

# Perceived Organizational Support and Team Identification in the Nigeria Professional Football League

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## Abstract

This study investigated the relationship between perceived organizational support and team identification among football players in the Nigeria Professional Football League (NPFL). The moderating effect of pay satisfaction was also tested. The population for this comprises 700 football players plying their trade in the NPFL, out of which a minimum sample size of 248 was determined using Krejcie and Morgan (1970) table. A structured questionnaire was distributed to 248 players randomly via their email or facebook messenger, from which 125 completed and returned the questionnaire. Data collected were analysed using Kendall\_tau's correlation coefficient and partial correlation through the help of Statistical Package for Social Sciences (SPSS) version 22. Results show that, there is significant correlation between perceived organizational support and team identification. Also, pay satisfaction greatly influence this relationship. Thus, it was recommended that, the clubs should endeavor to develop strategies that will support players in order to enhance their level of identification with the clubs. Proper pay package should be put in place to encourage the players put in more efforts without any fear about their future.

**Keywords:** perceived organizational support, perceived management support, perceived team-mates support, team identification, affective identification, cognitive identification, pay satisfaction.

## 1. Introduction

Every organization hopes to hire workers who aspire to achieve personal and organizational goals. This much can also be said of football teams, every team want to recruit players that will stand up for the team, and are willing to sacrifice their personal aspirations for the team's aspirations to be achieved (Başar & Basim, 2015). Football clubs do not just expect their employees to be committed and loyal to the team but also to identify themselves with the club, as suggested by Miller, Allen, Casey and Johnson (2000), workers who identify with their organizations seems to incorporate image and values of the business.

Team members who identify themselves with the team seem to outperform their peers and be resilience to negatives from the environment, mores so the higher the level of identification, the higher the level of satisfaction with job (Miller, *et al.*, 2000). Another significant effect of having employees who identify with the organization is that, employee who identify with their organization, are physically and emotionally attached to the firm and will do anything to ensure organizational success (Mael & Ashforth, 2001).

Perceived organizational support induces employees to develop a sense of obligation to their firm and make employees take the achievement of organizational objectives upon themselves. It also helps employees to develop affective commitment to their team, thereby, ultimately improving their level of performance (Rhoades & Eisenberger, 2002). Similarly, Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001), submit that, behavioral outcomes of perceived organizational support encompass "increases in in-role and extra-role performance and decreases in withdrawal behaviors such as absenteeism and turnover".

Several studies have been carried out on the relationship between perceived organizational support and organizational identification (e.g. Edwards, 2009; Edwards & Peccei, 2010). Perceived organizational support has also been studied in relationship with other employees job outcomes such, job satisfaction (e.g. Miller, *et al.*, 2000; Amiot, Terry, Jimmieson, & Callan, 2006), employee commitment (e.g. Edwards & Peccei, 2010), turn over intention (Van Knippenberg, Van Dick, & Tavares, 2007), amongst several other outcomes. However, most of these studies have been carried out in foreign countries. This informed the need to examine the relationship between perceived organizational support and team identification in the Nigerian work environment. Thus, this research examines this relationship, focusing on the football clubs plying their trade in the Nigeria Professional Football League (NPFL).

The Nigeria Professional Football League is a major contributor to the national development of the country. It provides jobs for over 700 youths who are playing actively for the twenty clubs plying their trade in the apex football competition in the country. Several hundreds of youths are also provided employments in various capacities in the clubs. As noted by The United Nations Inter-Agency Task Force on Sport for Development and Peace, football "enhance social integration and foster tolerance, helping to reduce tension and generate dialogue, especially when applied effectively; and also vital to the holistic development of young people, fostering their physical and emotional health and building valuable social connections" (United Nations Inter-Agency Task Force on Sport for Development and Peace, 2005).

Similarly, Okolie-Osemene and Okoh (2014) submit that football is a “unifying factor of intergroup dialogue, also an instrument of peace building and conflict transformation in many multilingual or multicultural and post-conflict societies”. This is possible based on the ability of the game to assemble both players and spectators in a relax atmosphere.

However, despite the huge investments by governments at all levels, especially, State governments which owned more than 70% of the clubs in the Nigeria Premier Football League (e.g. Rivers State - Rivers United; Abia State – Enyimba International and Abia Warriors; Akwa Ibom State – Akwa United; Kano State – Kano Pillars Football Club). These clubs have failed to perform to their full potential, therefore failing to achieve the objectives they were formulated.

