MASTER THESIS

YOUNG PEOPLE IN A BIG STRUCTURE:

A QUANTITATIVE STUDY OF THE RELATIONSHIP
BETWEEN SOME WORK-RELATED FACTORS,
ORGANIZATIONAL IDENTIFICATION, AND OCB OF
YOUNG EMPLOYEES IN A PUBLIC INSTITUTION
IN INDONESIA

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Preface

This master thesis is not only a requirement for finishing a master degree in communication studies, but also a summary of what I have learnt and became my interest within one year of studying in University of Twente. I always think that the thesis topic suitable for me will not be far from issues related to my identity as a young employee.

Taking concentration in corporate and organizational communication has widen my point of view about communication studies, that the study is genuinely multidisciplinary and potential to bring major change if the knowledge is applied in organizations. Communications play important roles in an organization by channeling organizational message in the right way and empowering employees to express their opinions. As for young employees, I believe that the dynamic, openness, and willingness to change of an organization that is delivered through right messages will influence them to feel oneness with and encourage them to stand for the organization.

I would like thank the supervisors for their helpfulness in the process of making this thesis. To Dr. Ardion Beldad, I am thankful for your enlightenments and critics, as well your patience, that give a great help to catch a grip in this research. To Prof. Menno de Jong, I greatly appreciate your inputs that make me more understand about this topic. For both of you, I am very grateful for the guidances and opportunities to learn alot from you.

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Abstract

The growing number of young employees makes them a potential human capital asset that play important role in organizations' success. To ensure that young employees performances is supporting organizational values and goals, it is important to observe the feeling of oneness with and belongingness to an organization among young employees that is predicted by the present study to have significant relationships with the willingness to go extra mile for the organization. This study also aims to gain insight of what factors that are significantly related to organizational identification and organizational citizenship behavior (OCB) among young employees. By knowing the related factors, organizations could perform effective approaches in promoting organizational identification that, in turn, motivate the employees to engage in OCB. Factor analysis finds OCB measured in this study is categorized as OCB for the sake of co-workers (OCB-I) and for the sake of the organization (OCB-O).

This study thus observes several frequently-measured intraorganizational factors, namely value congruence, quality of top-down communication, distributive justice and procedural justice, along with two factors which rarely related to organizational identification and OCB, namely motivational drives and perceived organizational readiness for change, using an online survey on 372 young employees of a government organization in Indonesia.

The results of this study show that value congruence, perceived organizational readiness for change, and motivational drives have positive and significant relationships with organizational identification. It is also found that organizational identification is significantly related with young employees' willingness to supports other members of the organization, whereas more significances of work-related factors to OCB-O are needed to embody organizational identification among young employees to be the willingness to do extra efforts for the organization.

Keywords: organizational identification, organizational citizenship behavior, value congruence, perceived organizational readiness for change, motivational drives, quality of communication, distributive justice, procedural justice, young employees

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1. Introduction

Organizational identification is a specific form of social identification, which describes the needs of individuals to classify themselves into an organization, which serves as social category, to segment and order their social environment and to locate or define themselves in the social environment (Ashforth & Mael, 1989). Organizational identification plays important roles in the relationship between an organization and its members. As discussed in the literature of organizational behavior, organizational identification influences both the satisfaction of the individuals and the effectiveness of the organization (Ashforth & Mael, 1989). Individuals seek to identify with social groups in order to feel safe, to acquire a sense of belonging, to enhance their self-esteem and to satisfy a search for transcendent meaning (Pratt, 1998) whereas organizations foster identification in order to ensure that organizational interests are strongly embedded in employees' mind (Cheney, 1983; Pratt, 1998) which, in turn, possibly influence employees' willingness to strive for organizational goals (Elsbach and Glynn, 1996; Bartels et al., 2006).

