Evaluation Model for the Components of Organizational Identity

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ABSTRACT

Organizational identity is mentioned in different contexts, linked to organizational behavior and culture, company mission, image and communication and as a result, there emerge some problems in terms of definition of its concept and boundaries. Purpose of the article: highlighting of the research fields in organizational identity and creation of a model and methodological base for the conduct of the component empirical research in organizational identity. Research methodology: Two surveys of customers and employees, dealing with them, which enable the assessment of the model relevance for empirical research and the expression of organizational identity components in the selected company. The developed evaluation model of the components for organizational identity unites not only separate components, but also two methodological levels of evaluation, distinguishing the evaluation of identity under employees' level in an organization and the evaluation of identity under the client's level in an organization. The developed evaluation model for the components if organizational identity is relevant to the empirical research.

INTRODUCTION

The organization identity in different contexts was investigated by authors, such as: Edwards and Peccei (2010); Boros (2009); Lerpold et al. (2007); Balmer (2008); Lakačauskaitė (2012); Šimanskienė (2009); Price and Gioia, (2008); Mukherjee and Hong-Wei He (2008); Poškienė (2006); Iyamabo et al. (2013) and etc. The interest in this research subject has been mainly impacted by the changes in the organizational behaviour, environment, service culture, employees' behaviour norms and values; organizational communication; expectations of customers' loyalty

and satisfaction. Currently an actual *scientific problem*: What are theoretic and methodological approaches grounded on for the identification and correlation of the components of organizational identity?

Purpose of the article: highlighting of the research fields in organizational identity and creation of a model and methodological base for the conduct of the component empirical research in organizational identity. Article *objectives*: 1) to disclose theoretical assumptions for the development of organizational identity through the highlight of the concept and components of organizational identity; 2) to develop an evaluation model for the components of organizational identity; 3) in terms of the selected company to verify the relevance of the model for empirical research.

Research methods: The analysis of scientific literature discloses what the identified components of identity are grounded on; the method of modelling was invoked for the creation of evaluation correlations for the development components of identity, which will enable the determination of evaluation criteria. This method performs measurement and descriptive and under logical level – clarification functions. Two surveys of customers and employees, dealing with them, which enable the assessment of the model relevance for empirical research and the expression of organizational identity components in the selected company. The comparative analysis is applied for the collation of scientists' approach and the opinion of both respondent groups. Statistical mathematical methods are applied for the analysis of empirical data. SPSS – a statistics software package. Summary – summarized literature, gained empirical research data in terms of the analyzed issue and there are drawn conclusions.

1. DEFINITION OF ORGANIZATIONAL IDENTITY AND THEORETICAL GROUNDING OF ITS COMPONENT IDENTIFCATION

Organizational identity is mentioned in different contexts, linked to organizational behavior and culture, company mission, image and communication and as a result, there emerge some problems in terms of definition of its concept and boundaries.

Organizational identity is a whole of symbols, signs and signals distinguishing a company from others and developing image to the selected addressees. The identity is developed purposefully in order to take the selected position in the society. The characteristics, shaping the identity, involve behavior, communication and symbolic. According to Lakačkauskaitė's point of view (2012), identity depends on the organizational value system and culture and in other words, identity is a part of organizational philosophy. Agreeable with Balmer's (2008) corporate identification variously refers to: the, largely, outward-bound symbolic presentation of the corporation/institutional brand/corporate culture/s using a variety of communications conduits; and an individual's (or group's) identification with a corporation/institutional brand/corporate culture/s.

Organizational identification is one form of psychological attachment that occurs when members adopt the defining characteristics of the organization as defining characteristics for themselves (Dutton, Dukerich, Harquail, 1994). The concept of organizational identity refers to how organizational members perceive and understand 'who we are' and/or 'what we stand for' as an organization (Boros, 2009). Assuming, it is members' of an organization thinking, feeling and the comprehension of an organization, where he/she works.

By other point of view, it is organizational exceptionality and originality; all-embracing organizational image, comprehended by the members of an organization. Companies strengthen their identity applying such measures as advertising, outfit and communication with audience. The form of organizational identity is related to the symbolic of a company and its other elements, distinguishing by uniqueness and exclusiveness.

There is no unanimous approach in order to define identity; however, it is actual to mention that the concept of organizational identity may be assumed as dynamic, constantly changing, de-

pending on the interaction of different factors, the certain situation or the problematic context, analyzed by authors.