As noted by Okolie-Osemene and Okoh (2014) Nigerian football clubs are perennially subjected to bad management which has led to the dismal performances of its representatives in continental football competitions. As a matter of fact, Enyimba International Football Club was the last Nigerian side to win a CAF competition, this success happened over 13 years ago in the CAF champions league, after which no Nigerian club have been able to win the prestigious CAF champions league or the coveted CAF confederation cup competition in spite of huge government expenditure. Recently, Rivers United was knocked out by a Sudanese Club Al-Merrek F.C. from the CAF champions league on a 4 to 3 goals aggregate score line, this happened despite the presence of the State Governor to cheer the team during the first leg of the match. Same fate befell Rangers International Football Club as they were knocked out by an Egyptian side – Zamalek.

Another observable problem in the Nigerian football league is the eagerness of its players to change club, it appears every player aspiration is to perform well for a season and attract foreign clubs. It is observable that players move to obscure footballing countries in search of greener pasture, though few exceptional cases exists such as Victor Ezeji who spent over twenty years playing in the Nigerian football league, another exception is Chinedu Udoji, the former captain of Enyimba International, currently playing for Kano Pillars Football Club who have spent over ten years in the local league. The continuous migration of talents from the local league have been a cause of concern for football administrators and a demotivating factor for spectators who wants to see their idols week-in-week-out (Iwuala, 2014), this maybe the manifestation of lack of identification of players to clubs in the NPFL.

Pannenberg (2010) authoritatively observed that, since football is the source of livelihood for players, they will continue to search for teams who share the same ideology with them and have appropriate reward system, when the player perceived that their personal ideology and values differ from the clubs ideology and values it gives rise to the rapid change of clubs, disobedience to club rules, lateness to trainings and absconding to other clubs without formal agreement between the clubs. These are normal occurrences in the Nigeria Premier Football League. All these indicators points to the fact that, there a lack of team identification among the players in the NPFL and it informed the need to investigate if the appropriate support from team managers, coaches, technical advisers, management boards and team mates could help players identify with their teams and remained loyal and committed to the achievement of the objectives of the team.

Therefore, this study investigates the correlation between perceived organizational support and team identification of clubs in the Nigeria Professional Football League (NPFL), using pay satisfaction as the moderating variable.

## **2. Review of Literature**

### ***Perceived Organizational Support***

Perceived organizational support derives its theoretical foundation from the Organizational Support Theory (OST), and Social Exchange Theory (SET). According to Eisenberger, Huntington, Hutchinson and Sowa (1986), OST maintained that “employees develop POS in order to meet needs for approval, esteem and affiliation and to assess the benefits of increased work effort”. Similarly, Kurtessis, et al (2015) opine that, much attention has been given to OST because it explained the relationship between employee and organization from the employee perspective. Similarly, Eisenberger, Malone and Presson (2016) state that “Organizational support theory explains how POS develops and yields positive consequences for employees and organizations”. That is, the theory elucidate that employees perceived their firms as caring or not depending on the firm’s disposition towards them.

Eisenberger, Malone and Presson (2016) define perceived organizational support as “an employee’s perception that the organization values his or her work contributions and cares about the employee’s well-being”. A positive perception has been shown to be beneficial to both employees and employers. Eisenberger (2002) states that employee’s conviction that their employer place appreciates what they do in the firm and is concerned about their wellbeing has significant consequences on their attitude to work. And as a result of this, such organization will attract certain benefits such as low employee turnover, less absenteeism and a greater feeling of responsibility by the employees. These will lead to better job performance and stronger level of citizenship behavior.

POS produces a felt commitment to the organization and increase the level of employees' job outcomes. Employees who perceive the organization is caring for their wellbeing, therefore will reciprocate not only in engaging in various forms of pro-social behavior directed towards the organization, but also by developing a strong citizenship behavior to the organization such as altruism, courtesy, civic virtue, conscientiousness, sportsmanship etc. the caring, approval and respect denoted by POS fulfill social emotional needs, leading employees to place the organization at the center their social identity.

POS strengthen workers believe that the firm acknowledges their input and loyalty and trade them for economic and other rewards which in the long run increases organizational performance. Several dimensions of POS exists as developed by notable scholars, however, in this study, two dimensions (perceived manager support, and perceived team-mates support) are used and are discussed in subsequent paragraphs.