Meanwhile, the willingness of employees to go extra mile, or strive for organizational goals by performing particular behaviors to facilitate organizational functioning is acknowledged as organizational citizenship behavior (OCB). The behaviors are related to innovative and spontaneous activities that go beyond the specific task requirements (Katz, 1964; van Dick et al., 2006). The influence of organizational identification to OCB is based on the needs of employees to identify with the organization and to take pride in the organization (Rioux & Penner, 2001; van Dick et al., 2006). Employees who more likely to identify themselves to the organization might internalize the values and norms of the organization (Van Knippenberg, 2000; van Dick, Grojean, Christ, & Wieseke, 2006). Therefore, employees perceive organization's perspective and goals as their own (van Dick et al., 2006). Employees also tend to contribute to the success of the organization when organizational identification is strong among them (van Dick et al., 2004). Therefore, for the reasons, organizations need to promote organizational identification among the employees in order to prompt employees to go extra mile for the organization. Employees' commitment in performing OCB possibly enhance employees' productivity, help coordinate activities between team members and work groups, and, in the end, maintain the consistency and stability of the organization's performance.

Above illustrates the connection between organizational identification and OCB. The relationship provides a framework which underlies the present study. To effectively promote organizational identification to employees in order to encourage them performing OCB, organizations need to understand the most effective approaches by observing factors related to the constructs. By knowing what factors have significance to organizational identification and OCB, effective approaches of promoting organizational identification and OCB can be implemented. Accordingly, the present study aims to observe some factors in the relationship

between employees and the organization that are related to organizational identification. The factors are also predicted to have relationships with OCB which assumed as the consequence of organizational identification in the present study. Therefore, this study focuses on three types of relationships: the relationships between several factors — value congruence, perceived organizational readiness for change (PORC), motivational drives, quality of top-down communication, distributive justice, and procedural justice — and organizational identification; the relationships between the factors and OCB, and; the relationship between organizational identification and OCB.

1.1. Study background

The study described in this report is conducted to determine what factors that are signifcantly related to organizational identification and OCB among young employees of a government institution in Indonesia. The number of young employees in government institutions continues to grow as the result of the increasing number of vacant positions offered by the insitutions, following the expiration of recruitment moratorium policy that had been applied in the country for two years until 2012. In the organization where the present study was conducted, 279 new employees has been recruited through the open recruitment system in 2013. By the addition from the latest recruitment, employees with age under 30 years old reach the number of 1059 people in the organization, establish 18.57 per cent of the total number of employees. The number of employees within this age group is only the second to the number of employees within the age group of 51-55 who are approaching retirement, which are 1533 people or 26,9 per cent of the total employees.

As parts of the newest batches of employees, young professionals in the organization categorized into two group, employees who have had working experiences in private sectors before moving to this job or who just recently have graduated from educational institutions. The working-experience background possibly influence the way employees recognize their current working organization and to what extent the employees identify to it. Related to the work of Loughlin and Barling (2001), early working experiences shape the following work-related attitudes, values, and behaviors of the workers. In learning the new norms associated to their work roles, young employees build new behaviors or change their old behaviors, and also adjust their expectations of the new organization with the reality in the workplace (Roberts, Caspi, and Moffitt, 2003; Walk, Handy, & Schinnenburg, 2013). Based on the explanation by Pratt (1998) of the paths to identification, the changes of behaviors and expectations of the young employees possibly caused by affinity, or the discovery of organizational values that match their own value, and by emulation, or identification to the organization by incorporating organizational beliefs and values into their own identities.

There are possibilities of young employees to discover that the norms and the reality within the organization are not congruent with their own values and expectations. The incongruence could occur at least due to two circumstances experienced by the employees. First, it is related with young employees' identity as members of 'Generation Y' or 'The Millenial Generation' that were born after 1982 (Howe & Strauss, 2007). According to Howe and Strauss, the elder members of the generation have graduated into the workplace, including record high numbers of members in government institutions. Solnet and Hood (2008) view this generation as self-reliant, independent, looking for instant rewards, and prefer to work in short periods. Therefore, the character possibly create low tolerance of young employees to formalized, hierarchical, ruled based, impersonal environments and the lifelong employment system of government institutions. Second, in the term of generation gap with the more senior employees, it is not possible that "us versus them" mentality rise between employees, where young employees tend to believe that the organization, managers, and senior co-workers recognize their hard work less than they deserve (Gursoy, Maier, & Chi, 2008), whereas senior employees consider that young employees are hard to recruit and integrate into the workplace or even lack skills and a work ethic (Gallicano, Curtin, & Matthews, 2012).

