Employees' Organizational Identity Enhancement Based on The Self-Promotion Strategy in Airport Management: A Field Research at Salalah International Airport

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Abstract
The study aimed to analyze the method of self-promotion to enhance the organizational identity of employees in airport management. The study population consisted of employees of the Oman Airports Management Company in the Sultanate of Oman, numbering 1,042 employees. A soft sample of 175 employees was selected, and an electronic questionnaire was distributed to this sample. 169 responses were obtained and are suitable for statistical analysis. The study followed a descriptive-analytical approach. The study reached many results, the most prominent of which was: There was a statistically significant effect of the levels of self-promotion style on enhancing the organizational identity of those working in airport management. The study recommended the need for the manager in the organization to seek to draw the attention of others that he is valuable to the organization by listening and helping employees solve their problems and showing them friendliness, and the need to direct the behavior of leaders in airport management towards applying the method of self-promotion because of its significant impact on strengthening organizational identity. Among employees, this is done by preparing training programmes to provide leaders with their characteristics and skills.
Keywords: Self-promotion Method, Organizational Identity, Airport Management.

Introduction

One of the methods of creating a perceived mental image, the most recent of which is the method of self-promotion, which many literatures and studies have indicated is important for the individual and the leader in the organization, in trying to gain status and trust and achieve professional opportunities. This always imposes on the organization's manager the need to take the initiative to influence employees and work on their development. According to modern, more flexible mechanisms and methods, including impression management methods in managing the organization to enhance goals and achieve them with high levels of efficiency and effectiveness (Makhamra, 2021).

The manager's use of self-promotion methods positively and without excessive exaggeration leads to positive and successful results that enhance the individual's existence, which is A high positive image of him among his superiors and colleagues, and this It reflects positively on the general climate at work, such as trust, reliability, and team spirit. On the other hand, using self-promotion in incorrect ways is likely to lose credibility and negatively affect the work climate. Therefore, the content of impression management expresses the activity of the individual who hopes that others see him as highly competent in carrying out his work, skilled in dealing with his surroundings, strong in his personality, and with a degree of commitment to his work, to the work team, and to the direction of the organization in which he works (Al-Karawi, 2016).

Organizational identity forms the basis for an organization's progress or decline. Its survival or collapse, and the organization needs to establish its own concept of identity, which makes the employee devote himself to remaining in this organization, and its continued success and excellence. The set of values that it adopts reflects organizational loyalty and a sense of satisfaction, stemming from the employee's belief in his affiliation to this organization, and this is what is called the organizational identity (Bakr, 2018). Organizational identity is formed from the values and beliefs that guide the actions of employees, as the manager has the primary role in shaping it. Given the importance of organizational identity in gaining the loyalty of individuals, leaders seek to adopt administrative methods that have a great influence on them, and these methods include Self-promotion (Blader et al., 2019).

The Importance of Studying

This study came to introduce managers to the topic of the impact of self-promotion, what self-promotion strategies are, and how to practise them because of the role they play in improving job performance, which enhances organisational identity, and highlights the importance of the study. This study derived its importance from benefiting from the results of this study and being worked on by management. airports, and among the recommendations that were developed considering the results of the study.

Study Problem and Research Questions

The manager is supposed to play a positive role in creating a positive climate within the organization. This climate is maintained by the members of the organization, reduces work pressures, raises morale, job performance, and loyalty to the organization, and enhances the organizational identity of employees. In light of this, many managers neglect positive self-promotion. They do not reflect their positive image and professional skills in the organization, working to gain the trust and support of their employees and indirectly influencing the strengthening of organizational identity, which is one of the forms of impression management in institutions. The scarcity of previous studies and literature created a research gap. This was

done to fill the research gap and link the two variables of the study with each other. The problem of the study lies in its main question

- What is the impact of the self-promotion method on strengthening the organizational identity of those working in airport management in the Sultanate of Oman?

Objectives of the Study
- To measure the effect of self-promotion method on enhancing organizational identity among employees in airport management.

