

Literature Review the Factors on The Impacting Generation-Z Perception of Red Culture Organization Identity

Zhang Kun^{1, 2, *}, Gary Tan peng liang¹

¹School of Business and Management Malaysia University of Science and Technology (MUST), Block B, Encorp Strand Garden Office, JalanPJU5/5, Kota Damansara, 47810Petaling Jaya, Selangor, Malaysia

²School of Media and Design, Xi'an Peihua University Shaanxi, Xi'an, 710125, China

Abstract: This study explores the various issues concerning the factors impacting Generation-Z perception of red culture organization identity. First of all, The growing and diverse tertiary education student enrollment can present a challenge for the university administrators to sustain their institution values; Secondly, Challenges to understand red culture organization identity in Generation-Z on the management identity of red cultural organizations ;However, lack of research related red culture identity affect the management identity of the red cultural organizations .Finally, there is no empirical evidence for the research on the variables influencing the identity of red cultural organizations. This study will measure the literature review regarding the impacting generation-Z perception of red culture organization identity.

Keywords: Red culture organization identity, Generation-Z, Literature review.

1. Introduction

This study is a review of the relevant literature, mainly reviewing and summarizing the theoretical basis of this study. Besides the existing literature review and hypotheses, The main goal is to investigate the variable factors of the management identity of the Generation-Z to the red culture organization by analyzing the factors that influence the management identity to the red culture organization, conducting theoretical exploration and empirical analysis, developing research tools such as surveys as measurement tools, and providing empirical evidence as the basis for improving the low efficiency of the management of the Chinese higher education organization. This study also includes the research on relevant social identity theories and variable factors, as well as the overview of higher education organization and management research in the context of China.

2. The Broader Concepts

From a broader concept, the variable factors that affect the identity of red cultural organizations include manager influence, motivational cognitive influence, and external reputation of the organization.

2.1. Dependent Variable (DV)—Red Culture Organization Identity

On a broader scale, the variable factors that affect the identity of red cultural organizations include Dependent Variable (DV) - the development process and deep connotations of Red Culture Organization Identity.

2.1.1. DV Definition – set the parameter for the research variable Organizational Identity Theory

Albert define organizational identity as a statement that members of an organization perceive themselves as unique, core, and enduring to the organization they belong to. This definition further clarifies three key criteria: uniqueness, core,

and persistence [1]. The centrality clearly states that the Identity management of an organization should include features that are important and essential to the organization. The individual identity of organizational members, as a statement of central characteristics, defines that these elements and characteristics are important and essential for the organization [2].

Organizational identity and identification have a profound impact on many organizational behaviors and thus on the functioning of an organization and the achievement of its goals [3]. Organizational identity refers to the internal or employee perspectives of an organization, following Albert and Whetten's (2017) concept of 'How do we view ourselves?'. They believe that organizational identity is a core attribute of the organization that organizational members consider to be unique from other similar organizations. Regardless of how the external environment of the organization objectively changes, organizational members believe that this characteristic is persistent and dynamic [4]. Therefore, the above characteristics indicate that organizational identity is a core attribute of organizations with strong identities, distinct from other organizations, and remains unchanged over time [5].

Organizational identity plays an important role in the process of organizational management. It is not only the direction and foundation of the entire organizational management action, but also the key to the aggregation of organizational members, and the premise is a cognitive schema composed of beliefs and assumptions about the organizational vision and future development. This pattern deeply affects the efficiency of encoding and decoding in organizational information communication among organizational members, as well as how they draw inferences from events with blurred or missing information [6]. Therefore, due to the use of cognitive patterns by organizational members to integrate their inherent experiences and new knowledge, they are more inclined to focus on new information that is consistent with existing

patterns in the context of identity recognition, and obtain new judgments and cognition from the information.

2.1.2. Historical Development of Dependent Variable Research – Organizational Identity Theory Development

Organizational identity refers to an individual's self definition through their membership in a specific organization. When defining organizational identity, individuals and organizations are psychologically interconnected and share the same values and shared destiny [7]. This sense of shared destiny transcends contractual relationships and becomes a key factor in the continuous innovation and development of organizations. The antecedents and outcomes of organizational identity are gradually becoming the focus of debate and analysis in the theoretical community. As organizations become increasingly complex and borderless, employees' organizational identity has become a key factor in team cohesion and organizational performance [8]. Relevant research shows that employee organizational identity can increase job satisfaction and commitment, improve effective learning, collaboration, customer orientation, and out-of-organization behaviors, reduce employee turnover intention, and ultimately lead to high organizational performance. Therefore, it is of great theoretical and practical importance to study the formation mechanism of employees' organizational identity.