The diversity/complexity of the components/elements of organizational identity. Analyzing evaluation methodological aspects of organizational identity, it is significant to comprehend under what core conditions or characteristics, the identity is enumerated, i.e. what the evaluation components of the identity are. Many different components of identity are found in literature. I.e. Researchers of organizations identify the identity with organizational culture, organizational visual identification and organizational communication (Lakačauskaitė, 2012). Šimanskienė (2009) analyzed connections between organizational culture, learning, organizational development and image, research was done for proving these correlations. Following the opinion by Lerpold et al. (2007), organizational identity consists of - social categories, strategic groups, projected image, values, collective practice/mutual performance, symbols and material qualities. According to Mukherjee and Hong-Wei He (2008) organizational mission—is the core component of the identity of a company. Also, the theory of the business shows that the identity of a company is closely related to the marketing concept through product–market choice and the strategic choices of segmentation, targeting, and positioning in the perceptions of stakeholders and networks.

It therefore follows that organizational identity may be analyzed in terms of different group interests. The majority of such interest groups are influenced by organizational identity and/or affects it. Agreeably with Lakačkauskaitė (2012), identity elements may be controlled (advertising, selected colors, slogans and design elements) and half controlled (consumer/customer opinion, satisfaction, organizational image developed about a company, media reports, etc. online.). Nonetheless, clear and easily identified identity aids at faster creation of positive and factual organizational image and reputation.

Components of organizational identity and image link. Interaction between image and organizational identity is one of most frequently researched issues by scientists. Boros (2009) distinguished an important component of organizational identity – organizational image. The term organizational identification to refer to the internal system of shared meanings of an organization with respect to how it defines itself, and organizational image to refer to the distinctive public image that an organizational entity communicates, how external stakeholders perceive it, and how internal stakeholders think the others perceived it. According to Lakačkauskaitė (2012), company's identity as organizational image identity is frequently identified with the concept of organizational image. The identity developed by a company shapes image, thus, organizational identity may be distinguished as a development basis for organizational image. According to Matuleviciene and Stravinskiene (2015) it is important because stakeholders can influence the corporate image, reputation and revenue - directly through decisions, boycotting, gentle revenge, income. Price and Gioia, (2008) state that externally created organizational image verifies how the members of an organization comprehend their organizational identity and how feedback is gained from outside or institutional intermediaries. Organizational identity and organizational image – the keys aiding at the comprehension the dynamics or organizational interface for internal and externa interested persons.

The component of organizational culture. Organizational culture involves core values, attitudes, beliefs, and organizational philosophy and similarly to organizational identity, they enable at distinguishing of the organization from others. According to Hatch and Schultz (2004), it involves all organizational members, originates and develops at all hierarchical levels, and is founded on a broad-based history that is realized in the material aspects (or artefacts) of the organization (e.g. its name, products, buildings, logos and other symbols, including its top managers). On the other hand, according to Poškienė (2006) although researchers disagree about how to conceptualize and measure organizational culture, it can be understood as a system of shared values (that define what is important) and norms that define appropriate attitudes and behaviours for organizational members (how to feel and behave). Hatch and Schultz (2004) state that organizational iden-

tity conditions relevant and meaningful employees' behavior: identity discloses how we – as employees" comprehend ourselves, and this comprehension is influenced by our organizational performance and beliefs, based on cultural values.

Links between organizational mission/objectives and identity. Identity grounds on the core exclusive qualities, which most frequently are related to the mission, expressing the purpose and role of organizational performance. If the mission sets such questions as - what we are seeking for and what the essence of the company's existence is, the identity has much wider questions: who are we? Kazlauskiene, Subaciute, 2013) organizational identity is a tool, applied in the strategy, enabling an organization to seek for vision and comply with the mission.

Under the aspect of communication/promotion, an organization, controlling the delivered messages, informs the society about the fact what it is; what and how it performs the following and in that way, it reduces the insufficiency between the profiled organizational identity and the image, shaped by social groups. Through the control of external communication tools, a company may inform a consumer about - what he/she is; what their aims, objectives and values are. (Lakačauskaitė, 2012). In the global world of digital media, for efficient process of organizational communication, there are requested e-communication tools. More and more, the Internet is turning into one of the key social media, which are applied by modern companies. Websites, blogs online advertising and other digital tools for communication with customers, enforce companies to reach a customer much faster, cheaper and more efficiently.

Identity is significant in marketing, as certainly it defines a company and complies with economic, social and symbolic meaning in a company. Identity spreads via different communication tools in the whole organization and it aids at the consistent decision-making, related to marketing. Organizational visual identity that is analyzed in marketing is a part of organizational identity. Agreeably with Iyamabo et al (2013), organizational visual identity is a whole of visual signs/marks what distinguishes an organization by its name, symbolism, logotype, colors, slogan and other graphic elements and create identification associations for customers. The increasing number of competitors determines the fact that organizations have to possess unique visual marks/symbols.

