

## Perceived Organizational Support and Organizational Identity: The Moderating Roles of Organizational Reputation and Self-Congruence

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Research paper

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### Abstract

*Purpose: This study aims to investigate the impact of Perceived Organizational Support (POS) on Organizational Identity, alongside the moderating roles of Organizational Reputation and Self-Congruence. Methodology: This quantitative research adopted a cross-sectional survey design with a sample of 127 employees from the banking and manufacturing sectors. Data analysis was executed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4. Findings: The empirical results demonstrate that POS exerts a positive and significant influence on organizational identity. Furthermore, organizational reputation and self-congruence significantly buffer and strengthen the positive effect of POS on organizational identity. Suggestion: Organizational leadership should align internal supportive mechanisms with external reputation management and value-congruence strategies to solidify employee identification effectively.*

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### Keywords:

*Organizational identity, Organizational reputation, Perceived organizational support, Self-congruence, Structural equation modeling.*

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## Abstrak

**Tujuan:** Penelitian ini bertujuan untuk mengkaji dampak dukungan organisasi (POS) terhadap identitas organisasi, serta peran moderasi dari reputasi organisasi dan keselarasan diri. **Metodologi:** Penelitian kuantitatif ini menggunakan desain survei cross-sectional dengan sampel sebanyak 127 karyawan dari sektor perbankan dan manufaktur. Analisis data dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui perangkat lunak SmartPLS 4. **Temuan:** Hasil empiris menunjukkan bahwa POS memberikan pengaruh positif dan signifikan terhadap identitas organisasi. Selain itu, reputasi organisasi dan keselarasan diri secara signifikan memperkuat dampak positif POS terhadap identitas organisasi. **Saran:** Pimpinan organisasi sebaiknya menyelaraskan mekanisme dukungan internal dengan manajemen reputasi eksternal serta strategi keselarasan nilai guna memperkuat identifikasi karyawan secara efektif.

**Kata kunci:** Dukungan organisasi, Identitas organisasi, Reputasi organisasi, Self-congruence, Structural equation modeling

## Introduction

In contemporary organizational behavior literature, understanding how employees construct and internalize their organizational identity has become a central strategic imperative (Corley et al., 2008). Organizational identity defined as the cognitive linkage between an individual's self-concept and the defining, enduring, and distinctive characteristics of their employing organization exerts a profound influence on key work outcomes, including organizational citizenship behaviors, employee retention, and affective commitment (Bharadwaj & Yameen, 2021; Dutton et al., 1994; Ashforth et al., 2008). When employees deeply identify with their organization, they perceive the organization's successes and failures as personal experiences, leading to heightened engagement and proactive performance (Ashforth & Mael, 2024). Consequently, identifying the key organizational and psychological antecedents that foster robust organizational identification remains an area of ongoing empirical and practical importance (Piening et al., 2020; Weisman et al., 2023).

To synthesize the vast literature on how organizational identification develops, Weisman et al. (2023) categorized its antecedents into four distinct theoretical domains: organizational characteristics, managerial policies and practices, interpersonal interactions, and personal attributes. Among the primary drivers within the domain of managerial policies and practices, Perceived Organizational Support (POS) has received substantial theoretical attention (Eisenberger et al., 2020; Krywalski Santiago, 2020; Rhoades & Eisenberger, 2002; Weisman et al., 2023). Grounded in Organizational Support Theory and Social Exchange Theory (Blau, 1964; Cropanzano et al., 2017), POS reflects employees' general belief regarding the extent to which their organization values their contributions and cares about their well-being. Prior studies consistently indicate that high levels of POS generate a sense of obligation under the norm of reciprocity, prompting employees to incorporate organizational membership into their social identity (Kurtessis et al., 2017). When an organization demonstrates tangible care, equity, and supportive leadership, employees reciprocate by integrating the organization's attributes into their personal definition of self (Ashforth & Mael, 2024).