The conditions above possibly retain employees to feel oneness to the organization and lead to disidentification of young employees from organizational aspects. The outcomes of organizational disidentification are varied, from surviving in the organization because of the continuance commitment but holding strong negative views of the organization (Kreiner & Ashforth, 2004) to doing counterproductive work behaviors that possibly harm the organization.

Regarding the education level and the increasing number of young employees, they are considered as the most potential human capital asset of the organization. They are in a progress to play important roles in the success of the organization. Therefore, the organization needs to more closely observe the state of organizational identification among its young employees and the willingness of them to do the discretionary task for the organization, as well to examine factors related to organizational identification and OCB.

1.2. Research gap

Prior studies have extensively observed factors related to organizational identification and OCB of employees. The studies in organizational identity mostly focus on structural features of an intergroup context, such as intraorganizational competition or the organization's relative status to be related to organizational identification (Olkkonen & Lipponen, 2005). However, the approaches are relatively abstract and distant to be measured, that may turn out poorly predict organizational identification (Olkkonen & Lipponen, 2005).

In the prior studies, the investigation of factors related to OCB focuses on job satisfaction (Williams & Anderson, 1991; Moorman, Niehoff, & Organ, 1993; van Dick, van Knippenberg,

Kerschreiter, Hertel, & Wieseke, 2008), organizational commitment (Williams & Anderson, 1991; Moorman, Niehoff, & Organ, 1993), personality characteristics (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), and transformational leadership (Bolino & Turnley, 2003; Wang, Law, Hackett, Wang, & Chen, 2005). However, the present study did not observe the factors because of the characters. Job satisfaction and organizational commitment would be challenging to observe because the factors are multidimentional, as well as organizational identification and OCB, which means there are some basic factors predict the variance of the factors. Next, opinion about personal factor which first considered more likely to determine OCB compared to incentive factors (Borman & Motowidlo, 1993; Organ & Ryan, 1995) is debated by Podsakoff and colleagues (2000) who propose that insentive and reward-related factors have a stronger effect to OCB than personality characteristics. Finally, related to the present study, transformational leadership is ineffectively practiced in government institutions because it is incongruent with institutional and bureaucratic context in the organizations (Currie & Lockett, 2007) where supervisore are more functioned as policy-makers than leaders. Based on the considerations above, the present study focuses on exploring factors that more concern to the intraorganizational context and employees' everyday work experiences. It is assumed that the factors will clearly explain the tendencies of organizational identification and OCB among young employees in the present study.

Observation of the literature found that factors in several different studies of organizational identification and OCB are used as single antecedents or only with other factors within the same dimensions with them. For example, a study by Postmes, Tanis, and de Wit (2001) observe the relation between vertical communication and horizontal communication in organizations with organizational identification, while Moorman (1991) observe organizational justice dimensions, including distributive justice and procedural justice, and their relationships with OCB. As the consequence, the literature does not provide information about the strength and significance of a relationship between each factor with organizational identification and OCB when it is compared to other factors or dimensions. Hence, this study observes relationships between organizational identification and OCB with a number of factors from different dimensions.

The present study is also expected to contribute for research of organizational identification and OCB, especially in the settings in public organization, young employees, and Asian culture. While majority of the studies observe employees in profit organizations, it is considered that studying organizational identification and OCB in nonprofit organization would contribute in answering inquiries about the factors of organizational identification and OCB in the workplace with less economic incentives.

1.3. Research questions

To pursue the goal of this study, research questions have been formulated:

1. *What are the factors that positively and significantly related to organizational identification and organizational citizenship behavior?*
2. *To what extent is organizational identification related to organizational citizenship behavior?*

To address the research questions, a number of hypotheses were formulated. Different hypotheses are visualized through the model formulated for this study that is presented in the next chapter. The concept of organizational identification, OCB, and the related factors are discussed in the chapter of theoretical framework.

2. Theoretical Framework

The chapter presents a review of the main concepts in this study. Firstly, the concept of organizational identification is discussed. Next, organizational citizenship behavior (OCB) is explained in the following part. The third part explore some factors related to organizational identification and OCB. The last part of this chapter present the relationship between organizational identification and OCB from prior studies. Furthermore, in this chapter, positive and significant relationships between the factors and organizational identification, the factors and OCB, and also organizational identification and OCB, are predicted in hypotheses. To conclude the chapter, research model are presented at the end of this chapter.

