

Does Organisational Identification Affect Task Performance? Exploring Job Ambivalence as Moderator

Radhika Girdhar¹, Prof. B.K. Punia², Dr. Sumita Chahal³, Suman⁴

¹Research Scholar, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana, India, E-mail: radz456@gmail.com, Orcid ID: <https://orcid.org/0009-0004-8617-1931>

²Professor, Haryana School of Business Guru Jambheshwar University of Science and Technology, Hisar, Haryana, India E-mail: bkpunia@rediffmail.com
Orcid ID: <https://orcid.org/0000-0003-4199-610X>

³Associate Professor (Corresponding), Amity School of Business Administration Amity University, Mohali, Punjab, India Orcid ID: <https://orcid.org/0009-0007-7040-7411>
E-mail: sumita.chahal2009@gmail.com

⁴Research Scholar, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana, India E-mail: sumangoyat201@gmail.com

Abstract

An enterprise's foundation is its employees, and in this dynamic environment, improving task performance is critical for preparing for change. The paper explores the intricate relationship between organisational identification and task performance while examining the moderating role of job ambivalence. The study used PLS-SEM 4 to analyse the data derived from 480 employees of service enterprises in India. The results indicate a positive association between organisational identification and task performance, and job ambivalence further moderates this relationship. Low levels of job ambivalence strengthen the positive relationship between organisational identification and task performance. This research also provides theoretical as well as practical implications for managers in implementing rational decisions and policies that focus on lowering employees' ambivalent state at work. The findings also provide more job clarity and a stronger sense of identification with the organisation, which will improve their task performance and help foster sustainable growth in the businesses.

Keywords: Organisational Identification (OID), Task Performance (TP), Job Ambivalence (JA), Social Identification, Work Environment

1 Introduction

In today's evolving global landscape, employers require employees who are up-to-date, while employees require recognition and satisfaction in their work. Employees identify with the company when they feel a sense of unity or see its successes and failures as theirs. This is only possible when businesses prioritize employees and create an environment that encourages productivity and success. When the enterprise acknowledges and rewards their contributions and regards them with respect, it enhances their self-assurance. According to the social exchange perspective, employees are obligated to repay the organisation's benefits as a result of its impartial and favourable treatment (Coyle-Shapiro and Conway, 2005; Cropanzano and Mitchell, 2005). Employee organisational identification (OID) is influenced by social exchange variables, as employees feel obligated to repay the organisation for fulfilling their socioemotional needs. Positive treatment and emotional support from employers are likely to prompt individuals to reciprocate, according to social exchange

theory. This can manifest as improved work performance, loyalty, organisational commitment, and long-term retention.

Effective task performance gives a company a competitive edge and directly influences the company's performance (Mohiuddin Babu *et al.*, 2019). Task performance refers to “the extent to which an employee is capable of performing critical responsibilities that are associated with their position, as outlined in the job description” (Shin *et al.*, 2016). In order to achieve goals for both the business and the individuals, task performance (TP) is a prerequisite (Darvishmotevali and Ali, 2020; Lee *et al.*, 2010). When workers complete a task quickly and accurately, they can improve their task performance, which will directly affect the company's overall performance (Pasumarti *et al.*, 2022). Research has shown that employees' task performance will be significantly influenced by organisational identification (Miao *et al.*, 2019). This is due to the fact that employees are more inclined to work harder in order to accomplish the business's objectives when they believe they are a part of it (Miao *et al.*, 2019; Ismail *et al.*, 2019). Furthermore, the enterprise is more inclined to provide assistance and resources to employees who demonstrate diligence, which has a beneficial effect on their task performance (Ali *et al.*, 2020; Kim *et al.*, 2023).

As per social identity perspective, when employees identify themselves as members of the social group known as the organisation, they demonstrate a stronger level of organisational identification. Highly identified individuals are more inclined to engage in behaviours that are in favour of the organisation and to make greater efforts to enhance task performance (Van Knippenberg and Van Schie, 2000; Liu *et al.*, 2020). Nonetheless, the impact of job ambivalence (JA) on this relationship remains an unexplored phenomenon. Job ambivalence is a state of confusion that arises from conflicting job ideas (Ziegler *et al.*, 2012). It has a negative impact on the career development of employees and impedes the business's long-term growth. Many enterprises face this challenge, which requires prompt resolution. Therefore, it is imperative that organisations endeavour to maintain a low level of job ambivalence among their employees in order to improve their comprehension of their duties. Developing confidence and clarity about their responsibilities will help them identify with the organisation and improve their task performance. The literature analysis revealed that while individual studies have been conducted on these variables, no prior studies have specifically considered these variables in conjunction with the moderating effect of job ambivalence within the context of the service sector in India. Given the preceding discussion, it would be intriguing to investigate the connection between task performance, job ambivalence, and organisational identification in the service industry. Additionally, the investigation examines the influence of job ambivalence as a moderator on the relationship between task performance and organisational identification at various levels. Understanding these relationships will not only facilitate theoretical and practical advancements but also assist in the development of strategies to motivate employees to perform at their best, thereby fostering sustainable growth within the enterprise. The study established the following objectives in accordance with the discussion:

- To study the relationship between organisational identification and task performance.
- To investigate the moderating influence of job ambivalence on the relationship between organisational identification and task performance.

The following sections include a comprehensive literature review, research framework,

research methodology, discussion of the findings and limitations, and future research directions.

2 Literature Review and Theoretical Development

2.1 Organisational Identification

The organisational identification concept was developed as a result of social identity theory (Ashforth and Mael, 1989; Haslam, 2004). In accordance with Tajfel (1978), an individual's social identity is the "knowledge of his membership in a social group (or groups) together with the value and emotional significance attached to that membership." According to the studies of Ashforth and Mael (1989); Hogg and Terry (2000) and He and Brown (2013), "the organisation acts as a potentially prominent social category that people can identify with". Ashforth and Mael (1989), in their study, define "organisational identification as a particular form of social identification and the perception of oneness with or belongingness to the organisation". Furthermore, A psychological process known as "organisational identification" can help workers feel more connected, identified, and a part of their company (Weerasinghe and Fernando, 2017; Nortvig *et al.*, 2018). It also increases a person's affective investment in and dedication to their workplace (Yilmaz, 2017; Pham *et al.*, 2019). Organisational identification, a critical element of organisational behaviour, affects the way employees interact with one another, consider, and act in the workplace (Yusoff *et al.*, 2015; Gray and DiLoreto, 2016). They identify with an organisation when they comprehend and adopt its mission, vision, and values (Annamdevula and Bellamkonda, 2016; Diep *et al.*, 2017). This procedure may be affected by numerous variables. These include the caliber of leadership, the communication techniques, the socialization techniques, and the degree of internal support and acknowledgment (Alqurashi, 2019; Fatani, 2020). This multifaceted process, which encompasses thoughts, emotions, and actions, yields numerous significant benefits for both individuals and businesses, including enhancements to engagement, organisational citizenship behaviours, commitment, performance and reduction in counterproductive work behaviours, turnover intentions etc (Greco *et al.*, 2022; Weisman *et al.*, 2023; Alhamad *et al.*, 2024; Kaltiainen *et al.*, 2024; Jun and Hu, 2025).

2.2 Task Performance

Task performance is defined as "the extent to which individuals use specific skills and technical knowledge to efficiently complete the tasks and central techniques of their job" (Scotter *et al.*, 2000). Specifically, it encompasses "scalable actions, behaviours, and outcomes that employees engage in or bring about that are linked with and contribute to business goals" (Junça Silva *et al.*, 2024). It is the anticipated cumulative worth of a person's actions as time passes with the goal of generating products and services. According to Motowidlo and Van Scotter (1994), TP is defined as "the outcomes and behaviours that advance the organisation's objectives." Furthermore, Alanzi *et al.* (2022) assert that task performance encompasses all duties associated with the job, in addition to the extra-role, specific, and within-role activities that workers undertake (Obuobisa-Darko, 2020). This category includes many different jobs, such as overseeing industrial processes and buying, supplying, and selling. It could also entail supervisory duties, organisational tasks, and staffing (Johnson, 2001; Alruwayti and Sulphay *et al.*, 2024).

2.3 Organisational Identification and Task Performance

As per social exchange theory, organisations and individuals interchange psychological objects, including self-esteem, support, trust, and others, in addition to tangible items.