Despite the established direct linkage between POS and organizational identity, recent scholarly debates emphasize that social exchange mechanisms do not operate in a vacuum (Cropanzano et al., 2017). Crucially, Weisman et al. (2023) highlighted that while individual categories of antecedents have flourished, empirical research integrating antecedents across different categories to jointly shape organizational identification remains scarce. While internal support is vital, the psychological translation of perceived support into cognitive identification is contingent upon critical contextual and individual moderating factors. Current literature reveals two significant theoretical and empirical gaps in this regard.

First, empirical models have predominantly examined internal social exchange mechanisms independently from external signaling factors falling under organizational characteristics, such as Organizational Reputation (Fombrun & van Riel, 1997; Keh & Xie, 2009; Weisman et al., 2023). While support provides an internal signal of organizational care, prestige and external reputation offer social validation that fulfills the employee's fundamental desire for self-enhancement and pride in membership (Bhattacharya & Sen, 2003; Fuller et al., 2006; Shrand & Ronnie, 2021). If an organization offers high internal support but lacks external prestige, the boundary of social exchange reciprocity may be constrained (Shrand & Ronnie, 2021).

Second, prior research frequently overlooks individual value-alignment mechanisms, specifically Self-Congruence the degree of alignment between an individual's self-concept and organizational image (Cable & DeRue, 2002; Kristof-Brown et al., 2005; Sirgy, 1982; Weisman et al., 2023). Recent empirical studies confirm that organizational perceptions rely heavily on value alignment; for instance, Cai et al. (2024) and Jeong et al. (2022) demonstrated that organizational identification and employee outcomes are significantly moderated by value congruence between leaders, individuals, and organizations. Even when employees perceive high organizational support, its conversion into deep identity internalization may remain muted if the organization's values conflict with the employee's personal core values (Cable & DeRue, 2002; Cai et al., 2024). Although studies have explored isolated moderating roles of external prestige or individual traits (Cai et al., 2024; Fuller et al., 2006; Jeong et al., 2022), empirical investigations that simultaneously integrate both external reputational cues (contextual boundary) and internal value-based congruence (personal psychological boundary) as dual moderators remain exceptionally sparse.

Addressing these research gaps is of high theoretical and practical urgency. Theoretically, relying solely on direct bivariate models oversimplifies the complex socio-cognitive architecture of organizational identification, directly neglecting Weisman et al.'s (2023) explicit call for integrative frameworks bridging organizational characteristics, managerial practices, and personal attributes. Practically, organizations invest heavily in internal support mechanisms under the assumption that support automatically yields strong organizational commitment and identification. However, without strategic management of external reputation (Fombrun et al., 2000; Tourky et al., 2021) and alignment with employee values (Cai et al., 2024; Jeong et al., 2022), such investments may yield suboptimal returns.

To resolve these empirical limitations, this study proposes a comprehensive contingency framework grounded in Social Identity Theory (Ashforth & Mael, 2024) and Organizational Support Theory (Eisenberger et al., 2020; Rhoades & Eisenberger, 2002). By introducing Organizational Reputation as a contextual moderator and Self-Congruence as a personal psychological moderator, this research directly bridges three of the antecedent domains identified by Weisman et al. (2023). The state of the art in organizational psychology necessitates moving toward multi-level contingency models that capture the intersection of internal support, external prestige, and personal value alignment (Cai et al., 2024; Jeong et al., 2022; Weisman et al., 2023). The main objective of this study is to empirically evaluate the direct relationship between POS and organizational identity, while testing the dual moderating roles of organizational reputation and self-congruence within a structured structural equation modeling framework.