2.1. Organizational identification

The term organizational identification is defined as "the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) of which he or she is a member" (Mael and Ashforth, 1992, p. 104). Organizational identification is a specific form of social identification where an individual defines him or herself in terms of their membership in a particular organization (Mael & Ashforth, 1992). The concept of organizational identification is developed from social identity theory (Tajfel & Turner, 1979, 1985), which claims that people tend to classify themselves and other into various social categories (Tajfel & Turner, 1985; Ashforth & Mael, 1989). According to the theory, organizational identification is based on people's strive for a positive self-concept and membership in social groups as a part of one's identity (Hogg & Terry, 2000; van Dick, Grojean, Christ, Wieseke, 2006).

Identifying themselves to a particular organization makes individuals regard the organization's perspective and goals as his or her own (Van Knippenberg, 2000; van Dick et al., 2006). One is strongly identified with an organization when (1) his or her identity as an organization member is more salient than alternative identities, and (2) his or her self-concept has many of the same characteristics he or she believes define the organization as a social group (Dutton, Dukerich, & Harquail, 1994). Within these conditions, when employees strongly identify themselves to the organization, the congruence between the distinctive, central, and enduring part of organization and the distinctive, central, and enduring part of theirs becomes larger (Dutton et al., 1994). Therefore, the organization becomes more attractive for employees.

The concept of organizational identification should be distinguished from related constructs, such as organizational commitment and internalization (Ashforth & Mael, 1989; Riketta, 2005). Organizational identification refers to the cognitive awareness that the self constitutes part of the organization (Ellemers, De Gilder, & Haslam, 2004) while organizational commitment is the relative strength of organizational identification and involvement in

organization (Reichers, 1985; Ashforth & Mael, 1989). The aspects found in organizational commitment are the willingness to exert effort on behalf of the organization and desire to maintain organizational membership. When compared to internalization, organizational identification refers to self-categorization with the organization while internalization refers to the incorporation of values, attitudes and so forth as self-guide principles (Ashforth & Mael, 1989). Therefore, organizational commitment and internalization are considered as a possible consequence of organizational identification. The differences between organizational identification with the other constructs lie in the forms of employees' psychological attachments to the organization caused by the constructs.

Organizational identification results a number of positive attitudinal and work-related behavioral outcomes (Bartels et al., 2006). Mael and Ashforth (1992) propose that strong organizational identification to an alma mater has positive relationships with several behavioral supports of the alumni, such as willingness to give financial contributions and willingness to advise others to attend the institution. According to Riordan and Weatherly (1999), other prior studies (Brown & Williams, 1984; Dutton et al., 1994; Riordan, 1995) also suggest greater commitment to organization, cohesion, citizenship behavior, positive evaluation of the organization and fewer counterproductive work behaviors as the consequences of organizational identification. Bartels (2006) discovers that several factor, such as intention to leave the organization, organizational citizenship behavior, in-role and extra-role performance, and absenteeism are frequently researched as the consequences of organizational identification. Moreover, van Dick and colleagues (2008) propose that OCB is considered a discretionary type of efforts by employees as the result of high valued goals.

The relationship between organizational identification and OCB is manifested in positive supports from employees toward the organization that emerge from the strong organizational identification. When the organizational identification of employees becomes stronger, they are motivated to contribute to the success of the organization (van Dick, Christ, Stellmacher, Wagner, Ahlswede, Grubba, Hauptmeier, Höhfeld, Moltzen, & Tissington, 2004). The support is shown as positive attitudes and behaviors which are cooperative to other organizational members (Dutton et al., 1994) and contributive to organizational goals (Elsbach and Glynn, 1996; in Bartels et al., 2006).