In the initial stage of research, the concept of organizational identity focuses on cognitive and emotional research perspectives, comprehensively examining the diverse concepts of organizational identity. The representative figure of the study is Tajfel (1978). He believes that Organizational identification (OI) is a self-concept formed by organizational members based on organizational affiliation. This Organizational identification, to a certain extent, identifies organizational members with organizational values and generates deep emotional affiliation[9]. In subsequent research, O'Reilly (2017) believed that organizational identity is the emotional self definition of organizational members through the attraction of organizational interests. In recent years, research on the concept of organizational identity has continued to deepen, and significant differences have been found between the two: organizational identity is a perceptual/cognitive structure that also reflects the essential characteristics of organizational identity. In recent years, research on the concept of organizational identity has deepened, and research has found that there are significant differences between the two: Organizational identity is a perceptual/cognitive construct that reflects the extent to which organizations are integrated into the self-concept, and individuals and organizations are psychologically unified; emotional commitment is viewed more as employees' attitudes toward the organization. Individuals and organizations are an exchange relationship and two independent individuals [10]. The representative Ashforth&Mael (2018) believes that organizational identity means that individuals define themselves as members of the organization. Individuals and organizations are psychologically united and have a sense of belonging and shared destiny to the organization.

2.1.3. Antecedent variables of Organizational Identity Theory

Of the individual characteristics of OI antecedents, O'Reilly (1986) empirically found that psychological attachment significantly predicted employee compliance,

identity, and internalization. Bartel (2018) found, based on high-level social support, that low-level emotional needs have a significant positive impact on organizational identity[11]. Van Dick (2018) found in his research that the self identity construction of an organization is positively correlated with the identity of its members, that is, the reputation and identity of the organization are closely related to the identity of its members, and the role behavior of organizational members is influenced by their job satisfaction. Epitropaki (2017). On the basis of analyzing the individual self-esteem and affiliation needs of organizing the individual members with management, it is believed that psychological contract violations that have already occurred will lose the uniqueness of organizational member identity, fail to meet the self-esteem and affiliation needs of organizational members, and will consciously distance organizational members from their identification with special organizational identities to a certain extent.

2.1.4. Result variables of organizational identity

From the behavioral categories of OI impact effects, In organizational management, more advanced OIs have a significant impact on the effective learning behavior of organizational members through allocation fairness and procedural fairness[12]. Polzer's (2017) study shows that when there are two organizations with different corporate cultures, the identification ability and level of organizational members are particularly important. Low level inter group member cooperation and high level inter group member cooperation can lead to different management efficiency; When organizational managers perceive the difference between organizational reputation and prestige, organizational members' recognition of their Organizational identification has a negative impact on inter team cooperation and a positive impact on team cooperation. Yan Chun's research (2018) believes that the higher the level of organizational identity of organizational members, the stronger the positive impact of Organizational identification on job performance and customer oriented positive behavior. Other scholars have found that organizational identity has a significant impact on variables such as unethical behavior, civil servant organizational citizenship behavior, and work. Therefore, this provides a theoretical perspective for our future research, which is to study the variable factors that affect the identification of teenagers in Xi'an with the management of red cultural organizations. This indicates that the higher the level of identification of teenagers with the management of red cultural organizations, the more it will promote the efficiency of organizational management identification.

2.1.5. The mechanism of organizational identity

There is still a "black box" effect in the formation mechanism of organizational identity, which needs further study by scholars. This paper mainly explains the influence mechanism of organizational identity from the individual level and the group level[13]. Research on the influence mechanism of OI at individual level. Schuh (2012) found that leadership identity has a positive impact on OI through leadership behavior, while leadership identity has a significant impact on out-of-role behavior through OI. Epitropaki (2018) adopted a cross-layer analysis of the impact mechanism of employee OI, and empirically found that the procedural justice atmosphere at the group level, transformational leadership and transactional leadership negatively affected employee OI through psychological contract violation, and the connectivity self-construction

played a mediating role in regulation.

2.2. The Future Development of Organizational Identity Theory

With the in-depth study of organizational identity by scholars in the field of organizational behavior, it is found that the OI concept based on social identity theory is increasingly limited in the process of application. For this reason, some scholars have extended the definition of the concept of organizational identity, including Kreiner et al. Therefore, in the research on organizational identity management identity, based on the social identity theory, the research on the values of young people for red cultural identity is the primary condition.