Study Hypothesis
There is no statistically significant effect of self-promotion on enhancing organizational identity among employees in airport management in the Sultanate of Oman.

Study Model
Independent variable: Self-promotion method Dependent variable

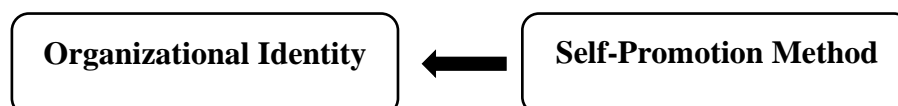**Organizational Identity** ← **Self-Promotion Method**

Figure 1: A model prepared by the researcher based on (Bakr, 2018)

Terms of the Study
- **Self-promotion:** Self-promotion is a common self-presentation strategy through which a manager seeks to convince others of his or her competence. Through self-promotion, he tries to make others believe that he has the potential and abilities, and they believe that he is highly intelligent and talented (Al-Rakbani and Abdul Sattar, 2018).

- **Organizational identity:** Individuals feel that the organization appreciates their contributions and achievements, which enhances their sense of self-esteem, pride, and belonging to the organization and a sense of unity and integration with it, which makes them more willing to make an effort to achieve its goals (Blader et al., 2019).

Literature Review
Bakr's (2018) study, entitled "Studying attitudes towards impression management methods and their impact on organizational identity among administrative professionals at Al-Azhar University," The study aimed to identify impression management methods, the most important of which is self-promotion. Appreciation, coercion, and threats on a sample of employees at Al-Azhar University It also became clear that there is a statistically significant inverse correlation between impression management methods and organizational identity.
Alwan's (2019) study, entitled Impression management strategies among heads of academic departments at Zagazig University in light of emotional intelligence models, Mayer and Salovey model the study aimed to identify impression management strategies among heads of academic departments at Zagazig University in light of emotional intelligence models. Mayer and Salovey model the study population included heads of academic departments at Zagazig University, and the study sample numbered 190 people. The study reached a number

of results, the most notable of which are: there is a significant positive correlation between the emotional intelligence of department heads and the use of their impression management strategies, which are self-promotion and luck, while there is an inverse relationship with the invocation strategy.

Tibawi's (2020) study entitled Organizational identity and its relationship to employee job similarity: A field study at the College of Humanities and Social Sciences The study aimed to identify organizational identity and its relationship to employee job similarity. The study population included employees in the College of Humanities and Social Sciences. The study sample amounted to 106 employees. The study reached a set of results, the most prominent of which were: Organizational identity is an essential element in organizations. While opening the way for employees to integrate into work and gain knowledge and experience that will help them at work, it is important to address the relationship between organizational identity and job similarity, which carries their topics because it has an impact on employees and their behavior within the organization.

Kashkousha's study (2021), entitled the effect of enlightened leadership in supporting organizational identity by applying it to the employees of the Insurance Holding Company, this study aimed to identify the impact of enlightened leadership on supporting organizational identity. The study population included employees of the Holding Insurance Company. The random sample of the study amounted to 274 individuals. The study found many results, most notably the existence of a significant influence relationship. There is a statistically significant difference between the enlightened leadership dimensions scale and the organizational identity dimensions scale. The positive aspects of the research sample's vocabulary towards the dimensions of organizational identity are characterized by high positivity.

Looking at the previous studies, it becomes clear that despite the importance of the topic, the studies in this field are very few and almost scarce and need more consolidation and research, especially in Arabic. What distinguishes this study is that it provides a general and comprehensive conceptual framework for the concept of self-promotion style, and it also conducts a field study on those working in the management of Amman Airports with regard to organizational identity. This study seeks to provide a knowledge overview in addition to the importance, models, and characteristics of organizational identity. This study is considered unique and addresses a research gap that lies in researching and studying the method of self-promotion in a very specific way, as previous studies were general and targeted impression management methods and their impact on organizational identity without studying any of these methods separately, unlike this study, which deals with the method of self-promotion and its relationship to organizational identity.