2.2. Organizational citizenship behavior

Reflecting the definition by Organ (1988) and the conceptualization by Borman and Motowidlo (1993), van Dick and colleagues define organizational citizenship behavior as "any discretionary individual extra-role behavior advantageous to the organization" (van Dick et al., 2006, p. 284). Katz & Kahn (1964) (as cited by Uçanok, 2008) propose that organizational citizenship behavior (OCB) is important behaviors required from employees that content innovation and spontaneity,

beyond the prescribed role requirement for the effective functioning of an organization. In its development, the concept of OCB shifts from extra-role behavior to more likely the part of job requirement, particularly when employees define their role in the organization more broadly (van Dick et al., 2006) and feel that the behavior is discretionary and more controllable by themselves than in-role requirement (Moorman, Niehoff, & Organ, 1993).

Organizational citizenship behavior (OCB) is a multidimensional construct. The first categorization of OCB, proposed by Smith, Organ, and Near (1983), has two dimensions: altruism, which refers to helping behaviors aiming directly at specific people, and general compliance, which refers to helping behaviors more broadly towards the sake of the system as a whole. Further, Organ (1988) deconstructed the dimensions and added new dimensions of OCB, resulting five-factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. The factors later could be condensed to be a three-factor model of OCB: helping behavior, civic virtue, and sportsmanship (Podsakoff et al., 1993; Podsakoff & MacKenzie, 1994; Uçanok, 2008).

Previous research (Organ & Lingl, 1995; Organ, Podsakoff, & MacKenzie, 2006) postulate two basic factors related to OCB, namely work-related attitudes and personality (Uçanok, 2008). Regarding the interaction between employees and the organization, the present study focuses on observing work-related attitudes factor. Relationship between work-related attitudes and OCB can be explained by social exchange theory (SET), which described by Blau (as cited in Uçanok, 2008) as "relationships that entail unspecified future obligations and generates an expectation of some future return for contributions" (p. 1143). Motowidlo (2000) proposes that the concept of OCB is originally derived from an interest in behavioral consequences which are the results of employees' satisfaction of organizational effectiveness. According to SET, employees are likely to reciprocate positive behaviors of the organization toward them in the form of behaviors desired by the organization.

2.3. Factors related to organizational identification and OCB

Several factors related to organizational identification and OCB are observed within the present study. The factors consist of reliable constructs in the literature and factors that are predicted to have significant relationship with organizational identification and OCB. Considering the relationship between organizational identification with the antecedents and between organizational identification with the consequences (Ashforth & Mael, 1989; Bartels, 2006), it is reasonable that beside related to organizational identification, the factors are assumed to have correlation with OCB. To thoroughly observe the relationship between employees and the organization, the present study evaluate intraorganizational-level factors. Therefore, the factors observed in this study describe the relationships between employees and the organization in the same degree. As the consequence, relationships in broader scope, such as interorganizational

relationships or between the organization and its stakeholders, and in narrower scope, such as in workgroups, are not included in the present study.

Three factors in the present study have been proven related to organizational identification and OCB in prior studies, namely value congruence (Boxx et al., 1991; Riketta, 2004; Cable & DeRue, 2002), quality of top-down communications (Smidts et al., 2001; Bartels, Douwes, de Jong, & Pruyn, 2006; Kandlousi, Ali, & Abdollahi, 2010), and organizational justice (Moorman, 1991; Olkkonen & Lipponen, 2005). This study also observes 2 other factors considered positively and significantly related to organizational identification and OCB tendencies of young employees, yet rarely observed in prior studies. The factors are motivational drives of working and perceived organizational readiness for change (PORC). This study examines motivational drives in its relationship with organizational identification and OCB on the basis indicated by Pratt (2000), that proposes the gap between one's current and ideal identities provides motivational drives to change the current identity through identification. It is also supported by the categorization of motivation by Coursey & Pandey (2007) and Camilleri (2006) (as cited in Chahal & Mehta, 2010), that propose motivation can be divided as motivation to help others who are in need (OCB) and motivation to put the best effort to achieve required goals (in-role performances). Afterward, PORC is observed based on the importance of identification management in the time of transformation in an organization (Pratt, 2000) and the importance of commitment to change in the organization (Neves & Caetano, 2009).