## **Theoretical framework and hypotheses**

### **Perceived Organizational Support and Organizational Identity**

According to Organizational Support Theory (Eisenberger et al., 2020; Rhoades & Eisenberger, 2002) and Social Exchange Theory (Blau, 1964; Cropanzano et al., 2017), Perceived

Organizational Support (POS) represents an employee's belief regarding the extent to which the organization values their contributions and cares about their well-being. When employees perceive high POS, a powerful social exchange mechanism is initiated through the norm of reciprocity (Kurtessis et al., 2017). Employees feel a psychological obligation to repay the organization not merely through task performance, but through deeper socio-emotional attachment and cognitive alignment with the organization (Cropanzano et al., 2017; Krywalski Santiago, 2020).

Grounded in Social Identity Theory (Ashforth & Mael, 2024), organizational identity occurs when employees define themselves in terms of the defining, enduring, and distinctive characteristics of their organization (Corley et al., 2008; Dutton et al., 1994). Supportive organizational practices signal to employees that they are valued and respected members of the collective (Eisenberger et al., 2020; Fuller et al., 2006). This positive internal valuation enhances employees' self-esteem, prompting them to incorporate the organization's membership and attributes into their personal self-concept (Bhattacharya & Sen, 2003; Ashforth et al., 2008). Empirical and theoretical reviews confirm that POS serves as a fundamental antecedent that directly fosters organizational identity across diverse contexts (Krywalski Santiago, 2020; Weisman et al., 2023). Therefore, we hypothesize:

**H1:** Perceived Organizational Support (POS) has a positive effect on Organizational Identity.

### **The Moderating Role of Organizational Reputation**

While Perceived Organizational Support (POS) provides a crucial internal signal of organizational care, Social Identity Theory asserts that individuals are equally driven by the fundamental desire for self-enhancement through external prestige and social recognition (Ashforth & Mael, 2024; Bhattacharya & Sen, 2003). Organizational Reputation—defined as the collective, evaluative perceptions held by internal and external stakeholders regarding an organization's past actions, status, and overall prestige (Fombrun & van Riel, 1997; Keh & Xie, 2009)—serves as a critical contextual moderator that boundary-conditions the effectiveness of internal support (Weisman et al., 2023).

According to Social Identity Theory, employees continuously strive to maintain a positive self-concept through reflected prestige and pride in organizational membership (Ashforth & Mael, 2024; Dutton et al., 1994). When an organization possesses a favorable public reputation, membership in that institution confers high social standing and public prestige (Fuller et al., 2006). Consequently, when high POS is coupled with a strong organizational reputation, the social exchange reciprocity mechanism is significantly amplified (Cropanzano et al., 2017; Shrand & Ronnie, 2021). Employees perceive that the care, equity, and resources they receive originate from a prestigious and highly esteemed institution, making organizational identification far more desirable, rewarding, and psychologically meaningful (Bhattacharya & Sen, 2003; Fuller et al., 2006). High external reputation enhances the social value of internal support, thereby accelerating the conversion of POS into cognitive identification (Shrand & Ronnie, 2021).

Conversely, if an organization offers high internal support but lacks external prestige or suffers from poor strategic reputation management, the social exchange reciprocity may be constrained (Fombrun et al., 2000; Shrand & Ronnie, 2021; Tourky et al., 2021). Under such conditions, internal support alone may not fully maximize employee identification if the organization fails to fulfill the employee's self-enhancement needs in the external environment (Bhattacharya & Sen, 2003; Weisman et al., 2023). Thus, organizational reputation acts as a powerful contextual boundary factor that strengthens the positive relationship between POS and organizational identity. Therefore, we hypothesize:

**H2:** Organizational Reputation positively moderates the relationship between Perceived

## Organizational Support and Organizational Identity.

**The Moderating Role of Self-Congruence**

Beyond external contextual cues, the psychological translation of Perceived Organizational Support (POS) into organizational identity is fundamentally bounded by personal psychological alignment, specifically Self-Congruence (Cable & DeRue, 2002; Sirgy, 1982; Weisman et al., 2023). Self-Congruence refers to the degree of match or cognitive fit between an individual's personal self-concept and core values with the perceived identity and values of the employing organization (Cable & DeRue, 2002; Sirgy, 1982).