Individuals would be obligated to give back to their organisation when they receive economic and emotional support. Individuals subsequently connect with the organisation, as per Tajfel, (1972). The encouraging conduct of employees in order to comprehend the organisational objectives is positively influenced by organisational identification (Hekman *et al.*, 2009). The comprehension and implementation of organisational identification by an organisation can lead to several benefits such as enhanced goal achievement, a more positive work atmosphere, increased performance, higher employee motivation and retention rates (Nortvig *et al.*, 2018; Gray and DiLoreto, 2016; Alhamad *et al.*, 2024). Employees are more likely to support businesses and experience a sense of belonging when they have a greater sense of organisational identification. Their aims will align with the organisational goals and values, thereby inspiring employees and improving their job performance as per Dukerich *et al.*, (2002). Job performance is categorized into task and contextual performance, which are determined by distinct behaviours related to the task and situation (Borman and Motowidlo, 1993). The findings of Guo *et al.* (2015), Liu *et al.* (2020) and Lai and Nguyen (2025) suggested that employees who have a profound feeling of identification with their enterprise tend to perform better in their tasks and exhibit positive behavior towards the organisation compared to those who do not. This is because they view the firm's aims as their own, as highlighted by Dutton *et al.*, (1994). Consequently, it is anticipated that the employees' task performance will be influenced by their organisational identification (Kim *et al.*, 2023).

Based on above discussion, we propose the hypothesis:

H1: Organisational Identification is positively correlated to Task Performance

2.4 Job Ambivalence as a Moderator

The ambivalence is also relevant for understanding how people respond in the workplace, as demonstrated by anecdotal accounts. For instance, Pratt (2000) suggested that ambivalence identification may be accompanied by a sense of stagnation that weakens employees' motivation to participate in activities that are beneficial to the business, as evidenced by interviews with workers from an advertisement-based organisation. Kreiner and Ashforth (2004) also noted that people who feel mixed identification might be "reluctant to go above and beyond the required level of job performance."

As per clarity about self-concept theories, individuals who possess a distinct self-image desire to articulate and validate it, as suggested by Campbell *et al.* (1996). The study of Setterlund and Niedenthal (1993) explains that these individuals are better able to act on their self-perception because they are self-assured and certain of their identity. People who possess enhanced self-image feel more confident in their objectives and convictions, which results in more resolute actions (Bechtoldt *et al.*, 2010). Workers are capable of aligning their actions with their internal objectives when they possess a sense of coherence and self-assurance (Conner and Armitage, 2008). Employees who possess a deep feeling of identification with their organisation and exhibit minimal ambivalence regard it as an essential component of their defining themselves. Being secure and confident in their self-concept, they are capable of demonstrating dedication to the organisation, as they are more confident about their job. They share an intense connection with the company and are of the opinion that contributing to its growth will also enhance their perception of themselves. Identification with the organisation should have a larger impact on organisational behaviours and task performance when ambivalent identification is minimal. Furthermore, employees who exhibit low ambivalent identification possess a greater number of resources to implement their genuine inspiration. This enables individuals to make decisions more readily and avoid the

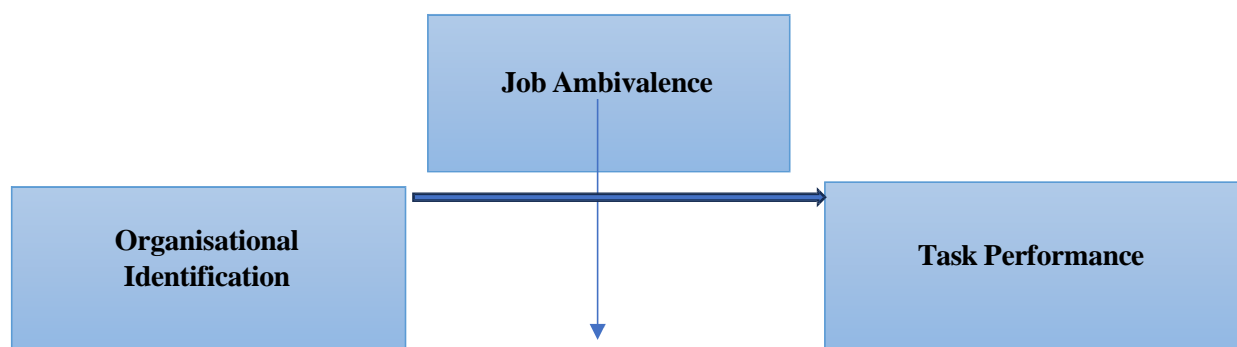
contradictory impulses of ambivalent identification (Schuh *et al.*, 2016). Consequently, the correlation between OID and TP should be more robust when employees are not uncertain about their company. Based on this concept, the study suggests that there would be a stronger correlation between organisational identification and task performance when employees exhibit low levels of job ambivalence. In other words, if workers have a clearer understanding of their jobs, they will be more likely to strongly identify with their company, which will boost their drive to engage in positive behaviours that will improve their task performance.

