self-control, self-appraisal have been got under the control too. The climate of psychological closeness, mutual help, self-acting and franknesses of students during the studies of all the principles and training signs has been established and maintained.

The effective forms of work are psychological exercises and analysis and untiing of vital and pedagogical situations. These forms of work have been used in making of positive motivation on future professional activity, increasing of altruism orientation of teacher's activity, expansion of cognitive interest in a capture a select profession, displacement of accents from professional values on personality orientated.

Specially organized system of training work of the future teachers to realize the vital and professional reference-points and real facilities of their achievement has been devised. As a result the meaningful aims and values of the students have been integrated in the integral system of the professional development.

Key words: values, personal values, professional values, personal self-identification, professional structure of the personolity, professional and pedagogical orientation, professional way.

Н.І. Пилат

The Effect of an Employee's Professional Identification on Organizational Climate

Н.І. Пилат. Вплив професійної ідентифікації працівника на організаційний клімат. Здійснено аналіз взаємозв'язку професійної ідентифікації працівника (ідентифікації з професією, організацією, робочими колективом та керівником) з різними аспектами організаційного клімату в традиційних організаціях. Результати показують, що ідентифікація співробітника з організацією залежить від таких аспектів організаційного клімату, як відкритість до нового досвіду, інноваційність та гнучкість. Ідентифікація працівника з керівником позитивно впливає на такі організаційні процеси, як автономність, інтеграція, залучення працівників до виконання завдань та добробут працівника.

Ключові слова: професійна ідентифікація працівника (ідентифікація з професією, організацією, робочими колективом та керівником), організаційний клімат, статус організації.

Н.И. Пилат. Влияние профессиональной идентификации работника на организационный климат. Цель статьи заключается в изучении взаимосвязи профессиональной идентификации работника (идентификации с профессией, организацией, рабочими коллективом и руководителем) с различными аспектами организационного климата в традиционных организациях. Результаты показывают, что идентификация сотрудника с организацией зависит от таких аспектов организационного климата как открытость к новому опыту, инновационность и гибкость. Идентификация работника с руководителем положительно влияет на такие организационные процессы, как автономность, интеграция, привлечение работников к выполнению задач и благополучие работника.

Ключевые слова: профессиональная идентификация работника (идентификация с профессией, организацией, рабочими коллективом и руководителем), организационный климат, социальный статус организации.

The state of the field. Organizational psychologists try to understand how and why individuals choose to identify with some work-related groups (e.g., professions, occupations, organizations) and not others. According to Ashforth, Harrison and Corley (2008), individuals may use strong identification with organizations for several reasons: as an important part of self-identity concept; an essential human need of self-enhancement, such as being part of something grater than themselves; as association with a number of important organizational outcomes (e.g., employee satisfaction, performance and retention) and as identification with some types of organizational behavior, including leadership, perceptions of justice and the meaning of work. Also important is the link between the strength of an employee's identification with the organization and organizational policies, values and strategy (Cheney, G. & Christensen, L. T., 2001). In Kassing's (1997) opinion, organizational identification guides employee's behavior by influencing which problems and alternatives are seen and by biasing choices that appear most salient to organizational success. This notion opened the field of organizational identification to studies and questions about organizational climate through efforts to increase or improve organizational identification.

Literature review. Organizational climate is more behaviorally oriented than, for example organizational culture, and represents employees' perceptions of organizational policies, practices, and procedures, and subsequent patterns of interactions and behaviors that support creativity, innovation, safety, or service in the organization (Patterson M.G., West M.A., Shackleton V.J., Dawson J.F., Lawthom R., Maitlis S., Robinson D.L., Wallace A.M., 2005).

Individuals may identify with the organization as a whole or subgroups within the organization (work team) (Ashforth & Johnson, 2001), and also with extraorganizational work-related groups such as occupations or professions (Johnson, M.D., Morgeson, F.P., Ilgen, D.R., Meyer, Ch.J. and Lloyd J.W., 2006). Identification with significant work-related group positively enhances professional workers' self-esteem, therefore most organizational applications of the Social Identity Theory (SIT) have looked at why individuals are more likely to identify with attractive or highly prestigious organizations than with nonprestigious ones (Hogg & Terry, 2002). Current research examines identity dynamics in different context, such as traditional organizations where members are physically co-located; *number of employers* in firm and organization success: *high−status and low-status organizations* and the potential impact of organizational climate on multiple work-related identities.

