



An Analysis of Workplace Attire and Employees Performance by Mediating Role of Organizational Identification and Self Esteem

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This research has focused on different parameters for the working environment of the hotel industry. The main objective of this research paper is to analyze the effect of Workplace Attire on employee performance and to determine the mediating effect of Organizational Identification and Self-esteem for Pakistan. The basic criteria are set upon self-esteem and factors. The data sample consists of 200 employees working in restaurant industry. It showed the impact significantly of Workplace Attire on Employee Performance and the study also proved the mediating effect of Organizational Identification and Self-Esteem on the relationship between Workplace Attire and Employee Performance. The findings provide some important managerial implications for better decision-making in the field of the restaurant industry.



Introduction

Pakistan is an emerging economy with low income and rapid-growth (Hoskisson et al., 2000). The hospitality industry i.e., hotels and restaurants are the significant contributors to the GDP of Pakistan. There has been a positive shift in Pakistan's Economy because of the improved law and order situation and due to the recent influx of Foreign Direct Investment (FDI) in the shape of China Pakistan Economic Corridor (CPEC). Resultantly, positive growth has been experienced in the Hospitality Industry of Pakistan due to enhanced tourism. (Peluchette & Karl, 2007) reported that companies have used workplace attire to influence workers' attributes and to mirror the companies' values. Satisfied employees in their attire are more likely to deliver better services. (Nelson & Bowen, 2000) reported that, unsuitable uniforms signal to customers about the carelessness and inefficiency of the company. Besides this, employees are more likely to fail to complete the assigned tasks when they wear not well-fitted uniforms. Research based on employee performance has gotten an important focus these days (Wicaksono & Ratnawati, 2022). Workplace attires serve as powerful tools that communicate an integrated meaning to others and influence their behaviors toward wearers (Rafaeli & Pratt, 1993). (Solomon & Schopler, 1982) reported that regardless of gender, well-designed uniforms influence their performance and mood as well at work. According to one study, 45% of employees are of the view that one dress casual work clothes are more productive than one who wears prescribed workplace attire or business attire. Previous studies have suggested that employees' workplace dress does have an influence on employee performance and psychological well-being while at work. (Peluchette & Karl, 2007). In Pakistan, due to a lack of indigenous research, Managers/Business Owners have very limited information available based on empirical evidence. One of the studies conducted in southern California suggested studying further on the effect of workplace attire in other segments of the hospitality industry such as restaurants and resorts to cross-validate the results, and further suggested that conducting similar research in foreign countries to see any differences in results (Tu et al., 2011). Another study conducted on factors affecting the performance of employees in the context of the hotel industry also suggested investigating the other factors that affect the performance of employees as independent variables and their mediating effect on the relationship of independent and dependent variables.

Certain changes in the business environment and changes in the scope of economic situations shifted the business environment completely for the firms. It also changes the practices of doing business because of the rapid developments in every field of the economy. Wearing dress has become part of organizational representation and brand identity (Wardhana & Harsono, 2020). In this new competitive environment, firms need new strategies based on new needs and challenges as a result of the new business environment (Koh et al., 2009). In the new competitive environment and changing environmental circumstances, it has been challenging for firms to achieve survival and obtained success (Serinkan & Kızılođlu, 2015). Now, firms have to compete with foreign competitors along with domestic ones (Kim et al., 2004). In today's business environment,



carefully devised strategies are key to their survival and achieving competitive advantages. The success of any business depends upon how well it acquires and retains motivated and committed talent. To keep employees motivated and productive, firms must understand all aspects of the workplace. In countries like Pakistan due to a lack of indigenous research, business managers generally rely on theories and concepts which are largely applicable in countries where tested and try to implement them as it is, due to a lack of indigenous research. Following are research questions which are addressed in this research.

RQ1: Does Workplace Attire Impact Employee Performance?

RQ2: Does Organizational Identification mediate the relationship between Workplace Attire and Employee Performance?