The identity role/significance for customers' comprehension. According to Mukherjee and Hong-Wei He (2008), the identity, comprehended by customers, shapes clients' role: loyalty, satisfaction, value, support and relationship. Khadraoui and Gharbi (2008) emphasize that loyal clients tend to pay more in order to purchase the certain company's product or service. As loyal customers' experience in terms of the company's delivered service is positive, most frequently, they tend to spread recommendations and spread information in "the word of mouth" (op.cit. Glinskiene, Kvedaraitė, Kvedaras, 2010). On the other hand, according to Žvirelienė at al (2009), research companies overlook the importance of the relationship enhancement with the other key stakeholders: suppliers and, in particular, employees. Moreover, the strong internal relationship correlation with the relationship with suppliers and customers suggests that companies should seek to develop internal relationships in order to establish long-term relationships with suppliers and customers.

Significance an employee's identification with a company. According to Ashforth at al (2008), the construct of organization identity overlaps more or less with the constructs of organizational commitment, organizational loyalty, person–organization fit, psychological ownership, and job embeddedness in that all involve a sense of attachment to or resonance with the organization. Executives of organizations very often do not consider the importance of satisfied employees in a company. Only satisfied employees will be loyal to organizational objectives and the following will make higher profit. Strong identification may turn in to the key stimulus that motivates an employee to stay working in an organization. According to Jaksic and Jaksic (2013) employee satisfaction, organizations tend to maintain customer satisfaction, client satisfaction, supplier satisfaction as well as the satisfaction of other stakeholders. Employee satisfaction is one of the main targets of strategic management, which starts from the satisfaction of the key stakeholders in defining mission, strategy and aims of the organization. Also, employee satisfaction is viewed as one of the or-

ganizational culture impacts by which the overall philosophy and attitudes, beliefs, values and dominant goals are established in the organization.

Identification of employees in an organization is specific expression of organizational identity that shapes behavior and attitude in an organization that affects organizational functioning. A sense of organizational identification may prevent employees from becoming alienated and may be an important precondition for general feelings of job satisfaction (Van Knippenberg and Van Schie, 2010). Edwards and Peccei (2010), Edwards (2005) claim that organizational identity interacts with the employees' identification with an organization and involvement. If the identification degree of an organization manifests as being very high, the members of an organization work in an organization in a more devoted manner, support organizational ideas, projects and organizational aims. If the degree of identification is very low, then the members of an organization may sound negative about an organization and work with no motivation. Such employees do not raise trust to an organization, as they can simply find another job soon, the norms and values of which, are more favorable to them. The results provide clear support to the idea that if employees believe their organization cares for their wellbeing they will be more likely to forge a bond of identification with the organization in response.