Value congruence

Erdogan, Kraimer and Liden (2004) reformulate the definition of value congruence by O'Reilly, Catman, & Caldwell (1991) and Kristof (1996) as "the match between the organization's values (or culture) and individuals' values" (p. 306). According to Bartels (2006), the match can be based on several aspects, such as the similarity between personal and organizational beliefs (O'Reilly, Chatman and Caldwell, 1991) or between employees and the organization goal (Kristof, 1996). Dixit (2002) illustrates that organizations which have an idealistic or ethical purpose maybe more attractive to workers who share these goals. Reciprocally, organizational identification considered as the extent to which the employees define themselves by the same attributes as those which define the organization (Bartels, 2006). According to Boxx and colleagues (1991), the agreement of employees toward the values and goals of the organization relates to job satisfaction, commitment and cohesion of employees with the organization. It is found in the study by Cable and DeRue (2002) that an employee was less likely to identify with the organization when he or she does not share values with the organization. Thus, the following hypothesis is posed:

Hypothesis 1a**.** *The congruence between individuals and organizational values is positively related to organizational identification.*

It is indicated in prior research that individuals' behaviors are driven by a specific goal or value (Uçanok, 2008). Moreover, it is also found that individualistic values have a higher prediction effect on work centrality compared to normative work value (Uçanok, 2008). Prosocial behaviors is discovered strongly related to the similarity between self and organizational values (O'Reilly & Chatman, 1986). In contrary, Cable and DeRue (2002) propose that little value congruence leads to less willingness to help the organization with extra-role contribution. Value sharing, addressed as person-organization fit in the study by Cable and Derue, was found as the best predictor of organizational outcome variables, including citizenship behaviors. Thus, it can be assumed that:

Hypothesis 1b. *The congruence between individuals and organizational values is positively related to organizational citizenship behavior.*

Perceived organizational readiness for change

Armenakis, Harris and Mossholder (1983, p.681), cited by Cinite, Duxbury, and Higgins (2009, p. 265), describe perceived organizational readiness for change (PORC) as "organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes" (Cinite et al., 2009, p. 265). Changes in an organization can be seen as strategies to strive in competition with other organizations or actualize reform orientation in the body of organization. The changes take forms of reorganizing, downsizing, or implementing new technology (Wanberg & Banas, 2000). Citing Davy, Kinicki, and Scheck (1991), Neves and Caetano propose that in periods of instability, employees evaluate their position in the organization and try to understand the organization in terms of its relational significance for them (Neves and Caetano, 2009). Therefore, the organizational readiness to change that shown in the behavior of managers and the agents of change create employees' understanding about the organization's image (Cinite et al., 2009). Based on the prior findings, it can be assumed in the present study that if employees perceive the organization is ready in performing change, they will have positive image about the organization, which open more possibility to stronger organizational identification. Against this background, it is assumed that:

Hypothesis 2a. *Perceived organizational readiness for change is positively related to organizational identification.*

When change in organization is perceived by employees as necessary, can be implemented, fruitful both to employees and the organization and supported by management's commitment, employees' positive reactions to the change will be developed (Neves & Caetano, 2009; Holt, Armenakis, Feild, & Harris, 2007). The employees feel a desire and sense of obligation to provide support for the change when they perceive that the organization is ready for the implementation of change (Neves & Caetano, 2009). According to the scholars, this condition leads employees to reflect the willingness to follow the implementation of change in their organization citizenship behavior. Thus, it can be expected that:

Hypothesis 2b. *Perceived organizational readiness for change is positively related to organizational citizenship behavior.*

Motivational drives

The term motivational drive is described as the forces which basically stimulate the employees to work or to work more and better (Chahal & Mehta, 2010). The approach of self-determination theory (SDT) distincts regulations of work motivation into intrinsic motivation, which refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation, which refers to doing something because it leads to a separable outcome (Ryan & Deci, 2000). Ryan and Deci also propose that there are three employees' psychological needs related to working: the need for relatedness, which means the need for experiencing positive relationships with others; the need for competence, refers to the need for accomplishing challenging tasks and obtaining desired results, and; the need for autonomy, related to the need to experience freedom of choice and the opportunity to initiate behavior. In a more brief explanation, Pratt (2000) proposes that motivational drives rise from the gap between one's current identities and the ideal identities. The employees are motivated because the dimensions of needs could be fulfilled by working for the organization. The needs could be translated as motivational drives that encourage employees doing their work. Motivational drives was illustrated by Chahal and Mehta (2010) as a condition facilitated by an organization to motivate the employees working better, for example by creating a conducive condition in work unit meeting that allows employees integrate in a team work.