Theoretical Framework
- **Self-promotion Method**

Self-promotion is one of the methods of impression management in organizations and a common strategy for self-presentation, through which the manager seeks to convince others of his competence. Through self-promotion, he tries to make others believe that he has the potential and abilities, and they believe that he is highly intelligent and talented (Al-Rakbani and Abdul Sattar, 2018).

Through this method, the manager provides information to others about his previous achievements and successes and promotes the serious behavior that he undertakes to achieve his results. It involves the behaviors that managers carry out to demonstrate their

competence, abilities, and talents at work (Bolino et al., 2019). Self-promotion also refers to the tactics used to demonstrate one's competencies, which include accepting positive events, making others aware of one's accomplishments, and highlighting one's performance. This strategy is effective in the context of job interviews (Terrell & Kwok, 2017). Self-promotion style refers to a set of behaviors and strategies that individuals use to promote themselves and highlight their personal achievements and skills in various contexts, including the organizational environment. Self-promotion can be defined as a social strategy that individuals use to enhance their self-image and achieve their goals by promoting their achievements and personal skills. Self-promotion includes many processes, such as speaking confidently about personal abilities, highlighting important achievements, and promoting specialized skills and knowledge.

- **The role of self-promotion style in organizational identity**

Organizational identity is related to the image that individuals promote about themselves in the context of the organization. When individuals use self-promotion effectively, it can influence the formation and strengthening of organizational identity in several ways. For example

1.   Increasing awareness and recognition of the individual: When individuals use the method of self-promotion, they can highlight their personal abilities and skills, and thus increase awareness and recognition of these abilities by their colleagues and administrative bodies in the organization.

2.   Enhancing confidence and recognition: The self-promotion method enhances self-confidence and contributes to increasing the level of recognition of individuals' achievements. When individuals' contributions and achievements are recognized, they feel satisfied and belonging and their sense of organizational identity is strengthened.

3.   Impact on the organization's self-image: Through the method of self-promotion, individuals can contribute to shaping and improving the organization's public image and reputation. When the personal achievements and abilities of individuals are promoted, the image of the organization as a capable and respected institution is strengthened.

The organizational identity

The concept of organizational identity is one of the manifestations that shows the characteristics of the behaviors that the organization directs to its members within it, and thus it shows the culture existing in the organization and the relationships that link between individuals. Organizational identity is the image that explains the facts that exist during the organization and its development, and it is a diverse process of interaction in all fields related to... With the functional process and common values and beliefs (Tibawi, 2020).

- **The concept of organizational identity**

The concept of organizational identity is considered one of the modern concepts in the field of sociological studies, as researchers did not study it significantly until the nineties of the last century, and thus organizational identity is defined as "the organization's members' collective understanding of the most fundamental or central features of the organization that distinguish it from others." "It is usually characterized by continuity" (Bakr, 2018: 167).

- **The importance of organizational identity**

Organizational identity has an important role in raising levels of productivity, enhancing effectiveness, and enhancing creative practice in the organization by creating new ideas and innovating services, products, new markets, and increasing profitability rates. There is a direct relationship between the internal impression image and organizational culture, and this does not happen unless the manager believes in his effective role in creating the existence of that culture and the extent of its impact on that, both positively and negatively (Taybawi, 2020).