Thus, the following hypothesis is proposed:

H2: Job Ambivalence moderates the relationship between Organisational Identification and Task Performance

3 Research Framework

Figure 1 Conceptual Framework



The proposed conceptual model explains the direct correlation between organisational identification and task performance. Further, job ambivalence moderates this relationship.

4 Research Methodology

The Statistical Package for Social Sciences (SPSS 21) and Smart PLS 4 were used to tabulate and analyse the primary data of the respondents. PLS SEM is used for structural equation modelling, which enables complicated cause and effect relationship models with latent variables to be estimated (Hair *et al.*, 1998).

4.1 Sample and Procedure

In order to examine our hypotheses, the data was gathered from 480 professionals working in the service enterprises using a cross-sectional survey method. Participants were requested to complete questionnaires that evaluated their perceptions of organisational identification, task performance and job ambivalence. Of the 600 questionnaires distributed, 511 respondents provided their responses, yielding a response rate of 85.1 percent. Among the entire set of questionnaires received, 31 were discovered to have incomplete responses, resulting in a final count of 480 usable questionnaires for analysis. The demographic profile of respondents has been analysed using descriptive frequency analysis refer to Table 1. The descriptive table explains the details of different demographics taken in the study like gender, age, income, marital status, education, work experience and type of industry.

Table 1 Descriptive Frequency Analysis Table

<i>Demographics</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage %</i>
Gender	Male	233	48.5
	Female	247	51.5
Age	Below 30	108	22.8
	30-40	164	34.0
	40-50	128	26.6
	Above 50	80	16.6
Income	Below 2 lacs	229	47.7
	2 lacs-5 lacs	179	37.3
	5 lacs-10 lacs	48	10.0
	Above 10 lacs	24	5.0
Marital Status	Married	243	50.63
	Unmarried	225	46.87
	Others	12	2.50
Education	12 th /Intermediate	49	10.21
	Graduation	121	25.21
	Post-Graduation	149	31.04
	PHD	71	14.79
	Others	90	18.75
Work Experience	0-5 years	163	33.95
	6-10 years	132	27.50
	11-15 years	110	22.90
	16-20 years	33	6.90
	More than 20 years	42	8.75
Type of Industry	IT/ITES	100	20.83
	Banking	69	14.37
	Insurance	33	6.87
	Education	102	21.25
	Hospital	87	18.13
	Tele-Communication	23	4.80
	Tourism and Hospitality	66	13.75

Source: The Authors

4.2 Measures

To assess organisational identification, 6 items scale of Mael and Ashforth (1992) was used, 3 items were adapted from Gautam *et al.* (2004) and 1 item was adapted from Park and Back (2020). Items were based on employees' perceptions and a sample item is "I consider the

achievements of my organisation as my personal achievements”. A Likert scale of 5 points is utilised, where 1 represents Strongly Disagree and 5 represents Strongly Agree.

To measure task performance 7 items scale of Williams and Anderson (1991) was used. The items in the scale are “I complete duties assigned to me appropriately” and “I complete the tasks that are expected of me.”

Eight-item Job Ambivalence Scale developed by Ziegler *et al.* (2012) is adapted for measuring job ambivalence. A sample statement is “My attitude towards my job is self-conflicting”.

4.3 Results

SPSS is utilized for cleaning up data and preliminary analysis. The missing values were addressed through mean replacement, as the pattern of missing values was random and accounted for less than 5% of the data, in accordance with the recommendation by Hair *et al.* (2010). Subsequently, potential outliers were evaluated in accordance with the guidelines provided by Tabachnick and Fidell (2012), and no outliers were detected. Hence, the study's results were derived from a final dataset comprising 480 responses. A two-step procedure was implemented as the analytical method for this study, which involved evaluating the measurement model and assessing the structural model. At first, reliability, discriminant, and convergent validity were assessed. To evaluate the internal consistency of the research instrument, the Cronbach's alpha (α) value was computed which was greater than 0.7 for each construct that was examined. Significant internal consistency was demonstrated by the results, which were within the range considered acceptable. By applying two criteria: composite reliability (CR) and average variance extracted (AVE), the convergent validity was evaluated. Within the acceptable threshold, both assays yielded results that were satisfactory. In addition, the Fornell-Larcker criterion and HTMT Ratio criterion were used, thus confirming the discriminant validity of the results.