In terms of scale development, the commonly used scale tools are Meal and Ashforth (2018), but they are based on the scale design of western culture and pay more attention to individualism and low power distance; Chinese culture emphasizes collectivism and high power distance. Therefore, it has been questioned whether the scale developed in the western context is applicable in the Chinese context. In the future, Chinese scholars should summarize the theory of organizational identity with Chinese characteristics and develop the corresponding OI scale through interviews with local enterprises. Therefore, our research should be based on scientific research and use surveys and scales to empirically investigate the variable factors that affect the identification of Generation-z in Xi'an with the management of red cultural organizations.

To a certain extent, organizational Cultural identity refers to the consensus and understanding of human cultural tendencies, and further refers to the group's recognition and acceptance of a certain cultural value orientation, which is internalized into an internal constraint of thinking and behavior norms. The management identity of red cultural organizations refers to the recognition and acceptance of a set of red cultural values, which are internalized as internal constraints of one's own thinking and behavior norms, regulating and controlling one's own words and actions in daily life, and continuously improving moral standards [14].

3. The Specific Concepts

From a specific concept, the variable factors that affect the identity of red cultural organizations include manager influence, motivational cognitive influence, and external reputation of the organization.

3.1. Independent Variable 1 (IV1)—Managerial Influence

Traditionally, The organizational factors related to perceived organizational identity attributes have been conceptualized and defined as the main reasons for organizational member OIDs, specifically such as the organization's own attractiveness, uniqueness, reputation, and perceived external image[15]. The overall argument supporting these impacts is that organizational members are more likely to identify with an attractive organization because it enhances their self-image and enhances their sense of

belonging. Leaders can shape the identity of followers, including OIDs. The direct leadership of employees plays an important role in the daily work and life of the organization. Therefore, the behavior of leaders may affect how employees perceive their relationship with the work organization and social identity. The study found that employee OID was positively related to many leadership styles, including transformational leadership and Ethical leadership.

Managers in organizations should first receive education on management skills, management development, and learning issues before fully realizing their own abilities and development needs. Human resources professionals, researchers, and consultants can provide assistance on these issues. In a constantly changing environment, successful management is impossible without continuous personal development. Organizational managers face business globalization, rapid technological change, ongoing restructuring, and competences based on capabilities. These developments pose challenges to the skills, abilities, and abilities of organizational managers. Given these dynamic changes, the abilities of managers also need to be regularly updated. Therefore, management development should be seen as an important strategic tool .



Figure 1. a hierarchical model visualized as a pyramid

The model proposed in this article indicates that the main competency categories are often considered important in the daily work roles of managers. For organizational Identity management identity, competence can be seen as a continuum from individual related competence to job role related competence . In organizational development, the closer a manager's ability approaches its peak, the more it is associated with their educational background and specific work experience. Therefore, the closer a manager's abilities are to the bottom, the more they are related to their personal traits and personal growth, which means they are greatly influenced by personal factors. In this sense, although upper level management abilities are easier to cultivate, lower level abilities are more difficult to cultivate because this is closely related to the manager's own background . According to Garavan and McGuire (2017), "ability is a holistic concept composed of technology, management, personnel, attitudes, values, and psychological skills. It is a complex, and it is these skills that form the foundation for managers' subsequent behavior and performance.

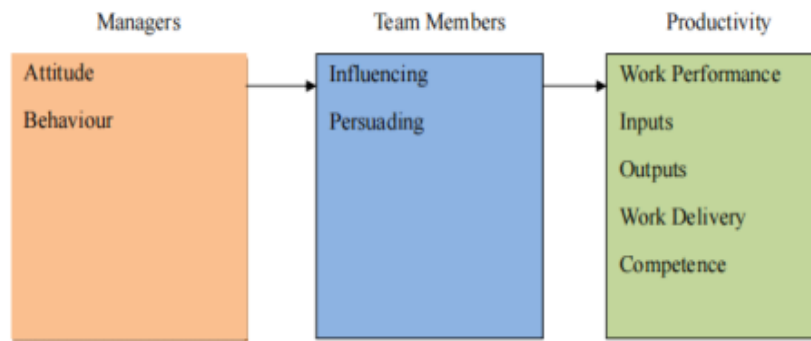


Figure 2. The Relationship between Manager’s Attitude, Influencing/Persuading Others and Achieving Higher Levels of Productivity within their Teams

Research has shown that in order to improve management efficiency, managers need to invest more time and experience to influence them to implement some of the ideas they may have developed, such as expanding their own experience, expanding network resources, and improving their work efficiency. This is a solid foundation for strengthening their ability to influence or persuade others. It is crucial to adopt a true and authentic approach to the concept of impact.