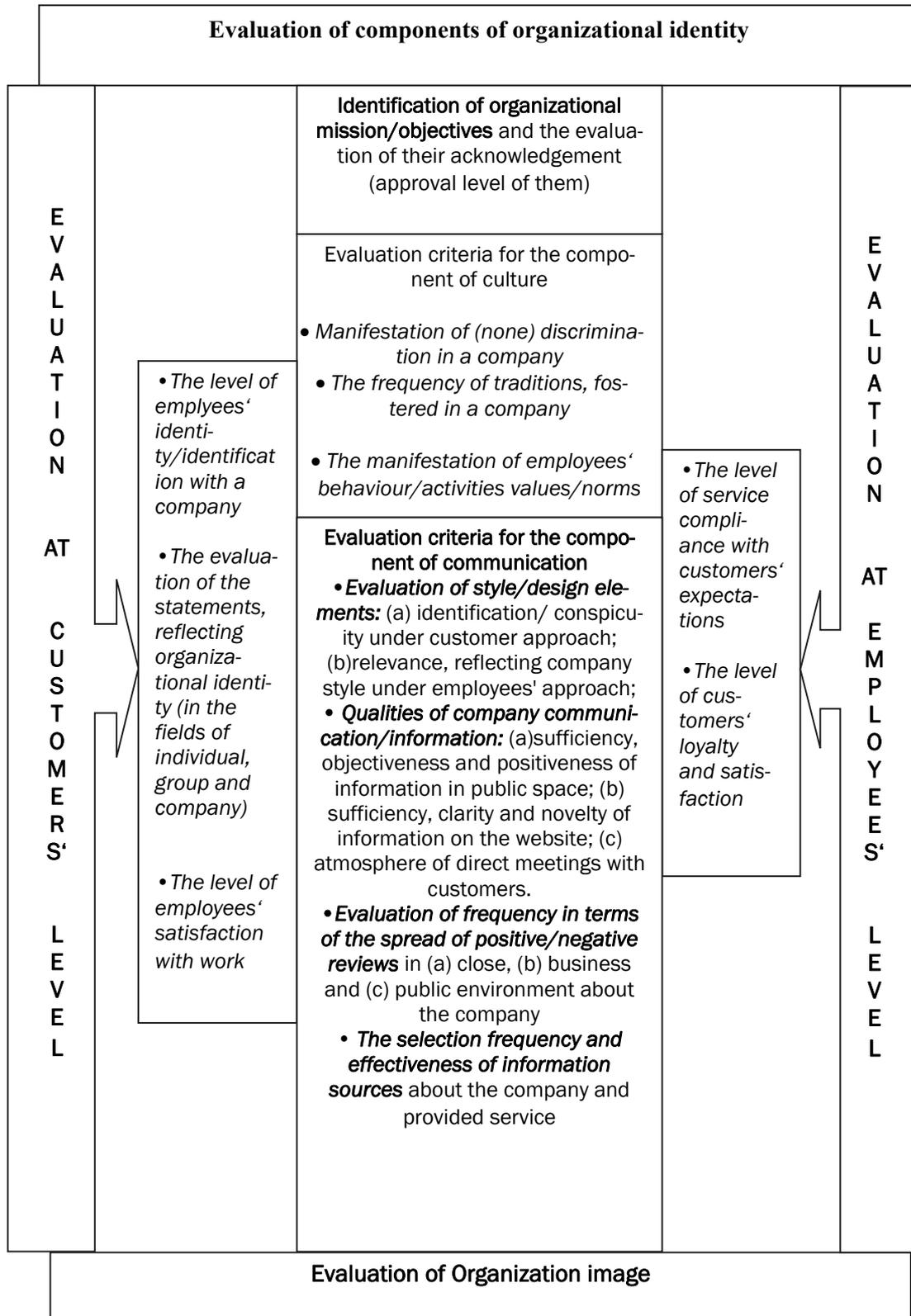## 2. EVALUATION MODEL OF THE COMPONENTS OF ORGANIZATIONAL IDENTITY

In order to unite the components of identity, there was developed an evaluation model that connects not only separate components, but also two methodological levels of evaluation, distinguish the following (Fig.1): (1) The evaluation of identity at the employee's level in an organization; (2) The evaluation of identity at the level of a customer in an organization. The components of organizational identity – culture, communication, mission / vision / objectives – are evaluated in terms of criteria of the whole complex the constitution of those, may differ depending on the intended research or the specifics of business in a company. In this case, the criteria for the evaluation of components were selected taking into consideration evaluation criteria, mentioned in scientific literature.

Identification of organizational mission/objectives and evaluation of their recognition (their approval level) is researched in accordance with the following statements: we seek to be wealthy and profitable; we seek to spread values of lifelong learning; we seek to grow and develop market, look forward and not backwards; we seek to be recognized in our environment; we seek to feel free in our decision-making and to retain our identity; we seek to act socially responsibly and foster business culture and ethical norms; we seek to foster nationality under conduct of our work as well as the pride in our country; we seek to develop quality constantly and initiate novelties; we work in a team and take responsibility; we foster respect to environment, we live and work.

The evaluation criteria for the components of culture would involve:

− The evaluation of the manifestation of *(none) discriminations in a company* (due to personal language, accent, gender, social status, financial condition, age or religious beliefs).
− The evaluation of *the frequency of tradition fostering in a company*, distinguishing: the celebration of jubilees and birthdays; professional day feasts; public appraisals/receptions; the commemoration of organizational anniversaries/achievements; support in a loss of close people; acceptance traditions of new employees.
− *Manifestation of employees' behaviour norms/values, distinguishing* activities of creativity and novelty; business honesty and confidentiality; respect and tolerance towards a customer and tactfulness; thoroughness, responsibility and neatness at work; high employees' competence, professionalism and knowledge; positive employees' thinking, enthusiasm and optimism; operativeness and discipline; organizational credibility and business transparency.

Figure 1. Evaluation model for the components of organizational identity

		Evaluation of components of organizational identity		

Evaluation of components of organizational identity

E V A L U A T I O N AT C U S T O M E R S' L E V E L

- *The level of employees' identity/identificat ion with a company*

- *The evaluation of the statements, reflecting organizational identity (in the fields of individual, group and company)*

- *The level of employees' satisfaction with work*

Identification of organizational mission/objectives and the evaluation of their acknowledgement (approval level of them)

Evaluation criteria for the component of culture

- *Manifestation of (none) discrimination in a company*
- *The frequency of traditions, fostered in a company*