### ***Perceived Management Support***

Perceived management support, otherwise known as perceived supervisor support indicate the levels of which team players feel that their team manager, coaches, board members values their work contributions to the team success and cares about their well-being. Players experience high levels of POS when their coaches, managers (supervisors) value their efforts and show interest about their health and other personal concerns (Eisenberger, *et al.*, 1986). In addition, numerous studies support that firms and supervisors that appreciate and encourage employees create high perceived organisational support among employees (Taunton *et al.*, 1997; Eisenberger, *et al.*, 2002; Landman, 2008; Sylva & Onuoha, 2016).

### ***Perceived Team-mates Support***

Perceived team-mates support, also known as perceived co-worker support in management literature, represents the belief by a player has that his team mates favours their contributions to the team's success (Ladd & Henry, 2000).

Studies by renowned scholars such as Ladd and Henry (2000), and Lin (2010) has shown that, when team-mates display behaviours that indicate their concern for each other, they tend to develop a bond showing a positive team support and in most cases develop a general sense of obligation towards each other. Supportive behaviours suggest that communality and acquaintanceship is valued in their team. This enhances employees' engagement in behaviours which leads to the development of even stronger acquaintanceship among (Lin, 2010). Co-workers support provides clues about how the firm values its employees and the firms actions and plans toward employees (Allen, Shore & Griffeth, 2003). Allen, Shore and Griffeth (2003), team mates support "are important conduits of messages that convey the organization's culture and how the employee fits in with the organization's culture".

### ***Team Identification***

Team or social identification has it root from the Self-Categorization Theory and Social Identity Theory (Johnson, Morgeson, & Hekman, 2012). Self-categorization theory is concerned with the cognitive affection aspect of identification, while social identity theory supports the affective/emotional aspect of identification. According to Tajfel (1972) team identity is "an individual's knowledge of group membership and the emotional significance the individual attaches to that membership". Often individuals identify with a clique in order to either minimize perceived uncertainty or to feel better about their personality.

As submitted by Johnson, Morgeson and Hekman (2012) social identity and self-categorization theories suggest that people identify with teams for two broad purposes, which are – "to feel better about themselves (self-esteem) - Tajfel and Turner (1979), secondly to reduce hurtful social uncertainty (uncertainty-reduction) – Hogg (2000), and Reid and Hogg (2005). The level of employee identification may change as a result of time and nature of the interaction with the team. In other words the more players interact with and spend time at a particular team, the more they likely to identify with it. If a club provides fair opportunities for promotion, the level of identification is expected to increase (March & Simon, 1993).

Johnson, Morgeson and Hekman (2012) split team identification into two measures – cognitive and affective identification. Cognitive identification is concerned with how individual player thinks about himself and defines his place in the social environment, on the other hand, affective identification related to how a player feels about himself and the team.

### ***Perceived Organizational Support and Team Identification***

Perceived support from organization by employees has been reported to have positive effect on a number of employee outcomes including identification (Sluss, Klimchak, & Holmes, 2008; Edward & Pecci, 2010; Dai & Qin, 2016). In Edward and Pecci's (2010) study on the relationship between perceived organizational support and organizational identification, involvement and intention to leave. It was revealed that, perceived organizational support has a positive influence on all the employee outcomes.

According to Ricketta (2005) positive organizational identification is expected to be positively related to player's job behaviors, including player's intention to stay with the club and several forms of team involvement. A subsequent study by Lavelle, Rupp and Brockner (2007) towed this same line of argument by suggesting that perceived organizational support to a great extent predict employee identification and commitment. These arguments are encapsulated in the following overall mediation hypothesis.

**Hypothesis 1:** There is no significant relationship between perceived management support and cognitive identification.

**Hypothesis 2:** There is no significant relationship between perceived management support and affective identification.

**Hypothesis 3:** There is no significant relationship between perceived team-mates support and cognitive identification.

**Hypothesis 4:** There is no significant relationship between perceived team-mates support and affective identification.

### **The mediating role of pay satisfaction**

The effect of pay satisfaction on employee work outcomes has been of concern to psychologists and management scholars for far as early 19<sup>th</sup> century. In a seminal research on employee job satisfaction Hoppock (1935), revealed that employee dissatisfaction with the wages earned was the most crucial determinant of employee turnover. In a more recent study Curpall, Towler, Judge and Kohn (2005), studying teachers of 117 public schools, indicate that dissatisfaction with pay drastically affected a number of organizational outcomes.