3.2. Independent Variable 2 (IV2)— Motivated Cognition Influence

Motivational cognition and influence is one of the important influencing factors on organizational Identity management identity. It may have a strong impact on the process of feeling giving in the process of organizational management, while spontaneous cognition may mainly affect the process of feeling giving . In the process of organizational identity recognition, as it is a continuous and dynamic process, one or another constantly changing and mature cognitive process may dominate its influence at any given point in time. However, over time, both processes will affect the perception and identification of organizational identity. This change intervention can only be understood and explained by members using their existing patterns; However, this new concept of intervention is not sufficient to meet existing management models and is likely not part of the current cognitive patterns of members. Therefore, this fundamental change challenges the assumptions of members and the identity of the organization, which in turn leads to members' discomfort and resistance to intervention. This argument once again affirms the significant impact of organizational identity on organizational change.

Today's work style is mainly in the form of a team, with many people working together in the organization as a team. As members of the organization, in all teams you belong to, it is necessary to collaborate with each other to complete specific tasks. Therefore, motivation and communication are crucial in completing tasks. We have participated in various groups for different reasons. As long as you are in a team, your abilities, experience, and talents will all play an important role. And your level of participation and contribution usually depends on the motivation and communication interaction of members in the group.

From another perspective, groups typically include people with similar roles or tasks, such as doctors or healthcare professionals. The reason why a team can ultimately become a team is that its members have consistent values, motivation, cognition, and the ability to communicate frequently, and managers can also exert management effectiveness . A team

needs to possess many characteristics to become an elite team. In a team, members are not only responsible for their own efforts and contributions, but also for the collective results of the team. In addition, team members must strengthen communication with each other. People promote problem-solving through motivation recognition, influence, and communication. People hope to discuss and draw conclusions on how to solve problems. The main reason for people to communicate in groups is that sharing information without much discussion can lead to asymmetric information transmission.

3.3. Independent Variable 3 (IV3)—Perceived External Prestige of the Organization

In the study of organizational management identity, perceived external reputation has a positive impact on Organizational identification. The perceived external prestige of organizational members is expected to be enhanced through effective external communication strategies that project images that highlight and emphasize organizational ideals . In addition, in the study, we also fully considered the emotional perception and unconscious behavioral patterns of individual organizational members. Motivational external reputation is also one of the important factors for the identification of organization Identity management. In group cognition, when individuals identify more strongly as members of the organization, their demand for self-improvement will make them pay more attention to the organization's enthusiasm, thus producing positive influence characteristics .

The value of an organization in the external eyes of social members is reflected through perceived external reputation, which will inevitably affect the organization's Identity management identity. This is especially true for the Generation-Z of red culture perception. Perceiving the external reputation of an organization is essential for building a team work environment and solidarity among employees, and it will also generate a sense of Collective identity. If members of an organization believe that people outside the organization have a positive evaluation of it, it will bring them a certain sense of achievement and pride, which is also conducive to the inheritance of red culture, and accelerate the enthusiasm for red culture in the Generation-Z, and then work according to the organization's mission and aspirations. Therefore, spreading and sharing the success stories of an organization and positive words from the outside world will certainly improve the level of Organizational identification of employees.

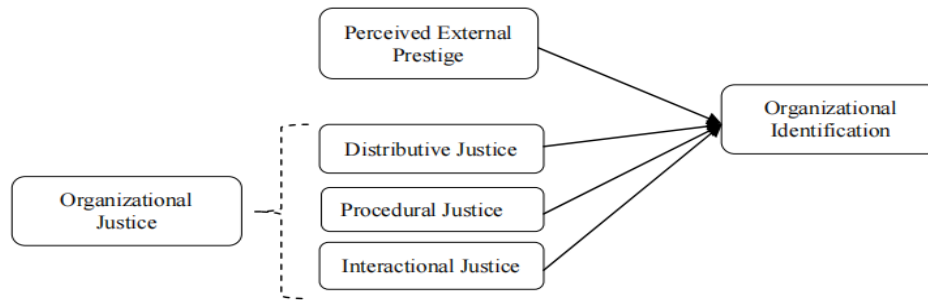


Figure 3. The relationship between Perceived External Prestige and Organizational Identification

Literature research suggests that organizational behavior may have an impact on employees' perception. From the essence of organizational management, members hope to receive fair treatment from organizational managers. The same is true for ordinary workers, and everyone naturally hopes to be respected. In the management of identity recognition in red cultural organizations, Generation-Z Era also hopes to gain the recognition of managers and see their progress and attempts. For internal members, even if one person sees another person not being treated fairly, they may feel unfairly treated themselves. Therefore, external reputation perception is extremely important for shaping organizational image.