Subsequently, the structural model was evaluated. The bootstrapping procedure with a subsample of 5000, which is non parametric testing, has been used for significance testing and for statistical analysis of the results. In addition, the Variance Inflation Factor (VIF) was computed and confirmed the anticipated outcomes, indicating the absence of multicollinearity. The moderator job ambivalence is also examined in the context of the association between task performance and organisational identification in the service industry. In the present study, the entire analytical procedures were completed in a two-step process: (1) the measurement model was evaluated, and (2) the structural model was examined to analyse and report the findings derived from PLS-SEM 4 (Henseler *et al.*, 2015).

4.3.1 Measurement Model Assessment

The psychometric properties, such as reliability, discriminant validity, and convergent reliability, are computed in the process of evaluating the measurement model. The skewness and kurtosis values were used to evaluate the data's normality. Values within the range of -2 and +2 indicate that there are no issues with the data's normality (Kline *et al.*, 2015). The constructs' reliability, validity, and factor loading are illustrated in Table 2. The convergent validity was assessed using average variance extracted (AVE), and the reliability and internal consistency were assessed using Cronbach's alpha and composite reliability (CR), as recommended by Hair *et al.* (2010). Consequently, the fact that the factor loadings of all the

items exceed 0.60 (Hair *et al.*, 2012) and further Cronbach's alpha and CR values were more than the threshold of 0.7 (Fornell and Larcker, 1981; Nunnally and Bernstein, 1994) indicated the dataset's reliability and internal consistency. The values of AVE are more than 0.5 (Fornell and Larcker, 1981) showing no concern of convergent validity.

Table 2 Measurement Model

<i>Constructs</i>	<i>Items</i>	<i>Loading</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted</i>
JA	JA1	0.730	0.935	0.951	0.691
	JA2	0.643			
	JA3	0.895			
	JA4	0.896			
	JA5	0.892			
	JA6	0.802			
	JA7	0.872			
	JA8	0.880			
OID	OID1	0.887	0.942	0.944	0.775
	OID2	0.895			
	OID3	0.840			
	OID4	0.827			
	OID5	0.888			
	OID6	0.904			
	OID7	0.902			
	OID8	0.924			
	OID9	0.879			
	OID10	0.852			
TP	TP1	0.798	0.940	0.945	0.738
	TP2	0.788			
	TP3	0.900			
	TP4	0.896			
	TP5	0.897			
	TP6	0.837			
	TP7	0.890			

Note: **OID** = Organisational Identification, **TP** = Task Performance, **JA** = Job Ambivalence
Source: The Authors

For each latent variable, the discriminant validity of the data is assessed and as per Fornell and Larcker's (1981) criteria, and HTMT criterion (Henseler *et al.*, 2015), one can assess the discriminant validity of a concept by comparing the square root of the AVE in relation to the correlation between the latent variables. The study under reference found that the square root of the average variance extracted (AVE), indicated in bold and italics, for a construct was

higher than its correlation with other constructs, as shown in Table 3 which signifies strong evidence supporting the establishment of discriminant validity.

Table 3 Discriminant Validity- Fornell-Larcker criterion

	<i>JA</i>	<i>OID</i>	<i>TP</i>
<i>JA</i>	0.831		
<i>OID</i>	0.205	0.880	
<i>TP</i>	0.642	0.300	0.859

Note: *OID* = Organisational Identification, *TP* = Task Performance, *JA* = Job Ambivalence
Source: The Authors

Table 4 Discriminant Validity- HTMT criterion

	<i>JA</i>	<i>OID</i>	<i>TP</i>	<i>JA X OID</i>
<i>JA</i>				
<i>OID</i>	0.211			
<i>TP</i>	0.637	0.311		
<i>JA X OID</i>	0.087	0.584	0.205	

Note: *OID*= Organisational Identification, *JA* = Job Ambivalence, *TP* = Task Performance
Source: The Authors

In the measurement model, discriminant validity ensures that the constructs are not interrelated. As per the study of Henseler *et al.* (2015), the HTMT criterion necessitates that values not surpass the threshold limit of 0.85 in order to achieve high discriminant validity. All the values in the Table 4 are below the threshold limit of 0.85, indicating that all the constructs in the model have good discriminant validity.

Table 5 Model Fit Indices

	<i>Saturated model</i>	<i>Estimated model</i>
SRMR	0.074	0.074
d_ ULS	1.783	1.778
d_ G	0.786	0.787
Chi-square	1951.520	1948.699
NFI	0.852	0.852

Source: The Authors

The model fit indices are presented in Table 5 and meet specific thresholds, i.e., SRMR should be less than 0.08 (Henseler *et al.*, 2016; Hu and Bentler, 1999) and the SRMR value is acceptable with a value of 0.074. The value of NFI i.e. 0.852, remains within an acceptable range i.e. nearer to 0.9, specifically surpassing 0.5 and approaching 1, a threshold at which a fit is considered acceptable. (Zainab *et al.*, 2019). Consequently, the conclusions of the investigation suggest that the measurement model (MM Model) yields acceptable outcomes in terms of its discriminant validity, convergent validity, and reliability.