- **Characteristics of organizational identity**

The organization consists of the individuals in it, and the activity is often carried out in harmony, which distinguishes it from other organizations and thus gives the organization and the individuals characteristics that distinguish them, and with them there are characteristics and characteristics that distinguish and enjoy the term organizational identity, and they are explained as follows
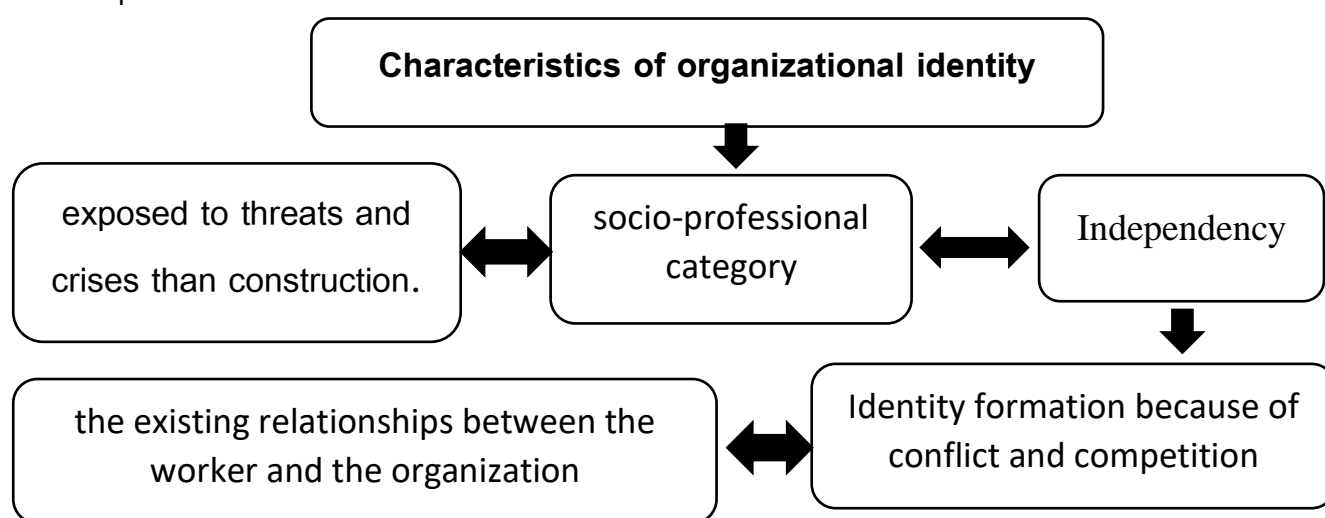

Figure 2: Characteristics of organizational identity, based on the study of (Kahli and Abdullah, 2018

1.   Organizational Identity Models in the Organization

Sanciolio presented four forms and models of identity, and this is through the ideas and trends that result from the relationships that arise for them inside and outside the organization, and thus they form successive models of identity within their organizations, which include the following models

1-   The Fusion or Integration

French workers are distinguished by their privacy, as they do not have any qualifications and have no authority over their working conditions or their relationships with others. They are distinguished by solidarity with each other with workers who belong to the same professional category (Mishri, 2016).

2-   The Negotiating Model

The owners of this identity are holders of certificates, which helped them obtain positions of responsibility within the organization and are always seeking internal promotion (Carey, 2018).

3-   The Consensual Identity Model

The actor with a consensual identity is distinguished by his constant pursuit of establishing a network of socio-professional relationships while maintaining them as long as the goals and interests have not yet been achieved. Thus, the relationships he creates do not adhere to a specific socio-professional category and we may not know continuity (Haroun, 2019).

4-   The Shrinking Identity Model

People with this identity are characterized by a preference for individualism and oppositional strategies, so they tend to avoid social relationships within the organization (Carey, 2018).
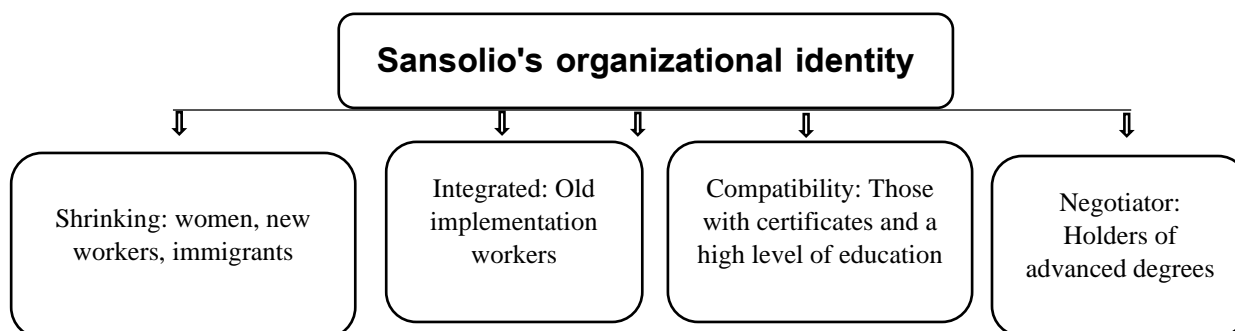