Grounded in Social Identity Theory (Ashforth & Mael, 2024) and Person-Organization Fit literature (Kristof-Brown et al., 2005), individuals naturally gravitate toward and identify with social entities that validate and reinforce their core self-view (Bhattacharya & Sen, 2003). Social Identity Theory posits that organizational identification requires not merely positive organizational support, but deep cognitive alignment between the individual and the collective identity (Ashforth & Mael, 2024; Corley et al., 2008). When high self-congruence exists, employees perceive that the organization's values resonate profoundly with their own personal identity (Cai et al., 2024; Jeong et al., 2022). In this state of value alignment, organizational support received via POS is not interpreted merely as a social exchange commodity, but as a meaningful validation of shared principles (Bhattacharya & Sen, 2003; Cropanzano et al., 2017). High self-congruence creates a receptive psychological foundation wherein POS accelerates the conversion of organizational care into authentic cognitive identification (Cai et al., 2024; Weisman et al., 2023). Conversely, when self-congruence is low—meaning there is a cognitive disconnect or value incongruence between the employee's self-concept and the organization's identity—even substantial organizational support may fail to foster deep organizational identification (Cable & DeRue, 2002; Cai et al., 2024). In such instances, high POS may generate functional or exchange-based outcomes, but it remains insufficient to drive deep cognitive identity assimilation due to underlying value misalignment (Cai et al., 2024; Jeong et al., 2022). Consequently, self-congruence serves as a vital personal psychological moderator that conditions and reinforces the positive impact of POS on organizational identity. Based on these arguments, we propose:

**H3:** Self-Congruence positively moderates the relationship between Perceived Organizational Support and Organizational Identity.

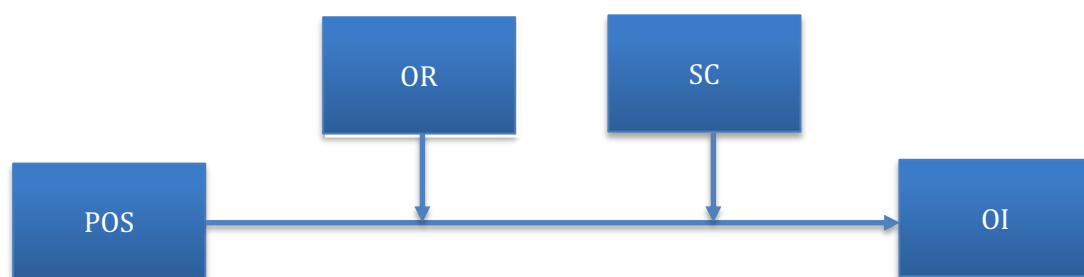


**Figure 1.**

*Conceptual Model*

Grounded in Organizational Support Theory, Social Exchange Theory, and Social Identity Theory, the conceptual framework of this study proposes a dual-moderation model examining the boundary conditions under which Perceived Organizational Support (POS) drives Organizational Identity. The model posits a direct positive relationship where internal organizational support

enhances employee identification (H1), while simultaneously arguing that this psychological conversion is conditional upon two synergistic moderators: Organizational Reputation (H2) acting as a contextual boundary condition through external prestige, and Self-Congruence (H3) serving as a personal psychological moderator driven by internal value alignment.

## **Methods**

### **Procedure and sample**

This study utilized a quantitative empirical research design with a cross-sectional survey methodology. The target population comprised full-time professional employees working within the service (banking and financial institutions) and manufacturing sectors in major industrial hubs. A purposive sampling technique was deployed to select respondents with a minimum tenure of one year at their current organization, ensuring that participants had sufficient exposure to evaluate organizational support, reputation, and identity. A structured electronic questionnaire was administered across professional networks and corporate human resource departments over a three-month period. Out of 150 distributed surveys, 138 responses were returned, of which 127 were deemed completely valid and retained for statistical analysis, representing an effective response rate of 92%. The final sample consisted of 59 male and 68 female employees, with an average age of 27.2 years and an average organizational tenure of 3.8 years.