According to Chahal and Mehta (2010), prior studies categorize motivational drives into two dimensions: inspirational motivational drives, which is tendency to act or put best of efforts to achieve required goals, and compassion motivational drives, refer to a sympathetic attitude of the members to support others (Coursey & Pandey, 2007; Camilleri, 2006; in Chahal & Mehta, 2010). Anderfuhren-Biget, Varone, Giauque, and Ritz (2010) propose that motivational drives of public employees consist of three dimensions of work motivation: public service motivation, team relations and supports, and material incentives. Public sector motivation (PSM) is defined as "an individual predisposition to respond to motives grounded primarily or uniquely in public

institutions and organizations" (Perry & Wise, 1990; in Moynihan & Pandey, 2007, p. 40). Therefore, it can be assumed that the more employees driven by motivational factors of working, the stronger the need of individuals to attain the ideal identity as the members of the organization. Thus,

> Hypothesis 3a. *Motivational drives of the employees are positively related to organizational identification.*

Motivation is the primary determinant of employees' performance by which the employees decide to deploy their energy and perform their efforts toward the organization (Anderfuhren-Biget et al., 2010). When employees perceive the exchange between what they want from jobs and what they get from the organization are balanced, they will focus the energy toward the organization's goals. Moreover, based on van Knippenberg (2000), it is assumed that employees more likely to perform citizenship behavior when highly motivated in their work. Van Knippenberg proposes that when employees perform a more complex task, their motivation to succeed in the work leads to social identity process where the employees adopt others' thoughts and concepts by which a high performance is produced as a collective interest (van Knippenberg, 2000). Thus, the following hypothesis is posed:

> Hypothesis 3b. *Motivational drives of the employees are positively related to organizational citizenship behavior.*

Quality of top-down communication

Byrne and LeMay (2006, p. 149) define quality of information as "whether the communication is relevant, accurate, reliable and timely" (Zaremba, 2006 p. 114; Marques, 2010, p. 51). The definition thus used as the criteria of communication quality, that is supposed to be timely, clear, accurate, pertinent, and credible (Zaremba, 2006; Marques, 2010). Using the term vertical communication, Postmes and Tarnis (2001, p. 227) describe top-down communication as "work-related communication up and down the organizational hierarchy". The scholars propose that vertical communication will be more strongly related to organizational identification in comparison with horizontal communication, which refers to socio-emotional interactions among peers. It is in line with Dutton and colleagues (1994) that suggest internal communication to influence employees' organizational identification and reduce heterogeneity in perceptions. The quality of top-down communication depends on to what extent the organization provide information by considering the needs of the employees (Bartels, 2006). A qualified top-down communication should be able represents the organization as a whole. Thus, it helps employees to

define the values of organization and to more easily identify themselves with the organization (Ashforth & Mael, 1989; Postmes & Tarnis, 2001). From the prior findings, it can be assumed that:

Hypothesis 4a*. The quality of top-down communication is positively related to organizational identification.*

As employees are accustomed with corporate messages, they will have the habit of consuming it and giving feedback about their functioning in the organization (Smidt et al., 2001). The feedback, therefore, is determined by the quality of communication within the organization. The quality communication, that is perceived by employees as a positive attitude from the organization toward them, will motivate employees to engage in OCB (Koys 2001; Bolino, 1999; in Kandlousi et al., 2010).Wheatley (2002) asserts that communication commitment in an organizations means providing right messages in the right place and time, for the right people, with the right words and actions, through the right process and technology (as cited in Marques, 2010). In line with SET, the more employees find that the information provided by the organization meet the criteria of communication quality, they more likely to reciprocate the advantage of recieving the information from the organization (Kandlousi, 2010). Therefore, against this background, the following hypothesis is posed:

Hypothesis 4b*. The quality of top-down communication in the organization is positively related to organizational citizenship behavior of the employees.*