Several other evidences from empirical studies have revealed similar results, revealing that pay dissatisfaction is closely related to lower levels of employee performance (Bretz & Thomas, 1992), intention to stay (Trevor, Gerhart, & Boudreau, 1997), while it relate to higher level of absenteeism and lateness to duty (Koslowsky, Sagie, Krausz, & Singer, 1997), also it may lead to theft of organization properties (Greenbaum, 2002). Similarly, Heneman and Judge (2000) summarily concluded that, "pay dissatisfaction can have important and undesirable impacts on numerous employee outcomes". In line with these points raised by scholars, it is hypothesis that:

**Hypothesis 5:** Pay satisfaction does not significantly moderate the relationship between perceived organizational support and team identification.

## **3. Methodology**

### **Research Design**

Since this study involves the investigation of study elements which are not under the control of the researcher, it is therefore appropriate to adopt a cross-sectional survey, a type of quasi-experimental research design. Also, the study involves investigation of the correlation between two variables (Olsen, & George, 2004). Also, data for the study were collected at a single point in time using a structured research instrument (Creswell, 2009; Tharenou, Donohue & Cooper, 2007).

### **Population of the study**

The population for this comprises the 700 football players allowed by the NPFL rules to be registered by the twenty football clubs in the League. Each club is allowed to register a maximum of 35 players, multiplying this number by the number of clubs (20) in the NPFL, gives seven hundred (700) players. A minimum sample size of 248 was determined using Krejcie and Morgan (1970) table. A structured questionnaire was distributed to 248 players randomly via their email or facebook messenger, from which 125 completed and returned the questionnaire, representing a 50% returned rate.

### **Questionnaire Design**

In order to generate data from the respondents, a research instrument comprising two parts (A & B) was developed. Part A of the instrument has questions eliciting answers on the demographic details of the respondents. It has statement items such age, gender, position in organization. Part B is concerned with the variables under investigation (perceived organizational support, team identification and pay satisfaction). The items under section B were anchored on a five-point Likert scale at both ends such that 5 = strongly agree and 1 = strongly disagree.

### **Operational Measures of Variables**

The independent variable (perceived organizational support) was dimensionalized using perceived management support, and perceived team-mates support. It was measured using a total of 8 statement items, with each of its dimension having 4 items. Perceived management support have items such as "my management team really cares about my well - being; My management team shows very little concern for me", and perceived team-mates

support has items such as “My team-mates strongly consider my goals and values; My team-mates take pride in my accomplishments on the field”. All the items were adopted from the work of Hayton, Carnabuci and Eiseberger (2012) and modified to fit the sporting context.

The criterion variable – team identification has affective and cognitive identification as its measures. It was measured using 8 items, adopted from Johnson, Morgeson, and Hekman, (2012), with each of the measures having 4 items – affective identification has items including “I am proud to be a player in this club; It feels good to be a player in this club”. Likewise, cognitive identification items include “My membership in the team is very important to my sense of who I am; My sense of self overlaps with the identity of the team”.

The moderating variable – pay satisfaction was measured using four items adopted from Williams, Brower, Ford, Williams and Carraher (2008), the items include “I am satisfied with the size of my current salary; I am satisfied with the size of my recent pay increases”.

### **Reliability and Validity of the Instrument**

The reliability of the measuring instrument was established through the computation of the Cronbach’s alpha values. The scale describing the perceived management support returned alpha value of 0.88, perceived team-mates support returned 0.89. Similarly, affective identification has an alpha value of 0.78, while cognitive identification returned a value of 0.77. lastly, pay satisfaction returned a highest alpha value of 0.9. All the above values surpassed the minimal acceptable standard suggested by Nunnally and Bernstein (1994) and supported by Sekaran (2000). Therefore, the instrument was considered reliable and suitable for analysis in this study.

The validity of the research instrument was ascertained via face and content validity. The items used in describing the constructs were derived from a rigorous review of management and organizational behavior literature, thereby ensuring content validity of the instrument (Polit, & Beck, 2006; Patrick, et al., 2011). Similarly, a sample of the instrument was given to experts in the sporting arena as well as a selected number of senior and management staff of the ministry of sports and the Professional Football Players Association for the observations and inputs. Their input led to the adjustment in some of the items to suit the Nigerian sports setting. These steps justified the face validity of the instrument (Hayton, Allen, & Scarpello, 2004; Polit, Beck, & Owen, 2007; Sylva & Akpan, 2016). In addition, construct and content validity of the items have severally been confirmed in previous studies and in studies where they were adapted.