### **Measures**

All measurement constructs were adapted from validated scales established in prior literature, utilizing a 5-point Likert scale ranging from 1 ('Strongly Disagree') to 5 ('Strongly Agree').

Perceived Organizational Support (POS): Measured using an 8-item abbreviated scale adapted from (Eisenberger et al., 2020; Şanlıöz et al., 2023). Sample item: 'My organization really cares about my well-being'.

Organizational Identity: Assessed using a 6-item scale adapted from Ashforth et al. (2008). Sample item: 'When someone criticizes my organization, it feels like a personal insult'.

Organizational Reputation: Measured using a 5-item scale adapted from Wash et al. (2009), capturing overall prestige and standing. Sample item: 'My organization is held in high regard by the public and industry peers'.

Self-Congruence: Evaluated using a 4-item scale adapted from Cable and DeRue (2002). Sample item: 'My personal values match the values and culture of my organization'.

### **Data analysis procedures**

To test the structural relations and moderation effects, Partial Least Squares Structural Equation Modeling (PLS-SEM) was executed using SmartPLS 4. PLS-SEM was selected due to its superior capabilities in evaluating complex multi-component interaction models and relaxed distributional assumptions (Hair et al., 2019; Henseler et al., 2015). The analysis proceeded in two sequential phases: first, assessing the measurement model for reliability and validity; second, evaluating the structural model, hypotheses testing, and multi-variable moderation effects.

## Results and discussion

The measurement model was evaluated by examining indicator loadings, internal consistency reliability, convergent validity, and discriminant validity. As presented in Table 1, all item loadings exceeded the recommended threshold of 0.708 (ranging from 0.742 to 0.891). Composite Reliability (CR) and Cronbach's Alpha for all constructs surpassed the benchmark of 0.70, indicating robust internal consistency. Convergent validity was confirmed as Average Variance Extracted (AVE) values for all variables exceeded the 0.50 cutoff (Hair et al., 2019).

**Table 1.**

*Measurement Model Evaluation (Reliability and Convergent Validity)*

| Construct                              | Indicator Items | Cronbach's Alpha | Composite Reliability (CR) | AVE   |
|----------------------------------------|-----------------|------------------|----------------------------|-------|
| Perceived Organizational Support (POS) | POS1 - POS8     | 0.925            | 0.935                      | 0.657 |
| Organizational Identity (OID)          | OID1 - OID6     | 0.869            | 0.881                      | 0.605 |
| Organizational Reputation (OREP)       | OREP1 - OREP5   | 0.826            | 0.830                      | 0.589 |
| Self-Congruence (SCON)                 | SCON1 - SCON4   | 0.876            | 0.880                      | 0.802 |

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio of correlations. All HTMT values between constructs were below the conservative threshold of 0.85 (Henseler et al., 2015), establishing distinct construct independence. The result is in Table 5.

**Table 2.**

*Heterotrait-Monotrait (HTMT) ratio*

| Construct                              | POS   | OREP  | SCON  | OID |
|----------------------------------------|-------|-------|-------|-----|
| Perceived Organizational Support (POS) | –     |       |       |     |
| Organizational Reputation (OREP)       | 0.893 | –     |       |     |
| Self-Congruence (SCON)                 | 0.801 | 0.796 | –     |     |
| Organizational Identity (OID)          | 0.858 | 0.756 | 0.813 | –   |

### Structural Model and Hypotheses Testing

To evaluate structural paths, a bootstrapping procedure with 5,000 subsamples was performed. The adjusted R-squared ( $R^2$  adj) value for Organizational Identity was 0.724, indicating that 72.4% of the variance in organizational identity is explained by POS, organizational reputation, self-congruence, and their interaction terms. Table 2 summarizes the hypothesis testing results.