Figure 3: Forms of organizational identity according to Sansolio, based on (Al-Kahli and Abdullah, 2020)

Through what was presented previously, it was shown that identities are formed inside and outside the organization through a set of organizational characteristics and attributes. These models are closely related to professional and organizational relationships, situations, and circumstances, which forms social ties, cultural values, trends, and directives from the circumstances of employees, which achieve their goals and the goals of the organization.

Method and Procedures
Study Approach
The study methodology is the descriptive and analytical approach to the study, to research, describe and analyze the impact of the self-promotion method on enhancing competitive advantage.

Study Population and Sample
The research population consisted of 1,042 employees in airport management. A soft sample of 175 employees was selected. An electronic questionnaire was distributed to this sample. 169 responses were obtained and are valid for statistical analysis.

Study Instrument
• **Validity**
To verify the veracity of the content of the research tool (the questionnaire), it was presented to a panel of arbitrators from the faculty of the College of Commerce and Administrative Sciences at Dhofar University for the purpose of arbitrating it and verifying the veracity of its paragraphs (Appendix No. 2), and their comments and suggested amendments were considered. The questionnaire was completed in its final form as shown in Appendix No. (1) and distributed directly to the respondents.

- **Readability**

Cronbach's alpha reliability coefficient

Although there are no standard rules regarding the appropriate values for Cronbach's alpha coefficients, in practical terms the alpha coefficient (60%) is reasonable in research related to management and human sciences. Cronbach's alpha coefficient was calculated to estimate the internal consistency of the questionnaire as a whole and its dimensions separately. Table No. (1) shows this:

Table 1

Cronbach's alpha reliability coefficients for the total questionnaire and its dimensions

Reliability coefficient (Cronbach alpha) %	Number of paragraphs	The dimension
76.0%	5	Self-promotion
91.8%	10	Organizational identity

Statistical Processors

In an effort to reach indicators aimed at supporting the objectives of the study, testing its hypotheses, and answering its questions, the researcher used the SPSS program in the process of analyzing the data and testing the hypotheses.

Results

This chapter includes a presentation to discuss the most important findings of the research, in addition to presenting and discussing a set of recommendations that the researcher came up with in light of the research results. The research was conducted on a sample of airport management employees. Study question: What is the impact of self-promotion on enhancing competitive advantage?

Independent Variable: Self-Promotion Style

Table No 2

The arithmetic mean and standard deviation of Self-promotion levels (n=169)

Relative agreement	Paragraph order	standard deviation	Mean	Paragraph	number
Too high	1	.806	4.20	My manager seeks to let others know about his accomplishments at work	5
High	2	1.007	3.87	I know the reasons that lead to my anger	4
High	3	.940	3.71	My manager reserves his knowledge by being an expert in a particular field.	2
Medium	4	.976	3.39	My manager in the workplace speaks proudly about his work experience or skills	1
Medium	5	1.214	3.04	My manager tries to draw the attention of others that he is valuable to the organization.	3
High		1.012	3.64	Overall average levels of self-promotion	

The results in Table 2 indicate that the levels of...Self-promotion From the point of view of the sample members, it was of a high degree, according to the overall arithmetic average of the response rate of (3.64), and the standard deviation of the level of responses is (1.012). The content of paragraph (5) received the highest marks Self-promotion. The arithmetic average for this content was (4.20), which relates to "My manager seeks to let others know about his accomplishments at work.".