3.4. MV- Personal and Organizational Value Congruence

In the management of identity in red cultural organizations, an important moderating variable is value consistency, which refers to the alignment or similarity of personal values between managers and organizational members. We define values as a general belief in the importance of standardized ideal behavior or ultimate state. The reason why red culture can have a profound impact on the youth of the Generation-Z is because it is a representative of excellent culture, condensing the essence of their predecessors' struggles. The youth of the Generation-Z draw experience from their values to guide their decision-making and actions, and the organizational value system provides norms, stipulating how organizational members should behave and how organizational resources should be allocated. Value consistency refers to the similarity between the values held by individuals and organizations.

Value congruence has a positive influence on red culture organizational identification. Conscious reflection on organizational identity is a key to the notion of adaptive instability advanced by Gioia, Schultz, and Corley. The results of this study have several theoretical implications for the study of value consistency. Firstly, our research on value consistency discussed in the literature suggests that for young people in the Generation-Z, trust in organizational managers and identification with organizational mission and vision are the most feasible explanations, followed by communication and attraction. In fact, our research results indicate that the indirect effects of establishing trust transmission between organizational members are 2-3 times greater than those of communication and attraction transmission. Although trust has received limited attention in the discussion of the concept of value consistency, the theoretical literature on trust often points out that value consistency is an important factor in trust relationships and also an important factor in promoting

organizational Identity management identity. Therefore, our research findings suggest that trust should play a more prominent role in the study of value consistency. In addition, our results for communication lend some support to the notion that the effects of value congruence can be attributed to the ease of communication among people with shared values.

Consistency of values can also be seen as a focal point in an organization, such as the process of synchronizing work values among managers, organizational members, and other relevant personnel. The consistency between the personal life values and work values of organizational members is considered an important driving factor for organizational success. The areas of work environment, autonomy, organizational culture, and relationships within an organization are all dynamic attributes that contribute to achieving various organizational visions and missions. In the long run, work life balance is an important driving force for organizational happiness and success. In addition, the consistency of values can also be achieved by establishing consistent personal values and organizational values. The identification of Identity management of the Red Culture Organization is also an important manifestation of the consistency of values between youth and national organizations in the Generation-Z.

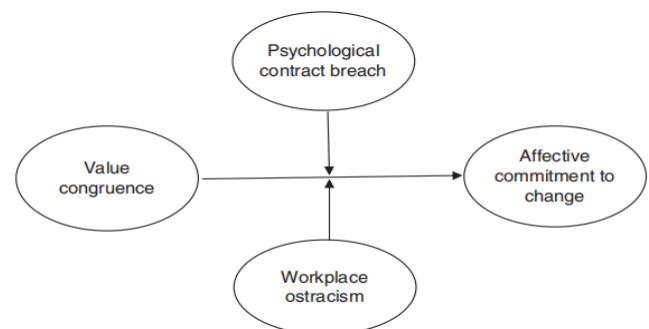


Figure 4. Values congruence diagram

Therefore, for the management identity of red cultural organizations, shaping the consistency between the values of youth and organizations in the Generation-Z era is the foundation of any organization. Similar to all beliefs, organizational values have cognitive and behavioral attributes of continuous interaction and can be integrated into the daily behavior of organizational employees. This includes the ideas, values, behavioral norms, and recognition of organizational concepts of organizational members, which in turn utilizes necessary resources for their growth and development. In a certain sense, the source of organizational values needs to be understood from the perspective of organizational culture

rooted within it. It is precisely because red culture has a strong foundation and red genes that it is deeply rooted in the identity of youth in the Generation-Z. The evolution of organizational values stems from different behavioral patterns, communication styles, and decision-making patterns within the organization. The evolution of organizational values stems from different behavioral patterns, communication styles, and decision-making patterns within the organization. In the process of organizational development, it is necessary to choose the correct values to have a positive and upward impact on the youth of the Generation-Z. Decision makers must also follow certain rules to evaluate values.

4. Conclusions

This study mainly elaborates on the development of social identity theory, which is the basis of research. The study also discusses the literature review related to the variables involved. By analyzing existing relevant research and literature in China and the world, this study aims to identify existing challenges, research gaps, and variable factors that affect Generation-Z's identification with the identity management of red cultural organizations. The scope and objectives of the study were determined. This study aims to test and demonstrate the impact of relevant independent variables and regulatory variables on the identification factors of adolescents with identity management in red cultural organizations.

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