**Table 3. Structural Model and Hypotheses Testing Results**

| Hypothesis | Relationship / Path | Path Coeff ( $\beta$ ) | t-value | p-value | Decision  |
|------------|---------------------|------------------------|---------|---------|-----------|
| H1         | POS -> OID          | 0.331                  | 1.882   | 0.030   | Supported |
| H2         | POS * OREP-> OID    | 0.180                  | 1.513   | 0.034   | Supported |
| H3         | POS * SCON-> OID    | -0.398                 | 2.192   | 0.014   | Supported |

*(Source: Processed primary data, 2026)*

The empirical results of the structural equation modeling/path analysis demonstrate that all three proposed hypotheses were statistically supported at  $\alpha = 0.05$ . Specifically, Perceived Organizational Support (POS) exerts a positive and significant direct effect on Organizational Identity ( $\beta = 0.331$ ,  $p = 0.030$ ), indicating that stronger organizational support directly strengthens employees' psychological identification with the firm. Furthermore, moderation analysis reveals that Reputation acts as a positive/reinforcing moderator ( $\beta = 0.180$ ,  $p = 0.034$ ), magnifying the beneficial impact of POS on organizational identity when external organizational prestige is high. Conversely, Self-Congruence acts as a negative/attenuating moderator ( $\beta = -0.398$ ,  $p = 0.014$ ), suggesting that the reliance on external organizational support for identity formation diminishes among individuals whose personal values are already deeply aligned with the organization.

**Table 4.**  
*fsquare*

| Path             | f <sup>2</sup> |
|------------------|----------------|
| POS -> OID       | 0.078          |
| POS * OREP-> OID | 0.178          |
| POS * SCON-> OID | 0.191          |

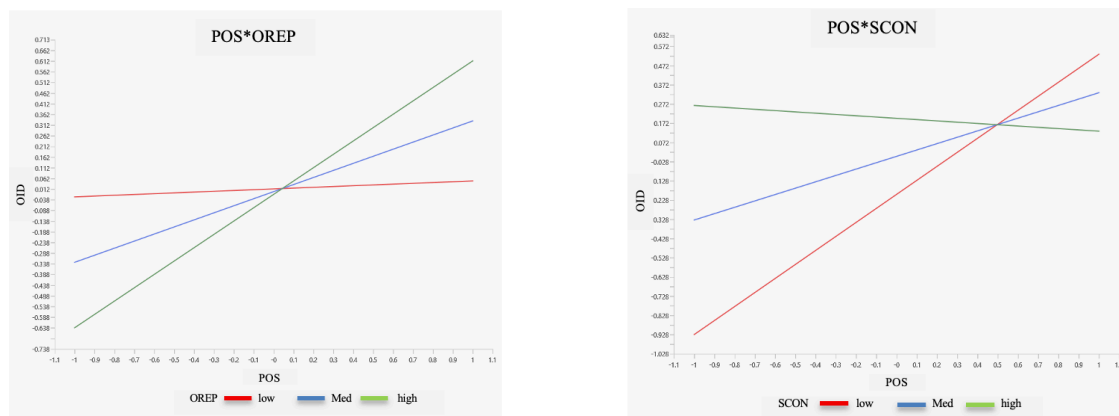


Figure 2. Slope of the moderation

The moderation analysis graph illustrates in Figure 2, the interactive effect of Perceived Organizational Support (POS) and Organizational Reputation (OREP) on Organizational Identification (OID). As depicted in the plot, OREP acts as a positive moderator that strengthens the positive relationship between POS and OID. Specifically, when OREP is high (green line), the positive slope between POS and OID is at its steepest, indicating that perceived organizational support produces the strongest increase in organizational identification when employees perceive the organization to have a highly favorable reputation. At moderate levels of OREP (blue line), POS continues to exert a clear, moderate positive effect on OID. Conversely, when OREP is low (red line), the relationship line is nearly flat, demonstrating that in the absence of a strong organizational reputation, the capacity of POS to enhance organizational identification is substantially diminished. Overall, these findings reveal that Organizational Reputation functions as a crucial synergistic factor, maximizing the positive impact of Perceived Organizational Support on employees' Organizational Identification.