RQ3: Does Organizational Identification mediate the relationship between Workplace Attire and Employee Performance?

Literature review

Workplace attire (WPA) refer to the clothes employee wear at work. The degree of formality of attire varies from organization to organization. Employees' and employers' efficiency, professionalism and self-satisfaction are determined on the basis of dress coats (Jayasooriya, 2021). Now, organizations have moved back to the more professional ordinary dress, even some seven have gone to resorting to corporate attire with company logos and using formal dress (Lindeman, 2004; Munoz, 2001). Research-based on employee performance has gotten an important focus these days (Wicaksono & Ratnawati, 2022). Employee performance (EP) refers to Job the set of behaviors that are relevant to the goals and objectives of the organization. Task performance is a must-thing for any organization and that must be clearly conveyed to each employee that task performance (in-role performance) is in the best interest of the organization (Liu et al., 2011). In addition, it is imperative that they do their best to fulfil the required tasks, which would retain their membership in the organization and as a result, their organization would be distinguished from other organizations based on performance in the marketplace. When employees are not comfortable with their workplace attire, they are more likely they will not to try to be seen by the public and least chance will go out to assist their guests out of their way (Sheehan, 2003).

Employees' wearing particularly workplace attire is used to meet various goals and objectives of the originations. (Nelson & Bowen, 2000) reported that unsuitable workplace attire signals to customers about the carelessness and inefficiency of the company. Besides this, employees are more likely to fail to complete the assigned tasks when they wear not well-fitted workplace attire. According to one study, 45% of employees view one wearing casual work clothes as more productive than one who wears prescribed workplace attire or business attire. Previous studies have suggested that employees' workplace dress does have an influence on employee performance and psychological during duties. One study also suggests that formal business attire is linked with an increase in self-perception relating to trustworthiness, leadership authority and competence



(Peluchette & Karl, 2007). But the nature of the job matters according to the job position and level (Dellinger, 2002).

Organizational identification (OI) is an attachment between employees and organizations. Organizational Identification refers to an employee who "defines himself according to the same characteristics that he believes determine the organization in which he or she works". Moreover, Organization is an individual's psychological attachment to his or her organization (Ali & Finian, 2010). As indicated by the Social Identity theory (Turner et al., 1979) , a person's self-idea comprises social and individual identity. The fundamental supposition of Social Identity Theory is that an individual wants to have constructive individual identification which drives him/her to make progress toward achieving Positive social identification since social identification is the method for individual Identification. In this way, the more an individual is close to the organization in terms of identity match, the more probable individual would act to the greatest advantage of the organization he works for (Van Knippenberg & Van Schie, 2000).

(Ashforth et al., 2008) characterized the Identification process as the interchange amongst people and Organizations. People attempt to incorporate components of the organization into their own particular selves, and likewise, organizations support such personality institutions through the performance of employees.

Employee Performance at the workplace is a need of the organization and it should be well-defined to employees that performance is for the greater good of the organization (Liu et al., 2011). In addition, it is imperative that they do their best to fulfil the required tasks, then the organization will be distinguished from other organizations, and that results in their membership in the organization. In this way, employees will be willing more to perform when their organizational identification is high, and the existing body of literature supports the argument. For instance, Van Knippenberg (2000) showed that there is a link between performance and organizational identification by arguing that an employee with high identification is more focused on shared identity and acts in the best interest of the organization. Earlier studies in this field, such as (Worchel et al., 1998) also signified that it leads to motivating them to do work since high productivity was considered right for the organization's interests. Research has shown that higher identification causes improved performance, lower absenteeism and turnover rates, greater non-pay behavior, greater job satisfaction, greater motivation, and improved physical and health well-being (Van Dick et al., 2005).