The next point of the research is *leadership prototype.* Different work-related groups may have different conceptions of what leadership should entail, i.e. different *leadership prototypes* (Koopman P.L., Den Hartog D.N., Konrad E., & 50 co-authors, 1999). Research results indicate that group members are more open to the influence of *group prototypical leaders* (van Knippenberg, D., Hogg, M. A., 2003). People have preconceptions about how leaders should behave in general and in specific leadership situations. These preconceptions are *cognitive schemas of types of leader* (i.e., categories of leader that are represented as person schemas) that operate in the same way as other schemas (Hogg M.A., Terry D. J., 2002).

The more a leader of a group is prototypical of their group, the more he or she represents the group's standards, values and norms. Prototypical group leader exemplify group normative behavior and reflect what members of the group have in common and what sets them apart from other groups (Pierro A., Cicero L., Higgins E. T., 2009). That means strong relations between *group prototypical leader* and *organizational climate.*

Majority of the leadership theory and research was centered on supervisors and lower-level managers, not upper-level or executive leaders. Therefore another focus of this study is to examine the differences between leadership prototypes of lower-level managers and executive leaders.

Objective of the Research.

1) *The first objective* is to test empirically how the strength of an employee's identification with work-related groups (profession,

organization, work team) and leader group prototypicality depends on different aspects of organizational climate.

2) *The second objective* is to analyze identity dynamics in different context of traditional organizations where members are physically co-located, such as number of employees, workplace (high–comfort and low-comfort workplace) and organization success: high–status and low-status organizations.

Methodology . Participants. The sample was stratified along organizational variables, including approximately 100 employees in each group of organization success: high–status and low-status organizations and 50 employees in each group according to number of employers in firm (1-100; 100-200; 200-1000). At this time, data were collected from only 79 employees (men and women) from 7 Ukrainian traditional organizations with physically co-located members; small, average and large number of employers, different organization success: high–status and low-status organizations and type of industry (marketing and advertising, education, public administration, retail trade, transport and logistics, real estate industry), so we have only previous data. The sample consisted of 79 employees, 28 males and 51 females. Their ages ranged from 17 to 40 years, and the average age was 26.7 years ($SD = 4.31$).

Measures. Study variables assess in a questionnaire that is administered individually to the participants with the support of the human resource manager. The questionnaire included the following measures.

Identification. Identification is measured with the following five-item scale (Mael & Ashforth, 1992; van Knippenberg & van Schie, 2000). Identification with each target is measured by inserting the words: profession, organization, and work team in the place of each identification item. Responses are recorded on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Leader group prototypicality. Assess with the following four items derived from Platow and van Knippenberg (2001) and van Knippenberg and van Knippenberg (2005). Identification with each target is measured by inserting the words: CEO/supervisor in the place of each identification item: «This CEO/supervisor is a good example of the kind of people that are member of my organization/work team». Responses are recorded on 5-point scales from 1 (strongly disagree) to 5 (strongly agree).

The Organizational Climate Measure (OCM), based upon Quinn and Rohrbaugh's Competing Values model, developed by Malcolm G. Patterson, Michael A. West and others (2005). The

Organizational Climate Measure (OCM) consists of 17 scales, divided in to four quadrants: human relations, internal process, open systems, and rational goal. Responses are recorded on 4-point scales from 1 (definitely false) to 4 (definitely true).

Job satisfaction. Job satisfaction is measured with the following four items derived from Brayfield and Rothe (1951). Responses are recorded on 6-point scales ranging from 1 (strongly disagree) to 6 (strongly agree).

Organizational variables (number of employers in firm, organization success: high-status and low-status organizations, public firm). *Industry variables* (consumer durable goods industry, food and beverage industry, health care industry, high technology industry, industrial manufacturing industry, petroleum industry, non-profit industry) were measured with single self-report items. *Control variables.* Demographic variables (age, gender, family status); Human capital variables (education, profession, organizational tenure) are measured through single self-report items.