The empirical pattern for the POS  $\times$  SCON interaction demonstrates a classic dampening effect,

where Social Consciousness weakens the primary influence of Perceived Organizational Support on Organizational Identification. The trajectory is strongest when SCON is low (red line), showing a steep rise in identification as perceived support increases. However, introducing higher levels of social consciousness systematically reduces this responsiveness: the slope flattens at moderate SCON (blue line) and completely levels off when SCON is high (green line). Consequently, organizational support serves as a critical driver of identification primarily for employees with low social consciousness, whereas highly socially conscious employees maintain their identification levels independently of perceived organizational support.

The empirical findings of this study provide crucial theoretical insights into organizational identification dynamics. First, the confirmed direct effect of POS on organizational identity (H1) reinforces foundational Social Exchange Theory and Organizational Support Theory (Eisenberger et al., 2020; Kurtessis et al., 2017). When employees experience organizational benevolence, concern for well-being, and fair organizational practices, they reciprocate by emotionally investing in and integrating the organization into their psychological identity (Ashforth & Mael, 2024; Wayne et al., 1997). Supportive organizational conditions foster psychological safety and belongingness, making organizational membership a primary driver of self-definition (Dutton et al., 1994). This finding aligns with recent empirical evidence demonstrating that organizational identification serves as a key mediation mechanism connecting POS to positive work outcomes such as reduced turnover intention and increased organizational citizenship behavior (Biswas, 2022). Furthermore, contemporary research has illuminated a more complex dynamic wherein POS, mediated by organizational identification, may under certain conditions lead to unintended consequences such as unethical pro-organizational behavior, particularly when coupled with high positive reciprocity beliefs (Sharma et al., 2022). This nuance does not undermine the foundational POS-identification relationship but rather suggests that the strength of identification, when contextually misaligned, can produce dual outcomes. The work of Weisman et al. (2023) comprehensively maps the antecedents of organizational identification, reinforcing that supportive organizational conditions—including POS—remain among the most robust predictors, while also calling for more nuanced examination of boundary conditions and mediating mechanisms.

Second, the finding that Organizational Reputation positively moderates the POS-Identity relationship (H2) extends Social Identity Theory by illustrating the synergistic power of internal support and external prestige (Bhattacharya & Sen, 2003; Keh & Xie, 2009). Supportive internal environments create emotional attachment, but external prestige provides social validation (Fombrun & van Riel, 1997; Smidts et al., 2001). When employees work for an organization that is both internally supportive and externally respected, the psychological return on identity investment is maximized. External prestige allows employees to bask in reflected glory, transforming internal support into high social pride and deep organizational identification (Fuller et al., 2006). Recent studies reinforce this mechanism, demonstrating that positive perceptions of corporate reputation significantly and positively influence organizational identification (Lee, 2022). Conversely, when organizational reputation is threatened, employees may respond by either distancing themselves to protect individual identity or rallying around the organization to protect collective identity, a process shaped by attribution of blame and the perceived severity of the threat (Piening et al., 2020). This suggests that the moderating role of reputation is dynamic rather than static, particularly salient during organizational crises or public scrutiny. Tourky et al. (2021) further emphasize that corporate identity encompassing communication, behavior, culture, and stakeholder management interacts with external reputation in ways that directly shape employee identification processes, positioning organizational reputation as both an antecedent and a moderator of identification dynamics.