4.3.2 Structural Model Assessment

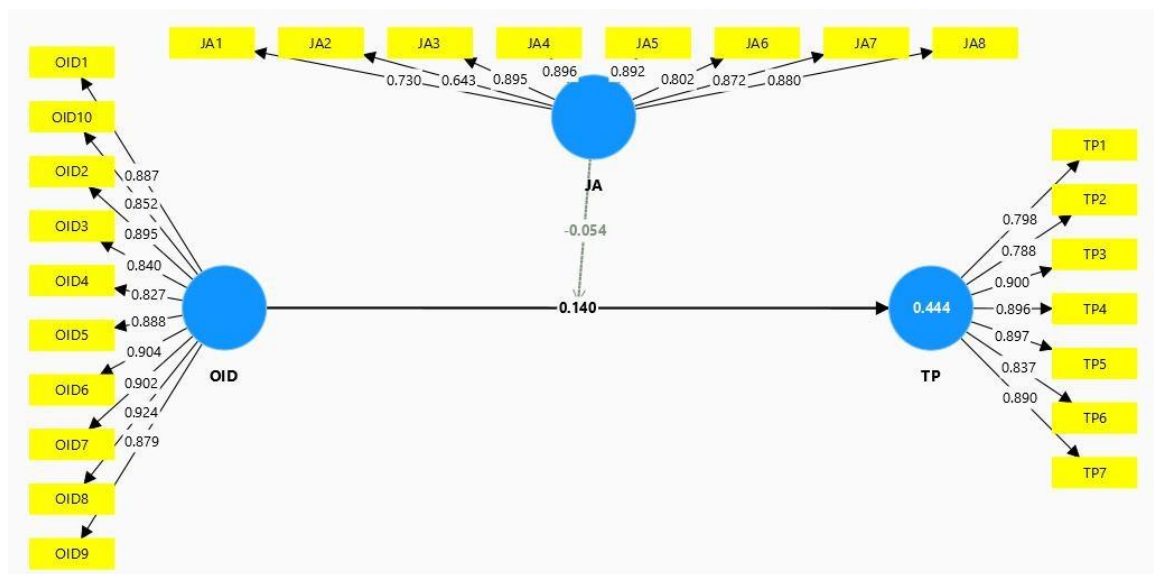


Figure 2 Structural Model

Note: **OID** = Organisational Identification, **TP** = Task Performance, **JA** = Job Ambivalence

Source: The Authors

Figure 2 shows the structural model with JA as a moderator on the connection between OID and TP.

Following the assessment of measurement model, the structural model is evaluated and it involves computing the VIF values, structural path coefficient and moderation analysis. First, multicollinearity is assessed using variance inflation factors (VIFs) and there is no concern of multicollinearity because all VIF values were below 5 (Cooper and Schindler, 2003). The Table 6 demonstrate that all path coefficients and the summary of hypotheses results. The findings indicate that organisational identification (OID) is positively correlated to task performance (TP) ($\beta = 0.140$, $p < .01$). Hence, these results confirmed that the acceptance for hypothesis H1 for the current study. The R square value of the model is 0.444 which shows 44.4% change in the task performance (dependent variable) is explained by organisational identification (independent variable). It depicts a moderate level of change in dependent variable due to independent variable (Hair *et al.*, 2017). The predictive relevance of the endogenous construct is established by Q square, with a value above 0 indicating that the model effectively reconstructs data and has predictive relevance (Hair *et al.*, 2017). The Q² predict of the endogenous construct has values 0.44 i.e. greater than 0, which signifies that the model has good predictive relevance and the values are well reconstructed.