Analysis and Evaluative methods. Statistical data processing was performed using Statistica 8.0 with descriptive statistics, correlation and regression analysis, parametric and nonparametric criteria for comparing the level of the variables in different groups (t-test independent by groups, One-way ANOVA).

Results

The first objective was to test empirically how the strength of an employee's identification with work-related groups (profession, organization, work team) and leader group prototypicality depends on different aspects of organizational climate.

Means, standard deviations and intercorrelations among variables are reported in Table 1. The dependent variables, identification with work-related groups (profession, organization, workteam) and leader group prototypicality, were significantly and positively correlated with each other (r ranged from 0.31 to 0.49).

Table 1

Means, Standard Deviations, and Correlations

	Variables	M	SD	1	2	3	4	5	6	7	8	9
1	Human Relations	13.9	1.8									
2	Internal Process	12.1	2.1	.10								
3	Open Systems	16.7	2.6	.42**	-.10							
4	Rational Goal	13.5	1.7	.38**	.07	.46**						

		M	SD	1	2	3	4	5	6	7	8	9
5	Leader group prototypicality/ *CEO*	11.9	2.8	.34*	.07	.36**	.43**					
6	Leader group prototypicality/ *Supervisor*	12.5	2.7	.45**	.22	.28*	.41**	.49*				
7	Identification/ *Profession*	15.1	3.1	.32*	.22	.31*	.38**	.43**	.31*			
8	Identification/ *Organization*	15.5	3.6	.38**	-.02	.43**	.26	.42**	.39**	.67**		
9	Identification/ *Work team*	15.8	3.1	.44**	-.04	.41**	.43**	.45**	.39**	.57**	.65**	
10	Job satisfaction	13.0	2.2	.34*	.02	.29	.40**	.28	.13	.45**	.36*	.35*

The independent variable, organizational climate, consists of four quadrants: human relations, internal process, open systems, and rational goal. Human relations (the first quadrant of organizational climate), was positively related to leader group prototypicality (CEO, Supervisor) (r = 0.34, r = 0.45), to an employee's identification with work-related groups (profession, organization, work team) (r = 0.32, r = 0.38, r = 0.44), and also significantly correlated with career satisfaction (r = 0.34). It should also be noted that the internal process (the second quadrant of organizational climate) had no significant correlation with the independent and dependent variables. Open systems (the third quadrant of organizational climate) was positively correlated with leader group prototypicality (CEO, Supervisor) (r = 0.36, r = 0.28), to an employee's identification with work-related groups (profession, organization, work team) (r = 0.31, r = 0.43, r = 0.41). Rational goal (the fourth quadrant of organizational climate), was positively related to leader group prototypicality (CEO, Supervisor) (r = 0.43, r = 0.41), to an employee's identification with work-related groups (profession, organization, work team) (r = 0.43, r = 0.42, r = 0.45), and also significantly correlated with job satisfaction (r = 0.40).

Job satisfaction had significant correlation with an employee's identification with work-related groups (profession, organization, work team) (r = 0.45, r = 0.36, r = 0.35).

No significant sex differences (between males and females) and family status differences (between single and married people) were obtained on an employee's identification with work-related groups (profession, organization, work team), leader group prototypicality, organizational climate and job satisfaction measures.

Tables 2, 3 display the results of the regression analysis on an employee's identification with work-related groups (profession, organization). First of all, the effects of control variables were minimal. As indicated by standardized betas and the changes in R2, we found that professional identification had significant positive effects on identification with organization ($\beta = 0.48$, $p < 0.0001$) and internal process of organizational climate ($\beta = 0.22$, $p < 0.005$). According to the results of the regression analysis, organizational identification had significant positive effects on identification with profession ($\beta = 0.44$, $p < 0.0001$), work team ($\beta = 0.37$, $p < 0.0001$), and leader group prototypicality (*supervisor*) ($\beta = 0.17$, $p < 0.05$) and also had significant positive effects on two quadrants of organizational climate: open systems ($\beta = 0.26$, $p < 0.005$), and rational goal ($\beta = 0.22$, $p < 0.05$).