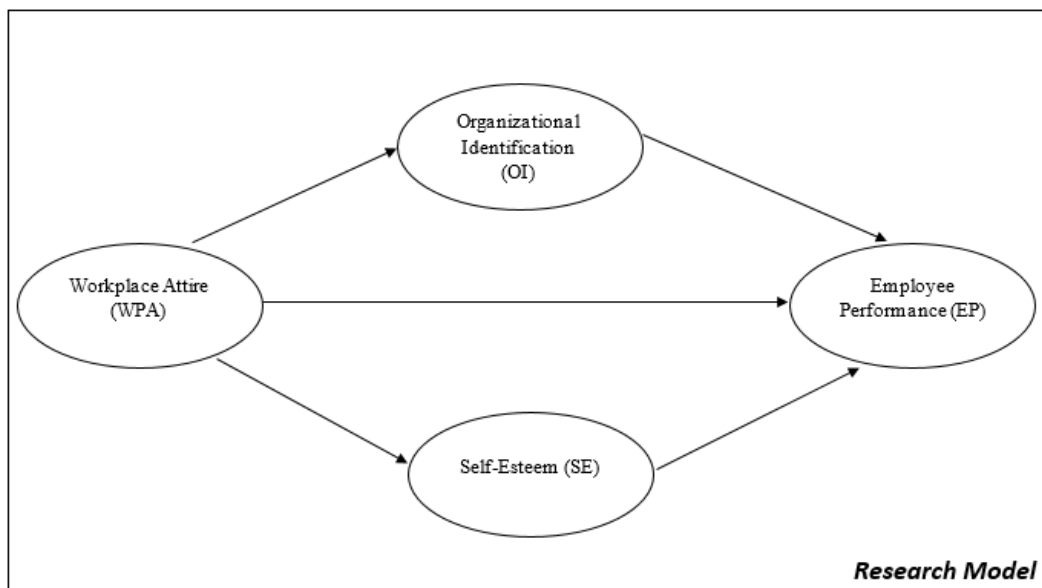
Self Esteem (SE) refers to a person's overall subjective and emotional evaluation of his or her own worth. It is a judgment of oneself as well as an attitude toward the self (Arnolds & Boshoff, 2002). It is the judgment of an individual which is expressed in the attitudes of that individual. Self-esteem refers to a person's perception or subjective assessment of the worth oneself, feelings of self-respect and self-confidence, and also to the extent to which a person has positive or negative views of himself. Self-esteem is associated with personal beliefs about abilities, skills, and social relationships (Abdel-Khalek, 2016). Fussell (2003) stated that workplace attire has a significant role in establishing morale and firming self-esteem. The clothing is used as a status symbol by



people and a means to enhance self-esteem. And clothing of individual help reinforces an individual’s assessment of self when esteem is low, on the other hand, helps express self when esteem is high (Tolani, 2018). Suitable workplace dress positively influences employee self-esteem (Keogan, 2013). An individual’s performance in an organization depends upon the individual’s structure of personality and particularly self-concept. In the context of motivation, one of the advanced perspectives is that self-esteem must be linked to performance in the job (Pierce & Gardner, 2004). These findings lead to the belief that people having greater self-esteem are motivated to perform well to maintain cognitive integrity because greater high self-esteem or greater self-esteem shields against stressful roles,

Theoretical Framework

Figure No 1: Theoretical Framework



Methodology

The deductive approach of research has been used in this research study because of the quantitative nature of the study and the descriptive analysis of all the variables included in the study framework. The study used the mono method in analysis and the type of data is cross-sectional because data for the study was collected only at a single point in time.

The population of this research study includes Employees including those who are in administrative positions working in the restaurant industry across the country. Individual Employees including those who are in administrative positions working at restaurants in Karachi. A sample of 200 respondents was studied. This study used a random sampling method to collect data from respondents to collect diverse responses for the study to reach at comprehensive findings



based on a diverse sample. The self-administered survey questionnaire was used to collect data from respondents.

