The purpose of the study was to observe and illustrate organizational identity. The framework used is in accordance with theories of social identity. The aim was to study salespeople’s organizational identity and their commitment. A further objective was to examine their work dress in terms of the messages and meanings related to it, and of the connection of these messages to commitment and sales. Affective commitment is a significant aspect of internal organizational identity. External organization identity was considered in the light of employees’ work dress and the messages related to it.

The data was gathered by survey based on Meyer & Allen’s (1997) three-component model of commitment, by conducting interviews in the Alaska insurance company, and by showing photographs taken of the interviewees to the outgroup using photo-elicitation as a research method. Both quantitative and qualitative commitment were shown to be meaningful in that the employees showed commitment to their work and customers. Affective commitment was related to personal values that were consistent with those of the organization, with job satisfaction, having challenging job opportunities, having co-workers’ respect, procedural justice and the organization’s good reputation. Generally, the men were more committed to the organization than the women, and the investment managers were the most highly committed of all.

Results support the hypothesis that high commitment is related to the visual symbols used in the organization, to the ability to exploit these symbols and to change one’s appearance. It was also shown that work dress conveyed the employees’ visual images of themselves, and the images of the products and organizational values that they represented. The clothes messaged roles and in- and outgroup memberships.

Correspondingly, customers made similar observations about salespeople in selling situations. Clothing is considered to be one component of selling skills.

The results of this study can be applied to personnel development and marketing research in that organizational identity theory goes a long way to explaining identification with the organization, and to providing a psychological link between employees, customers and organizations.

### Keywords
- organizational identity
- social identity - work dress
- affective commitment - sales

### Where deposited