Dependent Variable: Organizational Identity

Table 3 shows the arithmetic mean and standard deviation for Organizational identity:

Table 3
Arithmetic mean and standard deviation of organizational identity (n=169)

Relative agreement	Paragraph order	standard deviation	Mean	Paragraph	number
High	1	.761	3.96	My bosses value me as a member of the work group	33
High	2	.800	3.93	My work in airport management makes me feel very respected within the community	32
High	3	1.004	3.92	I feel a sense of belonging and loyalty to airport management	27
High	4	.874	3.90	I feel that I am an important part of the airport management working group.	29
High	5	1.034	3.79	My bosses approve of how I do my job.	34
High	6	.974	3.77	I feel that my presence in my job has an impact on the success of the department in which I work	35
High	7	.860	3.74	When someone praises airport management, I feel like it is a personal compliment to me.	30
High	8	.850	3.71	I feel privileged and proud to be part of the airport management work group.	31
High	9	1.152	3.65	When I talk about airport management, I say (we do this) and not (they do that)	26
High	10	1.111	3.62	I feel that the success of airport management is a personal success for me.	28
High		0.923	3.79	The arithmetic mean of an axis**Organizational identity**	

The results in Table 3 show that the levels of axis **Organizational identity** It was high, according to the overall arithmetic mean of the response rate of (3.79) with a standard deviation of (0.923). All items had a high score. The phrase No. (33) came in first place, with a mean of (3.96). The phrase states: "My bosses at work appreciate me as a member of the work group." Statement No. (28) came in last place, with a mean of (3.62). The statement states: "I feel that the success of airport management is a personal success for me."

Testing the study hypotheses

The first main hypothesis: The first main hypothesis stated: There is no statistically significant relationship between...Levels of impression management methods and organizational identity.

To test this main hypothesis, the Spearman correlation coefficient was used, as follows.

Organizational identity	Statistics	variable
0.489**	Correlation coefficient	Self-promotion
0.000	Significance level	

Table 4

Spearman correlation coefficient for the relationship between levels Methods of impression management and organizational identity (n=262)

Statistical significance	t value	The value of the regression coefficient B	Source of variance
.0320	2.193	1.266	Constant
0.994	.003	.003	Self-promotion

It is clear from Table 4 that the regression coefficient for coercion and threats came first, reaching (0.624(Where it had the highest coefficients, it was followed in amount by a role model factor and its amount (0.238In view of the statistical significance of the (T) values associated with these coefficients, we find that they were statistically significant at the level of (0.01) in these two variables only, in contrast to the other variables for which the regression coefficients were not significant at the level of (0.01). Based on this result, it can be said that there is a statistically significant effect at the level of (0.01) for the independent variables (coercion, threat, role model) in organizational identity.

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Results and Discussions

1.   The results indicated that levels Self-promotion From the point of view of the sample members, it was of a high degree, according to the overall arithmetic average of the response rate of (3.64). Attribute The researcher's increase in the self-promotion axis indicates the possibility that the manager in the organization always seeks news about his achievements and heroism at work, and it also appears that he knows all the reasons that may lead to his anger, and this result is consistent with what was found in the study (Kahli and Abdullah, 2018), where self-promotion came at a level high.

2.   The results indicated that the levels of axis Organizational identity It was high, according to the overall arithmetic average of the response rate of (3.79). The researcher

attributes the increase in levels of the organizational identity axis to the possibility that superiors at work value the employee as a member of the work group. The employee's work in airport management makes him feel great respect within the community, which makes him feel stable, loyal, and belonging to the management, and that he is an important part of the work group in airport management, and this is the result. The findings are consistent with what was found in the study (Makhamreh, 2022) which indicated that the levels of the organizational identity variable were at high levels, and this result does not agree with the findings of the (2019) study, which indicated that the organizational identity variable axis was at a moderate level.

Recommendations

1.   Managers in organizations must behave ethically while promoting themselves as valuable to the organization because this has good repercussions on their reputation within the organization.

2.   Direct the behavior of leaders in airport management towards applying impression management methods because of their significant impact in strengthening the organizational identity of employees, through preparing training programs to provide leaders with their characteristics and skills.

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