Scale and Measurement

The questionnaire used for the data collection consists of five sections:

Section-1 collects the demographic information (age, gender, income, experience, employment status and education).

Section-2 consist of 8 statements related Workplace attire adapted from (Tu et al., 2011).

Section-3 consist of 6 statements related to Organizational Identification (Scale developed by (Mael & Ashforth, 1992) and recommended by (Riketta, 2005).

Section -4 consist of 10 items related to Self-esteem adapted from (Ferris, Lian, Brown, Pang, & Keeping, 2010) developed by (Rosenberg, 1965).

Section-5 consist of 7 statements related to Employee Performance adapted from (Liu et al., 2011) which was also used by (Williams & Anderson, 1991). All the responses are taken on 7 point Likert type scale.

Data Analysis and Results

Demographic Information

Overall, 200 questionnaires were filled out by Male respondents. The logical explanation is that our target industry was the restaurant industry where there are a few female employees working. In our culture, females do not work in restaurants apart from upper-end restaurants. Keeping in view the shortage of time and access few females responded were approached. Since there were a few mistakes in filling/missing values those filled, a questionnaire was rejected to ensure the validity of the results.

There are 38 respondents in (18-24 years) age group. 107 respondents are in the 25-30 years age group, 40 respondents are in 31-40 years age group, respondents are in having age between 41-50 years and lastly, there are only 4 respondents having aged in between 51-60 years. There are 177 respondents who are Full-Time employees of restaurants whereas, 23 respondents are Part-Time employees of the restaurant.

There are 46 respondents who have experience of less than a year, there are 126 respondents who have experience of 1-5 years, there 19 respondents who have experience of more than 5 years but less than 10 years, finally, there are 9 respondents who have experience of more than 10 years. There are 88 respondents who are working in administrative positions whereas there are 112 respondents who have no administrative positions. The above table indicates the descriptive statics of all four variables at N=200. The mean value of $E_p=4.0100$, $Se=3.6965$, $OI=3.6825$ and $WPA=3.9050$ reflects most respondents agreed with the statements. The EP range is between 2.29-4.71, SE 1.90-5.00, OI 2.17-5.00 and WPA 2.38-4.88.

**Table No 1: Descriptive Statistics (N=200)**

	N	Minimum	Maximum	Mean	Std. Deviation
EP	200	2.29	4.71	4.0100	.42473
Se	200	1.90	5.00	3.6965	.63399
OI	200	2.17	5.00	3.6825	.60535
WPA	200	2.38	4.88	3.9050	.33584

The standard deviation of Employee Performance is .42473, Self Esteem is .63399, Organizational Identification is .60535 and Workplace Attire is .33584.

Regression Analysis and the Preacher and Hayes process are used to analyze data to draw meaningful inferences. The data was collected from employees working at restaurants in Karachi and a total of 500 hundred questionnaires were distributed to get at least 200 accurately filled questionnaires. As the nature of the study was a descriptive and quantitative research study, we used statistical analysis techniques. To analyze the data SPSS statistics and SmartPLS were used. To measure the reliability of the instrument used for the data collection, Cronbach's Alpha and Composite Reliability tests were run using SmartPLS (v.3.2.7), results are discussed in detail coming sections. The results of the tests show that Cronbach's Alfa Value of all items, is greater than 0.8, and the results of the Composite Reliability test also show, values greater than 0.8 which reveals the high internal consistency among the items and logical coherence (Fornell & Larcker, 1981).

Average Variance Extracted examines the variance amount captured by a construct against the amount because of the measurement error, values above 0.5 are acceptable Fields(Fornell & Larcker, 1981). Our test results lie between the range of 0.5 to 0.65 hence in acceptance region. Therefore, the Discriminant validity is existed.