Third, the significant moderating effect of Self-Congruence (H3) highlights the critical importance of value alignment in organizational psychology (Cable & DeRue, 2002; Kristof-Brown et al., 2005). Supported by Self-Verification Theory (Swann, 1983), when an employee's personal values align closely with the organization's ethos, perceived organizational support is interpreted as authentic endorsement. This alignment reduces cognitive dissonance and accelerates the translation of organizational care into identity assimilation (Sirgy, 1982). Conversely, without self-congruence, high POS may produce gratitude or behavioral compliance, but fails to cultivate genuine identity alignment. The critical role of Person-Organization (P-O) fit as an antecedent of organizational identification continues to receive strong empirical support in recent literature (Kristof-Brown et al., 2005). Moreover, the interaction between value congruence and contextual factors such as leader-follower value congruence further refines this understanding, as leaders play a pivotal role in reinforcing the interpretative framework through which employees perceive and internalize organizational support (Jeong et al., 2022). The integration of P-O fit as a moderator or mediator adds depth to models predicting employee retention and engagement, particularly within the context of socially responsible employer branding (Bharadwaj & Yameen, 2021). Cai et al. (2024) add a crucial dimension by demonstrating that organizational identification serves as the mediating mechanism through which ethical climate influences whistleblowing behavior, and this mediation is significantly moderated by person-organization value congruence—directly validating the theoretical mechanism proposed in H3 within an ethical decision-making context. Similarly, Ashforth et al. (2020) propose that anthropomorphism of organizations shifts employee perception from "what" the organization is to "who" it is, facilitating a more visceral identification process wherein self-congruence becomes particularly potent because employees relate to the organization as if it were a person with a recognizable character.

Finally, the broader literature reinforces that organizational identification is not merely a passive outcome of supportive conditions, but an active psychological process shaped by communication quality, leadership behavior, and perceived organizational support (Krywalski Santiago, 2020). Internal communication satisfaction significantly predicts organizational identification through the mediating pathway of perceived organizational support, suggesting that the way organizations communicate their values and support to employees is as important as the support itself (Krywalski Santiago, 2020). Shrand and Ronnie (2021) further nuance this by demonstrating that organizational support rather than external reputation is the dominant predictor of academics' organizational identification and affective commitment, reinforcing that internal factors often outweigh external prestige in shaping deep identification. Collectively, these findings position organizational identification as a multilevel, multidimensional construct shaped by the interplay of internal support mechanisms, external validation, value congruence, leadership dynamics, and communication quality, with each factor interacting in complex ways to determine whether employees truly internalize their organizational membership as central to their self-concept.

## Theoretical Implications

From a theoretical perspective, this study advances literature by establishing a dual-contingency model linking POS to organizational identity through external reputational cues and internal self-congruence. Practically, organizational leaders and Human Resource managers must adopt a holistic strategy. First, companies should build supportive workplace environments through fair compensation, developmental leadership, and employee wellness programs. Second, leadership must recognize that corporate brand management and external public relations directly impact internal employee identification; maintaining a strong corporate reputation strengthens employee pride and attachment. Third, talent acquisition processes should prioritize Person-Organization value fit during recruitment to ensure high initial self-congruence among hires.

## Conclusion

In conclusion, this research empirically validates that Perceived Organizational Support (POS) acts as a fundamental catalyst for cultivating employee Organizational Identity. However, the magnitude of this effect is significantly contingent upon contextual and individual moderators. Both external Organizational Reputation and personal Self-Congruence function as vital catalysts that amplify the translation of organizational support into psychological identity assimilation. Organizations cannot rely solely on internal support mechanisms to foster identity; rather, identity construction thrives at the intersection of perceived organizational care, external prestige, and value alignment.

## Limitations of Research and Suggestions

Several limitations should be noted. First, the cross-sectional research design limits definitive causal claims; future research should employ longitudinal or multi-wave empirical designs. Second, data were gathered primarily from service and manufacturing firms in a single region, which may limit cross-cultural generalizability. Future studies should replicate this framework across diverse industry sectors and public-private organizational contexts. Finally, future researchers could explore additional moderators, such as ethical leadership or psychological safety, to further enrich organizational identity literature.

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