Table 6 Path Coefficients

Note: **OID**= Organisational Identification, **JA** = Job Ambivalence, **TP** = Task Performance

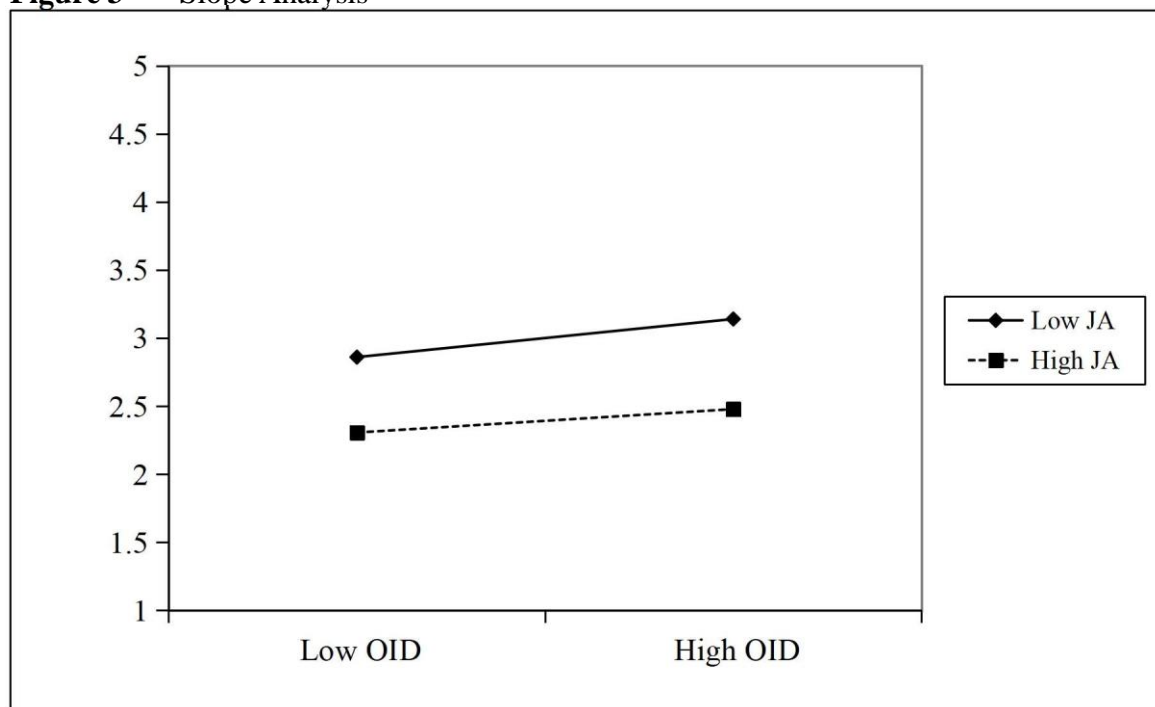
S. No.	Path	Path coefficients	T statistics	p values	Result
H1	OID -> TP	0.140	4.503	0.000	Hypothesis Accepted
H2	JA x OID -> TP	-0.054	2.694	0.007	Hypothesis Accepted

Source: The Authors

Ultimately, the moderating effect was determined in the connection between internal and external constructs. The results suggested that the level of job ambivalence moderates the relation between OID and TP (Table 6). It indicates that job ambivalence has a negative interaction effect on the relationship between organisational identification and task performance ($\beta = -0.054$, $p < .01$). This showcases that the positive effect of organisational identification on task performance decreases as job ambivalence increases.

Figure 3 portrays the slope analysis to better understand the nature of the moderating effect. It shows that when JA is minimal, the positive effect of OID on TP is stronger. Employees who strongly identify with the organisation are likely to perform better on tasks when they experience minimal ambivalence about their job due to less cognitive and emotional conflict, allowing employees to focus their energy and motivation derived from their organisational identification towards their tasks. When JA is high, the positive effect of OID on TP is weaker. In this scenario, even if employees have a strong sense of organisational identification, their performance is less positively influenced due to the high levels of ambivalence. The conflicting feelings and uncertainty associated with high job ambivalence likely reduce the motivational benefits of OID, leading to lower TP. Hence, these results confirmed that the acceptance for hypothesis H2 for the current study.

Figure 3 Slope Analysis



Source: The Authors

Note: **OID** = Organisational Identification, **TP** = Task Performance, **JA** = Job Ambivalence

5 Discussion

The present research explores the connection between Job Ambivalence (JA), Task Performance (TP), and Organisational Identification (OID) in greater detail. Employees desire job security and recognition, but they are hesitant to embrace change in the current challenging environment. Employees who exhibit a higher degree of procedural justice inside the organisation are more inclined to exhibit greater OID and indulge in pro-organisational