Table No 2: Discriminant validity

		OI	SE	WPA
EP	0.812			
OI	0.835	0.760		
SE	0.625	0.621	0.710	
WPA	0.772	0.840	0.536	0.775



Table No 3: Correlations

Variables	1	2	3	4
WPA	–			
OI	.126*	-		
Se	.193**	.223**	-	
EP	.330**	.301**	.363**	-

The correlation table shows that Workplace Attire (WPA) 12.6% positively correlates with Organizational Identification (OI) at 0.05 level of significance. Workplace Attire (WPA) 19.3% positively correlates with Self Esteem (SE) at 0.01 level of significance. Workplace Attire (WPA) 33% positively correlates with Employee Performance (EP) at 0.01 level of significance. Organizational Identification (OI) 30.1% positively correlates with Employee Performance (EP) at 0.01 level of significance. Self Esteem (SE) 36.3% positively correlates with Employee Performance (EP) at 0.01 level of significance.

Testing of Hypothesis

Hypothesis 1: Workplace Attire positively relates to Employee’s Performance.

Table No 4: Impact of WPA on EP

Regression Analysis:						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant	2.380	.333		7.158	.000
)					
	WPA	.417	.085	.330	4.920	.000

N=200, R=.330, R square=.109 F=(24.205) (P<0.01)

** Significance P<.01 **Significance P<.05, a. Dependent Variable: EP,



The beta value of B=.417 indicates that there is a positive relationship between the IV and DV with t value >2 and F value > 5 and P value < 0.01 indicating a statistically significant relationship. Hence, there is enough evidence to reject the null hypothesis.

Hypothesis 2: Organizational Identification Mediates the relationship between Workplace Attire and Employees’ Performance.

To analyze the mediation effect of Organizational Identification (OI) on the relationship between the Workplace Attire (WPA) and Employee Performance (EP) The proposed model was tested through the PROCESS version3.0 by Hayes. The results show that mediation effect of 4.20 % between the independent Variable (WPA) and the Dependent Variable (EP).

Table No 5: Mediation of Organizational Identification for the relationship between Workplace Attire and Employees’ Performance

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OUTCOME VARIABLE:
EP

Model
      coeff      se      t      p      LLCI      ULCI
constant  1.8629   .3449   5.4017  .0000   1.1828   2.5430
WPA       .3754   .0824   4.5573  .0000   .2130   .5379
OI        .1849   .0457   4.0460  .0001   .0948   .2751

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI
      .3754   .0824   4.5573  .0000   .2130   .5379

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
OI      .0420      .0306      -.0104      .1111
    