- *The manifestation of employees' behaviour/activities values/norms*

Evaluation criteria for the component of communication
- *Evaluation of style/design elements:* (a) identification/ conspicuity under customer approach; (b)relevance, reflecting company style under employees' approach;
- *Qualities of company communication/information:* (a)sufficiency, objectiveness and positiveness of information in public space; (b) sufficiency, clarity and novelty of information on the website; (c) atmosphere of direct meetings with customers.
- *Evaluation of frequency in terms of the spread of positive/negative reviews* in (a) close, (b) business and (c) public environment about the company
- *The selection frequency and effectiveness of information sources* about the company and provided service

- *The level of service compliance with customers' expectations*

- *The level of customers' loyalty and satisfaction*

E V A L U A T I O N AT E M P L O Y E E S' L E V E L

Evaluation of Organization image

Evaluation criteria for the components of communication would involve:

Evaluation of style /design elements, i.e.: (a) identification/conspicuity under customer approach; (b) relevance, reflecting organizational style under employees' approach, in distinguishing: trademark, logotype; slogan/company's moto; colours, a set of fonts; sheets, envelopes and business cards; folders for materials and documentation of advertising; designer's work: interior of inside premises; design of costumes and work outfit.

Qualities of organizational communication/information, i.e.: (a) sufficiency, objectiveness and positiveness of information in public space; (b) sufficiency, clarity and novelty of information on the website; (c) atmosphere of direct meetings with customers.

Evaluation of frequency in terms of *the spread of positive/negative reviews* in (a) close, (b) business and (c) public environment about the company.

The selection frequency (customer approach) and effectiveness (employees' approach) of *information sources* about the company and provided service: i.e. under customers' personal request; in public communication media (television, radio and press); billboards and showcases; in brochures/booklets/catalogues/leaflets; in specialized online portals; on clinics website; online chat rooms and social networks; through friends'/acquaintances'/relatives' recommendations; through recommendations/reviews by other clients/medics.

At the customers' evaluation level, there are involved such criteria as the level of service compliance with customers' expectations and the level of customers' loyalty and satisfaction.

There are actual under the level of employees' evaluation:
1. *The determination of the employees' identity/identification level with a company.*
2. *The evaluation of the statements, reflecting organizational identity* (at the extent of (a) individual, (b) group and (c) company).

(a) I can see clear organizational vision/mission; Executives'/employees' beliefs are clear/seen to me; the future of our company is important to me; I am for innovations and I am aware that innovations are necessary in a company; I work, taking into consideration customers' needs and recommendations; It is favourable for me when customers sound good about our company; I follow the norms, values and rules of the company; The work in the company meets my expectations; I feel a team player in this company; I take part in social and other projects, conducted by the company.

(b) The employees' thinking and behaviour comply with the policy/business field, chosen by the company; employees comprehend/distinguish organizational image, spotted in the society; employees seek for mutual aims/seek for organizational aims mutually; employees are proud of their company; employees do not resist changes;

(c) I am in the concern of the company, where I work; I see company's respect to its employees; The history of the company and its originality clearly show "what is this company like?; in the company there is fostered organizational culture; the company, I work for, the strategy is related to the organizational image; the company is not afraid of changing/improving its shaped image; I think that the organizational image among customers is perfect.

3. Evaluation of the employees' work satisfaction level is also directed towards the determination of satisfaction with separate work characteristics: with personal work in general/as a whole; with an opportunity to do favourite work/with work content; with a possibility to have a permanent workplace; with a possibility to combine work/duties and leisure; with possibilities to use personal knowledge and abilities/skills; with possibilities to make decisions independently; with possibilities to climb career ladder; with possibilities to realize higher qualification; with relationship with a direct manager/management; with relationship with colleagues; with relationship with clients; with work conditions favourable to health/avoidance of stress; with incentives in terms of initiatives, seeking for extra professional knowledge; with encouraged initiatives to propose novelties.

The highlighting of the mentioned research fields of the identity creates a methodological base for the conduct of research in the development of organizational identity. Such model of evaluation intends a complex of related criteria, separate levels and the components of identity, and this dis-

closes its, as a research object, structure and content; on the other hand, it reflects development conditions of organizational identity.

3. RESEARH METHODOLOGY OF THE COMPONENTS FOR ORGANIZATIONAL IDENTITY AND RESULT ANALYSIS

3.1 Research methodology

For the determination of empirical research for the evaluation model of the components for organizational identity there was selected the company - „UAB Eugenijos ginekologijos klinika" "JSC Eugenija's Gynaecology Clinics" that has been delivering service in Vilnius since 2011. It provides with obstetrics, gynaecology, genetics, pregnant care, infertility, artificial insemination and breast examination. The *empiric research aim* is to evaluate at what extent, the developed evaluation model for the components of organizational identity would be relevant and what the manifestation of the components of identity are in cases of „UAB Eugenijos ginekologijos klinika"(PLC Eugenija's Gynaecology Clinics").