behaviours, like discretionary behaviour, assisting, and voice, according to the group engagement model (Blader and Tyler, 2009; Tyler and Blader, 2003). A high level of organisational identification significantly enhances the task performance of employees, leading to increased dedication, engagement, and commitment to work (Mael and Ashforth, 1992; Girdhar and Punia, 2023; Kim *et al.*, 2023). Punia and Garg (2015), have conducted research demonstrating that high-performance work practices significantly boost employee productivity and motivate them. Furthermore, Yadav and Punia's (2021) research reveals that employees' organisational citizenship behaviours play a crucial role in achieving sustainable business development, with task performance serving as a manifestation of this behaviour. According to social identity theory, employees are likely to feel obligated to reciprocate and engage in activities that benefit the business and enhance their task performance if the organisation addresses their needs. Based on this concept, we propose Hypothesis 1, and the study's findings validate the hypothesis that organisational identification positively influences employees' task performance in the service enterprise. This direct relationship, however, is not applicable in all circumstances. Numerous variables can influence it, including job dissatisfaction, job ambivalence, workplace abuse, work politics, and a lack of flexibility. Ambivalence on the job is a multifaceted phenomenon. In order to enhance the overall performance of employees and the sustainable development of businesses, it is crucial for organisations to comprehend the dynamics of job ambivalence. Therefore, the current study proposes that job ambivalence moderates the relationship between task performance and organisational identification. Likewise, the findings suggest that job ambivalence moderates these variables in a manner that strengthens the positive impact of OID on TP at minimal levels of job ambivalence. Consequently, hypothesis 2 is supported. Until now, no prior research has combined these variables. Given this, the research offers a unique perspective that disorientation in the workplace can reduce the task performance of employees, even when they have a high level of organisational identification.

5.1 Theoretical Implications

Previous research did not examine the influence of organisational identity on task performance in the service enterprises, given the moderating effect of job ambivalence. However, Karanika-Murray *et al.* (2015), Schuh *et al.* (2016), and Shah *et al.* (2021) focused their research on the impact of organisational identification on factors like job performance, citizenship behaviours, work engagement, job satisfaction, and pro-environmental habits. This research makes significant contributions to the field of theory by highlighting the following aspects:

In the service enterprises, this paper initially illustrates the importance of organisational identification. In recent years, there has been an increase in interest in organisational identification, a concept of social identity theory. "The objective of social identity theory is to identify and anticipate the conditions in which individuals perceive themselves as either individuals or members of a group and experience a sense of belonging to that group" (Tajfel, 1972). Similar to this, an employee develops an emotional attachment to the business and experiences a sense of unity with it. In the second section, the investigation explores the positive correlation between task performance and organisational identification. In accordance with social exchange theory, workers feel identification with the organisation when it offers them an extensive range of benefits. Consequently, they are inclined to reciprocate the organisation's favourable behaviour. Thirdly, this research expands the theoretical literature by incorporating job ambivalence as a moderator in the relationship between task performance and organisational identification.

5.2 Practical Implications

The current research findings have the following practical implications for the enterprise's managers and executives:

- Managers should regularly solicit feedback from employees to gain insight into their perspectives regarding their work. If feasible, managers should adjust their responsibilities or roles to align with the interests of the employees, thereby fostering a sense of clarity and confidence in their job.
- It is recommended that they periodically administer rewards and recognitions to employees in order to satisfy their self-esteem requirements, which will undoubtedly enhance their productivity at work.
- They should create an environment that encourages employees to work with energy and enthusiasm. This serves to not only engage employees in their work but also to foster a feeling of identification within the company.
- Leadership skills are critical, and leaders strive to communicate frequently with employees to convey that the enterprise is concerned about their requirements and expectations. It provides them with intrinsic motivation to work in the organisation's favour and to integrate their objectives with the organisation's objectives.
- Managers should offer employees a variety of amenities to ensure their retention, such as flexible work hours, a positive work environment, and family well-being. This will contribute to their psychological wellness, and, in accordance with social exchange theory, employees will feel compelled to work diligently to achieve the business's objectives.

By implementing these practical implications in business enterprises, managers can influence employees' behaviour and boost their task performance (TP), that ultimately contributes to the success of any organisation.

6 Limitations and Future Research Directions

Despite its intriguing and incisive nature, the present investigation has certain deficiencies. Initially, the research restricts its scope and context to the service enterprises in India. Second, the current research findings may differ in different contexts due to various factors, such as the organisation's culture and leadership approach. Thirdly, the limited sample size may lead to inaccurate results. The investigation may be expanded to encompass various regions within distinct contexts. In conjunction with these variables, additional variables may be investigated. Additionally, various variables, such as job dissatisfaction and job flexibility, may serve as moderators, and their influence on the association between OID and TP can be assessed. In the future, the research may also be analysed through systematic reviews and bibliometric analysis.

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