virtual workers will improve the work processes as it will enhance the way of performing particular tasks in a virtual work. Virtual workers from different work groups/organizations will share advantages of their work practices that will result in a single and effective work practices resulting improved work role performance. Team distribution in the study at hand was low or had no effect as the study sample was operating in a single time zone. The study for the first time had presented that level of virtuality in banking sector had a positive significant effect on relationship of organizational identification and work role performance.

Limitation and Future Research Recommendation

This study has some limitations that need to be addressed in future research studies. Firstly, the sample size for this study was too limited (150) which possess the issue of generalizability. Future researchers may collect that data from large sample size to overcome such issues. Secondly, the data were collected only from the banks located at Mansehra city. Future researcher may extend this study by collecting data from other cities in Hazara Region and from other divisions of Khyber Pakhtunkhwa. Though this study has examined the underlying path that links organizational identification to work role performance. However, future researchers may verify the role of other organizational level variables and individual

level variables as potential mediators and moderators. Lastly, future researchers may try other service oriented and manufacturing sector to see how these variables would perform in other industry.

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