## **4. Analyses and Results**

### **Data Analysis Technique**

The Kendall\_Tau correlation coefficient was used to test the level of association between the two variables, while partial correlation was used to examine the effect of pay satisfaction on the relationship between perceived organizational support and team identification. According to Sekaran (2000), and Tabachnick and Fidell (2001), the Kendall\_Tau correlation coefficient is suitable when testing for correlations among two or more variables. The technique was also used because the study made use of ordinal data (Gravetter & Wallnau, 2013). Further tests were conducted to ensure that the statistical assumptions were not violated.

### **Hypotheses Testing**

Results from hypotheses one and two are shown in table 4.1, the hypotheses stated that, there is no significant relationship between perceived management support and the two measures of team identification (affective and cognitive identification). As earlier stated, the Kendall\_Tau b correlation coefficient was used to analysis these relations. The result is as shown below:

**Table 4.1:** Correlations between perceived management support, the measures of team identification

		Affective identification	Cognitive identification
Kendall's tau_b	Perceived management support	.616*	.512*
	Correlation Coefficient		
	Sig. (2-tailed)	.001	.000
	N	125	125

\*. Correlation is significant at the 0.05 level (2-tailed).

Analyses showed that, perceived management support is moderately correlated with affective identification with tau\_b = .616,  $p < .005$  and  $n = 125$ . It also has a similar relationship with cognitive identification with tau\_b = .512,  $p < .005$  and  $n = 125$ . Based on the analysis, the first and second null hypotheses were rejected and their alternative accepted.

**Table 4.2:** Correlations between perceived team-mates support, the measures of team identification

			Affective identification	Cognitive identification
Kendall's tau_b	Perceived team-mates support	Correlation Coefficient	.773*	.746*
		Sig. (2-tailed)	.000	.000
		N	125	125

\*. Correlation is significant at the 0.05 level (2-tailed).

Analyses showed that, perceived team-mates support is strongly correlated with the two measures of team identification, the relationship with affective identification showed tau\_b = .773, with a  $p < .005$  and  $n = 125$ . Also, the relationship with cognitive identification showed tau\_b = .746,  $p < .005$  and  $n = 125$ . Based on the analysis, the third and fourth null hypotheses were rejected and their alternative accepted.

**Table 4.1.4: Effect of pay satisfaction on the relationship between POS and TI**

Control Variables			Perceived Org. Support	Team Identification	Pay satisfaction
-none <sup>a</sup>	Perceived Org. Support	Correlation	1.000	.636	.891
		Significance (2-tailed)	.	.000	.002
		Df	0	125	125
	Team identification	Correlation	.636	1.000	.661
		Significance (2-tailed)	.000	.	.000
		Df	125	0	125
	Pay satisfaction	Correlation	.891	.661	1.000
		Significance (2-tailed)	.002	.000	.
		Df	125	125	0
Pay satisfaction	Perceived Org. Support	Correlation	1.000	.213	
		Significance (2-tailed)	.	.001	
		Df	0	123	
	Team identification	Correlation	.213	1.000	
		Significance (2-tailed)	.001	.	
		Df	123	0	

a. Cells contain zero-order (Pearson) correlations.

The first half of the table shows the relationship between perceived organizational support and team identification without the moderating effect of pay satisfaction. The analysis reveals a strong correlation between POS and team identification with  $\rho = .891$ ,  $p < .05$  and  $n = 125$ . However, the introduction of pay satisfaction adversely affected the relationship with  $\rho = .213$ ,  $p < .05$ ,  $n = 123$ . An observation of the relationship without the moderating effect of pay satisfaction reveals  $\rho$  of .891 meaning that controlling for pay satisfaction had a significant effect (0.678) on the strength of the relationship between perceived organizational support and team identification.

## 5. Discussions and Conclusion

### Discussions

This study was centered on the relationship between perceived organizational support and team identification in the Nigeria Professional Football League, also the moderating effect of pay satisfaction was tested. It was hypothesized that, the dimensions of perceived organizational support do not significantly correlate with the measures of team identification. Further test was carried out to examine the mediating effect of pay satisfaction on this relationship. To test correlation between the two variables kendall\_tau correlation coefficient was used to determine the strength of the relationship, however, partial correlation was used to examine the moderating effect of pay satisfaction on the strength of the relationship.