The research was being conducted all calendar month long in the year 2015. 67 patients responded to anonymous questionnaires. (Following the recorded data of the company, average number of patients, visiting the clinics per month is 80.) There was applied a 5-point Likert scale.

All staff of „UAB Eugenijos ginekologijos klinika"(PLC Eugenija's Gynaecology Clinics", responded to partially edited questionnaires, the number of them during the research was 10. The greatest part among the questioned employees made clinic's employees with higher university education - 50%, non-university – 10% and college – 40%. All the questioned employees directly work with clinics clients. The employees' work experience in this clinic is up to 1 year -10,0%; 4-6 years -30,0; 7-10 years - 30,0% and more than 10 years - 30,0%

Having collected empirical data, there was conducted the analysis and summary of the gained data, applied the methods of statistical-mathematical analysis. SPSS (Statistical Package for the Social Science) was applied for the processing of data. There were used the formation methods of cross tables; there were calculated statistically significant differences of opinions, average scores and percentage frequencies of responses.

3.2 Research result analysis

Clinic objectives and their approval under employees' approach. Following the research data, employees completely agree with such values as teamwork and commitment (taking of responsibility) – 80% of employees; fostering of respect to environment, there we live and work – 70%; we strive for continuous development of quality and initiation of novelties – 70%. In relation to the development of image, the mentioned statement could be publicised and be reflected in the organizational mission as they almost completely reflect employees' approach.

In terms of the *culture component of* organizational identity was conducted the evaluation of *(none) discrimination manifestation in a company under employees' approach.* Following the research data of employees, none of the questioned employees had not felt uncomfortably or humiliated due to his/her language, accent, gender, social status, financial condition or religious beliefs.

Frequency evaluation of the traditions, fostered in the company. Agreeably with the employees' research data, in the company there are most often celebrated jubilees and birthdays. Other traditions are not spread and they do not strengthen internal employees' identity.

Under the clients' approach, the evaluation of behaviour/business norms/values characteristic to employees, in the clinics there are predominant: high employees' competence, professionalism and knowledge – average score 4,70 points; work thoroughness, responsibility and neatness - 4,69 points; Respect, tolerance to a client and tactfulness - 4,67 points. The creativity of clinics and innovative activities were evaluated relatively worse - 3,50 points.

Under the aspect of the *communication component*, there was conducted *the evaluation of clinic style/design elements.* The clients comparatively little spot the elements of clinic style (average score from 2,63 to 3,46 points), where 1- never spot, 5 – spot a lot. The greatest attention is paid to a) designer's work: inside interior of premises (average score – 3,46 points) (Table 1.). Following the clients' research data, the evaluation of all style elements are worse than employees' ones.

Agreeably with employees' research data, almost in all cases (i.e. more than 3 points), the style elements reflect the clinic image (where 1- does not reflect at all, 5 – reflects a lot). Collating the research data, the clients evaluated significantly worse than employees the following: the design of costumes and work outfit (the difference of average scores – 1,34 points); folders for materials and documentation of advertising – respectively -1,26; sheets, envelopes and business cards -1,17; designer's work: inside interior of premises -1,14.

Table 1. The evaluation of the identification/conspicuity of clinic style elements under the clients' approach and the evaluation of relevance, reflecting image under employees' approach

	Product trademark, logo	Slogan, company's moto	Colours, a set of fonts	Sheets, envelopes and business cards	Folders for materials and documentation of advertising	Folders for materials and documentation of advertising	Design of costumes and work outfit
Average score of identification/conspicuity under customers' approach in style elements	2,96	2,63	2,64	2,83	2,64	3,46	3,06
Average score of relevance, reflecting organizational image under employees' approach	4	3,1	3,4	4	3,9	4,6	4,4

Evaluation of clinic's communication qualities. The clients evaluated almost all clinic's communication qualities worse (where 1-completely disagree, 5- completely agree) than employees.

The opinions mostly separated concerning the objective information provided in public space and the information sufficiency provided on the website. It should be highlighted that agreeably with the clients' research data that there is insufficient information or almost insufficient information about the company in the public space. Only a half of them (Table 2) considers the information provided on the clinic's website, being the latest one (50,8%) or there is provided sufficient information (46,3%).