```

Beta values of WPA and OI are 37.54% and 18.49 % respectively. T values of all variables are greater than >2 and P values of all variables <0.01 indicate the statistical significance of the model. Hence, there is enough evidence to reject the null hypothesis.

Hypothesis 3: Self-esteem Mediates the relationship between Workplace Attire and Employees’ Performance.

To analyze the mediation effect of Self Esteem (SE) on the relationship between Workplace Attire (WPA) and Employee Performance (EP). The proposed model was tested through PROCESS version 3.0 by Preacher and Hayes (2008).



Table No 6: Mediation of Self-esteem for the relationship between Workplace Attire and Employees' Performance

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*****
OUTCOME VARIABLE:
EP

Model
      coeff      se      t      p      LLCI      ULCI
constant  1.9078   .3306   5.7707  .0000   1.2558   2.5598
WPA       .3414    .0821   4.1613  .0000   .1796    .5033
Se        .2080    .0435   4.7852  .0000   .1223    .2937

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI
      .3414    .0821   4.1613  .0000   .1796    .5033

Indirect effect(s) of X on Y:
      Effect   BootSE   BootLLCI   BootULCI
Se        .0760    .0325    .0198     .1470
    
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The results show that mediation effect of 7.6 % between the independent Variable (WPA) and the Dependent Variable (EP). Beta values of WPA and OI are 34.14% and 20.80 % respectively. T values of all variables are greater than >2 and P values of all variables <0.01 indicate the statistical significance of the model. Hence, there is enough evidence to reject the null hypothesis.

The study analyzed the proposed model with help of statistical techniques previously used in various studies by using software such as SmartPLS and SPSS. The results indicate a positive statistically significant relationship between the WPA and EP. The beta value of B=.417 indicates that there is a positive relationship between the IV and DV with t value >2 and F value > 5 and P value < 0.01 indicating a statistically significant relationship. These results confirm previous research studies such as (Peluchette & Karl ,2007) who also suggested a positive relationship between them. These results show the significance of Workplace Attire in the context of the Restaurant Industry in terms of contributing factors toward the enhancement of Employee Performance.

As a proposed relationship based on a literature review that Organizational Identification mediates the Relationship between Workplace Attire and Employee Performance. The results obtained through the PROCESS version 3.0 by Andrew F. Hayes, indicate the mediation effect (of Organizational Identification) of 4.20 % between the independent Variable i.e. WPA and the Dependent Variable i.e. EP. Beta value of WPA= 37.54% and OI =18.49 % respectively highlights the impact of WPA and OI on the dependent Variable i.e. EP respectively. T-values of all variables are greater than >2 and P-values of all variables <0.01 indicate the significance of the model.



As far as, the mediating effect of Self Esteem (SE) on the relationship between Workplace Attire (WPA) and Employee Performance (EP) is concerned. The proposed relationship was tested through PROCESS version 3.0 by Andrew F. Hayes. The results indicate that there is a positive mediation effect of 7.6 % between the independent Variable (WPA) and the Dependent Variable (EP). Beta values of WPA and OI are 34.14% and 20.80 % respectively. T-values of all variables are greater than >2 and P-values of all variables <0.01 indicates the significance of the proposed relationship of a variable.

Conclusion

Based on the analysis, it is concluded that Workplace Attire does affect Employee Performance significantly, therefore, managers and restaurant owners must focus on the Workplace Attire aspect of the restaurant since, it significantly influences Employee Performance. For businesses, the main objective is to increase employee performance because when employee performance increases, it increases the business activity of that restaurant, which means growth and profit for the restaurant, and we all know that restaurant owners run their businesses to earn profit and growth. Therefore, they must focus on factors that affect employee performance while at the workplace. In addition to that, results indicate that when there is Organizational Identification and Self-esteem in the organization coupled with good Workplace attire then Employees Performance will be increased. Hence, management should take efforts to increase organizational identification and should create an atmosphere that boosts the self-esteem of employees so that ultimately employee performance may be increased.

The course of action should be that management should carefully go through their employees' current workplace attire practices and ensure that employees are happy with their workplace attire because it is one of the significant contributors to Employee Performance at the workplace. Second, Managers should devise strategies that increase the Organizational Identification of employees because Organizational Identification Increases Employee Performance and moreover, it also mediates positively the relationship between Workplace Attire and Employee Performance. Hence, it is a significant contributor to employee performance. Finally, Managers should also devise strategies to increase the Self-esteem of employees at the workplace so that they while at they feel confident and have a positive attitude toward their work and themselves, because of its positive effect on Performance and, also positively mediates the relationship between Workplace Attire and Employee Performance.

Future Directions

In future research, other variables should be studied to find out their effect on employee performance. This study was conducted in the context of Pakistan; therefore, it is suggested that the model may be tested in other locations to cross-validate the results. Furthermore, for this study demographics of the respondents were not considered, hence, in future research demographics of the respondents should be considered to ascertain their possible differentiated effect on employee



performance. In addition to this, the mediation effect and moderating effect of other variables may be studied to investigate their effect. Moreover, the contextual performance aspect of Dependent Variable-Employee Performance may be studied to have a broader understanding of the topic and as a result better decision-making would be possible in presence of firsthand research on every possible aspect of employee performance and Workplace attire which are the important determinants of organizational performance and individual performance as well.

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