Based on the results obtained from the analyses, the two dimensions of perceived organizational support (perceived management support and perceived team-mates support) were significantly correlated with the measures of team identification (affective and cognitive identification). Meaning that, the support individual player obtained from team managers, coaches, technical advisers, club board, and even from their fellow players greatly influenced their identification with the club.

These findings consistent with organizational support theory and social exchange views which holds that

work endeavor is inspired by the receipt of socio-emotional resources (Levinson, 1965; Eisenberger, Huntington, Hutchinson & Sowa 1986), since perceived organizational support fulfills this socio-emotional needs, it is expected to enhance players identification with their clubs. Similarly, the findings are directly reflecting the social identity and self-categorization views, which opine that individual's identify with a group to fulfill self-esteem and uncertainty reduction needs (Tajfel & Turner, 1979; Johnson, Morgeson & Hekman, 2012). Football players are known as celebrities and may likely want to maintain a high self-esteem and reduce uncertainty about future, thereby increasing identification with the clubs.

Also, the findings from this study is harmonious with several other studies (e.g. Sluss, Klimchak, & Holmes, 2008; Edward & Pecci, 2010; Dai & Qin, 2016; Sylva & Onuoha, 2016). Edward and Pecci (2010) found that perceived organizational support have positive effect on several employee outcomes, including organizational identification, employee involvement and intention to stay.

The moderating effect of pay satisfaction on this relationship was also tested, the result reveal that pay satisfaction significantly influence the relationship between perceived organizational support and team identification. Though there are few studies who have investigated the effect of pay satisfaction on the relationship between perceived organizational and team identification (e.g. A'yunnisa & Saptoto, 2015). Vandenberghe and Tremblay (2008) studied the moderating effect of pay satisfaction on employee commitment and intention to stay which are aspects of identification, and concluded that employees seems to want to stay in an organizational when they feel their emotional and esteem needs are supported. A related study by Lum, et al (1998) found turnover intentions and commitment of nurses to be influences by "pay level, raise, structure and administrative, and benefits".

### **Conclusion**

It is concluded that players' identification with their clubs is greatly influence by the support they get from their team-mates, team manager, coaches, technical advisers, and club board. Also, the level of pay package including benefits administered by the club goes a long way to encourage identification with the club by its players.

The following recommendations were therefore put forward:

- i. Club management (team manager, coaches, technical advisers, and club board) should endeavor to put the emotional needs of the players in consideration whenever policies are formulated.
- ii. Clubs should endeavor to satisfy the affiliation needs of the players so as to encourage them to a strong sense of belonging with the club.
- iii. Proper pay administration should be put in place to motivate the players commit their future.

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## APPENDIX

### A Questionnaire on the relationship between perceived organizational support and team identification in the Nigeria Professional Football League

This questionnaire is provided to determine the correlations between the dimensions of perceived organizational support (management support, and team-mates support) and the measures of team identification (affective and cognitive identification) with the moderating impact of pay satisfaction in the Nigeria Professional Football League.

Kindly, indicate the extent to which you agree or disagree that the statement reflects the situation in your club.

(1 = strongly disagree, 2 = disagree, 3 = nor disagree nor agree, 4 =agree, 5 = strongly agree)

<b>Perceived organizational support (POS)</b>						
S/N	<b>Perceived management support (PMS)</b>	1	2	3	4	5
1	My management team really cares about my well - being.					
2	My management team shows very little concern for me.					
3	My management team strongly considers my goals and values.					
4	My management team is willing to help me when I need a special favor.					
<b>Perceived team-mates support (PTS)</b>						
1	My team-mates strongly consider my goals and values.					
2	My team-mates take pride in my accomplishments at work.					
3	My team-mates really care about my well - being.					
4	My team-mates value my contribution to their well - being.					
<b>Team Identification (TI)</b>						
<b>Affective Identification (AI)</b>						
1	I feel happy to be a player in this club					
2	I am proud to be a player in this club					
3	It feels good to be a player in this club					
4	If I were forced to leave this team, I would be very disappointed					
<b>Cognitive Identification (CI)</b>						
1	My self-identity is based in part on my membership in the team					
2	My membership in the team is very important to my sense of who I am.					
3	My sense of self overlaps with the identity of the team					
4	If the team were criticized, it would influence how I thought about Myself					
<b>Pay Satisfaction (PS)</b>						
1	I am satisfied with the size of my current salary					
2	I am satisfied with the size of my recent pay increases					
3	I am satisfy with my benefit package					
4	I am satisfy with how my bonuses are determined					