Table 2. Evaluation of clinic's communication qualities under clients' and employees' approaches

	Average score under clients' approach.	Average score under employees' approach.
The information, provided in the public space, shapes positive opinion about our clinics	3,85	3,90
Sufficient information is provided in the public space about our clinics	3,39	3,70
Objective information is provided in the public space about our clinics	3,68	4,20
Sufficient information is provided to the clients on our clinic's website	3,55	4,00
Our clinic's website is clear and easily comprehended; it is easy to find the needed information	3,73	4,10
The latest information is provided to the clients on our clinic's website	3,48	3,80
All meetings with clients took and take place in a warm, friendly and positive atmosphere	4,50	4,20

Frequency evaluation of the spread of positive/negative reviews/reflection about the company (in the close, business or public environment) under clients' and employees' approach. Evaluating, how often they happened to reflect about the clinics positively, both clients and employees mostly respond positively, however, in the close environment (among friends, acquaintances, family members and relatives) there emerge some negative opinions – 1 patient (Table 3). It should be highlighted that for the spread of negative approach, from the clients in particular, there is valid the "Rule 42" – one dissatisfied client approximately complains to 6 close people, and in their turn these ones inform 7 more and this in its turn worsens the clinic's image. The frequency of positive reviews/reflection is not sufficient among clients, taking into consideration the fact that the clients mostly get to know about the company from the friends/acquaintances/relatives recommendations.

Table 3. Frequency evaluation in terms of the spread of positive/negative reviews/reflection about the company

	Number of the responded clients		Number of the responded employees	
	Frequency	Percentage,	Frequency	Percentage %
How often did you happen to reflect positively about our clinics?				
Friends, family members	38	56,7	9	90,0
Workmates, colleagues	10	14,9	10	100,0
In public space	10	14,9	8	80,0
How often did you happen to reflect negatively about our clinics?				
Friends, family members	1	1,5	0	0

The evaluation of information sources about the company and delivered service. Comparing the research data by clients and employees, there were analysed information sources about the

clinics and their efficiency.

Most clients (Table 4) get aware of the company through friends'/acquaintances'/relatives' recommendations - 34,3% and agreeably with colleagues/other clients/medics' recommendations - 19,4% of the respondents, on personal request 11,9%. The least is found out on public communication media, brochures/booklets/catalogues/leaflets, on the clinic's website and billboard/showcase.

Table 4. Evaluation of information resources and the delivered service

You get aware of our company and our delivered service from:	Frequency	Percentage of responded clients, %	Frequency	Percentage of responded employees,%	The information about our clinic's delivered service is most effectively delivered:
On personal request	8	11,9	10	100,0	In case clients inquire personally
Public communication media (television, radio and press)	1	1,5	5	50,0	On public communication media (television, radio and press)
Spotted billboard, showcase	3	4,5	5	50,0	On billboards and showcases
Brochures/booklets/catalogues/leaflets	1	1,5	5	50,0	From brochures/booklets/catalogues/leaflets
Via online specialized portal	4	6,0	7	70,0	On online specialized portal
Clinic's website	2	3,0	10	100,0	On the clinic's website
Online chat rooms and social networks	4	6,0	4	40,0	On online chat rooms and social networks
Recommended by friends/acquaintances/relatives	23	34,3	9	90,0	Through the recommendations of Online chat rooms and social networks as
Colleagues'/other clients'/medics' recommendations/reviews/reflection	13	19,4	9	90,0	Through other clinic's clients/medics' recommendations/ reviews/reflection

Although, agreeably with employees' approach, the service delivered by the company is to be most effectively delivered on the company's website, in comparison with clients, currently employees significantly overestimate the efficiency of the information, conveyed about the clinic's service on the clinic's website and in the specialized online portals.

Service compliance with the clients' expectations. It was researched, at what extent, the provided service, complied with the clients' expectations (Table 5) (answered 67 respondents) – the determined average score among clients 3,25 points (where 1- did not meet expectations, 5 – exceeded expectations).

Table 5. Evaluation of the service compliance with the clients' expectations

At what extent did our provided service (treatment, health examinations) meet your expectations at our clinics?			At what extent do you think the provided service meets clients' expectations in our clinics?		
Clients' approach	Frequency	Percentage	Frequency	Percentage	Employees' approach
Not responded	9	13,4			
Expectations not met	0	0	0	0	Clients' expectations mostly not met
Expectations met partially	6	9,0	1	10,0	Clients' expectations met partially
Expectations were neither met nor not met	5	7,5	0	0	Expectations neither met nor not met
Expectations met completely	44	65,7	8	80,0	Clients' expectations met completely
Expectations exceeded	3	4,5	1	10,0	Clients' expectations usually exceeded
Total	67	100,0	10	100,0	

Evaluating at what extent the clients are/remained *satisfied with the provided service* (Table 6), there was determined the average score for the main service (treatment and health examinations) - 4,64 points, additional (e.g. payment, registration conditions, etc.) – 4,32 points.