Table 2

Regression Summary for Dependent Variable: Identification with Profession

R= ,75 R?= ,57 Adjusted R?= ,54
F(5,73)=19,95 p<,00000 Std.Error of estimate: 2,10

	Beta	Std. Err.	B	Std. Err.	t(73)	p-level
Intercept			-3,51	2,40	-1,46	0,147667
Identification/ *Organization*	**0,48**	0,10	0,42	0,09	4,65	**0,000014**
Internal Process	**0,22**	0,08	0,33	0,11	2,92	**0,004703**
Job satisfaction	0,17	0,09	0,24	0,12	1,98	0,051789
Identification/ *Work team*	0,17	0,11	0,17	0,11	1,58	0,118917
Rational Goal	0,09	0,09	0,17	0,16	1,06	0,294374

Note: N = 79

Table 3

Regression Summary for Dependent Variable: Identification with Organization

R= ,81 R?= ,65 Adjusted R?= ,61
F(8,70)=16,69 p<,00000 Std.Error of estimate: 2,21

	Beta	Std. Err.	B	Std. Err.	t(70)	p-level
Intercept			4,98	2,76	1,80	0,075901
Identification/ *Profession*	**0,44**	0,09	0,51	0,10	5,05	**0,000003**
Identification/ *Work team*	**0,37**	0,09	0,43	0,11	3,96	**0,000176**
Workplace	-0,12	0,07	-1,49	0,85	-1,76	0,082998
Open Systems	**0,26**	0,09	0,36	0,12	2,96	**0,004223**

Rational Goal	**-0,22**	0,09	-0,46	0,18	-2,52	0,014124
Leader group prototypicality/*Supervisor*	**0,17**	0,08	0,23	0,11	2,08	**0,040983**
Status	-0,11	0,08	-0,82	0,56	-1,45	0,152256

The second objective is to analyze identity dynamics in different context of traditional organizations where members are physically co-located, such as number of employees, workplace (high–comfort and low-comfort workplace) and organization success: high–status and low-status organizations.

T-test analysis allows us to test simple differences between groups with different organization success: high–status and low-status organizations. Table 4 shows the means, standard deviations of the scales for each of the subgroups (high–status and low-status organizations). Significant differences (between people with high–status organization and low-status organizations) were obtained on organizational climate (p<.000005), in particular, on such quadrants of organizational climate as human relations (p<.01), open system (p<.00002), and rational goal (0.02). Also there were significant differences (between people with high–status organization and low-status organizations) on an employee's identification with work-related groups: profession (p<.04), work team (p<.04).

Table 4

Paired Sample t Tests of Mean Differences

T-tests; Grouping: Status

Group 1: low-status organization

Group 2: high-status organization

Variable	Mean 1	Mean 2	t-value	p	Std. Dev. 1	Std. Dev. 2
Human Relations	13,38	14,37	-2,54	**0,013168**	1,75	1,72
Internal Process	11,70	12,63	-1,98	0,051309	2,26	1,91
Open Systems	15,51	17,93	-4,55	**0,000020**	2,65	2,01
Rational Goal	13,10	13,94	-2,24	**0,027929**	1,62	1,73
Organizational Climate	13,42	14,72	-4,93	**0,000005**	1,25	1,07
Leader group prototypicality/ CEO	11,37	12,50	-1,82	0,072009	2,90	2,60
Leader group prototypicality/ Supervisor	12,10	12,97	-1,47	0,144591	2,81	2,44

Identification/ Profession	14,41	15,82	-2,03	**0,046133**	3,41 2,66
Identification/ Organization	15,00	16,08	-1,35	0,181589	3,49 3,62
Identification/ Work team	15,10	16,50	-2,04	**0,045276**	3,33 2,74
Job satisfaction	12,61	13,34	-1,48	0,143207	1,99 2,41

Note: N1 = 41, N2 = 38

According to One-way ANOVA analysis no significant differences in context of traditional organizations where members are physically co-located, such as number of employees (1-100; 100-200; 200-1000), workplace (high–comfort, average-comfort and low-comfort workplace) were obtained on an employee's identification with work-related groups (profession, organization, work team), leader group prototypicality, organizational climate and job satisfaction measures.

Discussion. The purpose of the current research was to examine the dependence of the identification with work-related groups and leader group prototypicality on organizational climate, in particular, how the strength of an employee's identification with work-related groups (profession, organization, work team) and leader group prototypicality depends on different aspects of organizational climate.

