ABSTRACT

ORGANIZATIONAL IDENTITY, FUTURE ORGANIZATIONAL IMAGES, AND
THE CONSTRUCTION OF ORGANIZATIONAL IDENTIFICATION
IN A MERGER ENVIRONMENT

by

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Mergers often contribute to organizational instability; therefore, such changes may induce members to revise how they view the organization and their identification with it. The purpose of this research was to investigate how individuals constructed their perceived organization identity, and how it was reflected in a collective, shared identity. This research examined links between the merger and identity, members’ future organizational images, and the construction of identification.

This study was conducted using qualitative, case study methods with data collected through interviews, observations, documents, and artifacts. It was an in-depth examination of one organization’s response to these issues during a time of change.

The findings suggest that the organization’s purpose and philosophy constitute organizational identity. Surrounding this core are application attributes—priorities, practices, and projections—where those closer to the core are more enduring; those further from the core fluctuate with the needs of the organization in its attempts to be competitive. If a significant component of organizational identity is altered, then the