Table 6. Evaluation of clients' satisfaction with the provided service

		Main service (treatment and health examinations)	Additional service (e.g. payment, registration conditions, etc.)
N	Valid	66	65
	Missing	1	2
Average score		4,64	4,32

It should be noted that among the clinic's clients, there were happened to be some dissatisfied and/or very dissatisfied with the main and supplementary service.

Valuing *the clients' loyalty,* it was determined that 80,6% - have an intention to use the clinic's service repeatedly, 76,1% - would recommend the clinic's delivered service to others. 90% of the employees would also recommend the clinic's delivered service to others (friends, close people, acquaintances).

The evaluation of the statements, reflecting the organizational identity (at the extent of an individual, group or company) under employees' approach. There was researched the extent of the employees' approval on the statements, reflecting the organizational identity. Mostly agreed: our clinics future is important to us; I agree with innovations and I know that innovations are necessary in the company; I work, taking into consideration clients' needs and recommendations; I like when clients sound about our company good; I follow clinic' norms values and regulations/rules; the history and originality of clinics clearly shows "what this company is"; the company is not afraid of changing/improving its shaped image. The least agreement lies on the statements such as: clear/seen executives'/employees' beliefs; clear clinic's vision and mission; the employees are proud of its company.

Evaluation of the employees' identity level. The employees' identification with the company is verified by the responses gained to the direct question. I.e. 10 % of employees completely identify themselves and 90% - often identify themselves with this company.

Evaluation of the employees' satisfaction with work. The employees are the least satisfied with the work condition favourable for health/avoidance of stress; possibilities to combine work and leisure and responsibilities to the family. The employees agree and completely agree that they are satisfied with relationship with colleagues, possibilities to apply knowledge, have a permanent workplace, do favourite job and with their work in general/on a whole.

he empirical research results on the model basis enabled the formation of the certain insights for the improvement of the organizational identity:

The clients spot the elements of style/design comparatively little. In many cases, a great part of clinic's clients do not have any opinion concerning the following issue. Thus the factors, reflecting the clinic's style and shaping image, should be positioned clearly in order to increase its identification/recognition and exclusiveness. It is actual to revise the organizational mission formulations, foster traditions and festivals for the strengthening of the internal identity. The client's satisfaction result is the good clinic's image and client's loyalty and agreeably with it there is designated voluntary client's decision to maintain relationship with the company. During the period of such relationship maintaining, the company has to meet clients' needs better than other market participants. On the other hand, in order that a client was loyal, he has to receive greater use than another company can offer; it is also considered applying what privileges consumer loyalty will be awarded. Loyal behaviour manifests through strong commitment to the company, repeated purchases, resistance to use another service supplier's service and the recommendations of the clinics to his/her acquaintances, colleagues, family members, etc. Thus, it is of great significance to develop a loyalty program following which it is sought to maximize the client's lifetime value to the company. The clients evaluated almost all clinic's communication qualities worse than employees did; in the public space, there is insufficient information or almost insufficient information about the company. In order to raise awareness, it is underlying to change the availability, diversity and efficiency of information sources; to develop the communication strategy involving how and at what extent, the clinics and the range of its delivered service have to be presented in the public space.

CONCLUSION

Organizational identity concept may be comprehended as dynamic and constantly changing one that depends on the interaction of different factors, the certain situation or on the context of the authors' analysed problematics. Agreeably with the issue of the organizational identity structure, there is lacked an unanimous agreement; however, the essential elements remain the interaction between image, communication and organizational identity, organizational culture that similarly to identity involves the core values, attitudes, beliefs and organizational philosophy and it enables the distinguishing of the organization from others. Identity is a tool that is used in the strategy, enables the organization to seek for its vision and comply with the mission. Clear and easily identified identity aids at faster development of positive and authentic organizational image and reputation.

The developed evaluation model of the components for organizational identity unites not only separate components, but also two methodological levels of evaluation, distinguishing the evaluation of identity under employees' level in an organization and the evaluation of identity under the client's level in an organization. In the model there is intended the determination of such research fields and the criteria for evaluation as: identification of organizational mission/objectives and their acknowledgement; the evaluation of the manifestation of (none) discrimination in the company and the frequency of the traditions, fostered in a company; the manifestation of employees' behaviour/business norms/values; the elements of style/design and the qualities of organizational communication/information; spread of positive/negative reviews/reflection; frequency evaluation of information sources about a company and delivered service; service compliance with clients'

expectations; clients' loyalty and satisfaction level "Determination of the employees' identity/identification with a company, level; level evaluation of the statements, reflecting organizational identity and the employees' satisfaction with work.

The developed evaluation model for the components if organizational identity is relevant to the empirical research. Furthermore, under the basis of the model, the gained empirical research results enabled the formulation of the certain insights for the improvement of organizational identity. The development of the research instrumentarium creates a base for the conduct of further image research in a company.

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