The results suggest that organizational climate, which consists of four quadrants: human relations, internal process, open systems, and rational goal had positive relations with leader group prototypicality (CEO, Supervisor), and employee's identification with work-related groups (profession, organization, work team). These results underline important link between the strength of an employee's identification with work-related groups (profession, organization, work team) and organizational policies, values and strategy (Cheney, G. & Christensen, L. T., 2001). Therefore an employee's identification with work-related groups guides employee's behavior by influencing which problems and alternatives are seen and by biasing choices that appear most salient to organizational success. Kassing's (1997). In particular, an employee's identification with organization depends on two quadrants of organizational climate: open systems and rational goal. The quadrant open system describes organizational processes of innovation and flexibility, outward focus (organization is looking for new opportunities in the market place) and reflexivity (objectives are modified in light of changing circumstances). The next quadrant, rational goals describes organizational processes

of clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality. This finding supports the idea about control of organizational climate through efforts to increase or improve organizational identification (Alvesson M. & Willmott, H. 2001). Organizations can emphasize particular behavior of employee through certain organizational processes of innovation, flexibility, outward focus, reflexivity, clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality, causing employees to identify mainly with communicated goals and values. This then limits choices and constrains employee's decision-making in a way that is positively aligned with the organization's goals and values (Aust P., 2004). The additional purpose was to analyze identity dynamics in different context of traditional organizations where members are physically co-located, in particular, organization success: high−status and low-status organizations. The significant differences of an employee's identification with work-related groups (profession, organization, work team) between groups with different organization success: high−status and low-status organizations supports social identity theory's social attraction hypothesis that individuals identify with groups that are prestigious or distinctive and enhance self-esteem (Johnson M.D., Morgeson F.P., Ilgen D.R., Meyer Ch.J. and Lloyd J.W., 2006).

Conclusion. The current research examined how the strength of an employee's identification with work-related groups (profession, organization, work team) and leader group prototypicality depends on different aspects of organizational climate, and a context of traditional organizations where, such as organization success: high−status and low-status organizations. The results suggest that an employee's identification with organization depends on two quadrants of organizational climate: open systems and rational goal. That means that organizational processes of innovation, flexibility, outward focus (organization is looking for new opportunities in the market place) and reflexivity (objectives are modified in light of changing circumstances) can increase or improve the strength of an employee's identification with organization. These results also underline important idea link between organizational processes concerning rational goals in organization (clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce and quality) and the strength of an employee's identification with organization. Conversely, an employee's professional identification associated with internal processes of organizational climate, in particular, formalization and

tradition. Leader group prototypicality was positively correlated with such quadrants of organizational climate as human relations, open system and rational goal. The significant differences of an employee's identification with work-related groups (profession, organization, work team) between groups with different organization success: high–status and low-status organizations supports social identity theory's social attraction hypothesis that individuals identify with groups that are prestigious or distinctive and enhance self-esteem. Future research could build on these results by testing theoretical mechanisms and empirical evidence that may explain how various aspects of the organizational climate affect the organizational identity and leader group prototypicality.

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N.I. Pylat. The effect of an employee's professional identification on organizational climate. The aim of this article was to examine how the strength of an employee's identification with work-related groups (profession, organization, work team) and leader group prototypicality depends on different aspects of organizational climate in context of traditional organizations, such as number of employees, workplace (high-comfort and low-comfort workplace) and organization success: high-status and low-status organizations. The results suggest that an employee's identification with organization depends on two quadrants of organizational climate: open systems and rational goal. Conversely, an employee's professional identification associated with internal processes of organizational climate, in particular, formalization and tradition. Leader group prototypicality was positively correlated with such quadrants of organizational climate as human relations that include organizational processes relating to employee's autonomy, integration, involvement, supervisory support, training and welfare. The significant differences of the strength of an employee's identification with work-related groups (profession, organization, work team) between groups with different organization success support social attraction hypothesis (social identity theory) that individuals identify with groups that are prestigious or distinctive and enhance self-esteem. Future research could build on these results by testing theoretical mechanisms and empirical evidence that may explain how various aspects of the organizational climate affect the organizational identity and leader group prototypicality.

Key words: organizational climate, identification with work-related groups (profession, organization, work team), leader group prototypicality, organization success.