Organizational justice: distributive justice and procedural justice

Organizational justice is defined as "the role of fairness as it directly relates to the workplace" (Moorman, 1991, p. 845). According to Moorman, organizational justice can be categorized into distributive justice and procedural justice. Distributive justice is defined as "the perceived fairness of the outcomes and the allocation of resources in the workplace" (Olkkonen & Lipponen, 2005, p. 204), whereas procedural justice refers to "the perceived fairness of the formal decision-making procedures used in the organization" (Olkkonen & Lipponen, 2005, p. 204). The study by Olkkonen and Lipponen (2005) confirmed that distributive justice and procedural justice were positively related to organizational identification. It is explained that perceived organizational justice leads employees to feel respected by the organization, eventually they also feel proud of their membership (Olkkonen & Lipponen, 2005) and more likely to express pride of their membership and a positive view toward the organization (Reade, 2010). Against this background, these following hypotheses are posed:

Hypothesis 5a. *Distributive justice perceived by employees is positively related to organizational identification.*

Hypothesis 5b. *Procedural justice perceived by employees is positively related to organizational identification.*

Previous studies, either observing both dimensions of organizational justice simultaneously or separately, view that the perception of organizational justice by employees is related to their tendencies to perform OCB. Distributive justice is discovered by Scholl, Cooper, and McKenna (1987) to have positive and significant correlation with OCB. By the scholars, distributive justice is addressed as employees' perception of job equity and pay equity in organizations. Inequity in this factor possibly causes employees to lower their performance of OCB. On the other hand, some later studies (Moorman, 1991; Lambert, Cluse-Tolar, Pasupuleti, Hall, and Jenkins, 2005) found that procedural justice has positive relationship with OCB, even more than the correlation between distributive justice and OCB. Organ (1988) proposes that fairness perceptions may influence employees to do OCBs by prompting them to define their relationship with the organization as a social exchange. A study by Moorman (1991) found that the decision to practice OCBs may be a function of the degree to which an employee believes that he or she has been treated fairly by the organization. Separately, prior studies (Moorman, 1991; Lambert et al., 2005) found that procedural justice had more positive relationship with OCB than distributive justice. The reason is because OCB appeared more as the result of positive evaluations of organizational system, institution, and authorities rather than fairness of outcome (Moorman, 1991). Against the background, it can be expected in the present study that:

Hypothesis 5c. *Distributive justice perceived by employees is positively related to organizational citizenship behavior.*

Hypothesis 5d. *Procedural justice perceived by employees is positively related to organizational citizenship behavior.*

2.4. Organizational identification and OCB

Relationships between organizational identification and OCB as the outcome is based on to what extent the consequences of organizational identification influence employees. According to Ashforth and Mael (1989), there are three general consequences of organizational identification that are possible to occur. First, individuals tend to choose activities congruent with salient aspect of their identities and to support the institutions embodying those identities. Second, social identification affects the outcomes that are conventionally associated with group formation, including intragroup cohesion, cooperation, and altruism, and positive evaluations of the group. It implies that one may accept others in the capacity of the organization's members but not always

in interpersonal level or based on interaction. Third, identification may engender internalization of, and adherence to, group value and norms and homogeneity in attitudes and behavior.

Both organizational identification and OCB are multidimensional constructs that are related with a number of factors. As the constructs may share same factors, organizational identification as one's self concept is a possible motivation of OCB. Based on the study by Rioux and Penner (2001) about motivational causes of OCB, van Dick and colleagues (2006) focus on 'organizational concern' as one of the motivational causes that mostly underlie the relation between organizational identification and OCB. It is proposed that employees have two motives for doing OCB: to identify with, and take pride in the organization. Because of the discretionary character of OCB, employees will consider either to perform or withhold such performance depends on their perception of the organization.

Employees who more strongly identify to their organizations are also more likely to go the extra mile for their organization and to put extra effort to help others (van Dick et al., 2006). The observation of a group of physicians by Dukerich, Golden, and Shortell (2002) found that there was a positive relationship between the strength of organizational identification and the extent to which the physicians engaged in cooperative and organizational citizenship behaviors. Based on the evidences from previous research, it is hypothesized that:

Hypothesis 6. *Organizational identification among employees is positively related with organizational citizenship behavior.*

Finally, figure 1 in the next page presents the model that illustrates the relationships between the work-related factors, organizational identification and OCB according to the formulated hypotheses.

Figure 1. The research model of relationships between the work-related factors with organizational identification and OCB
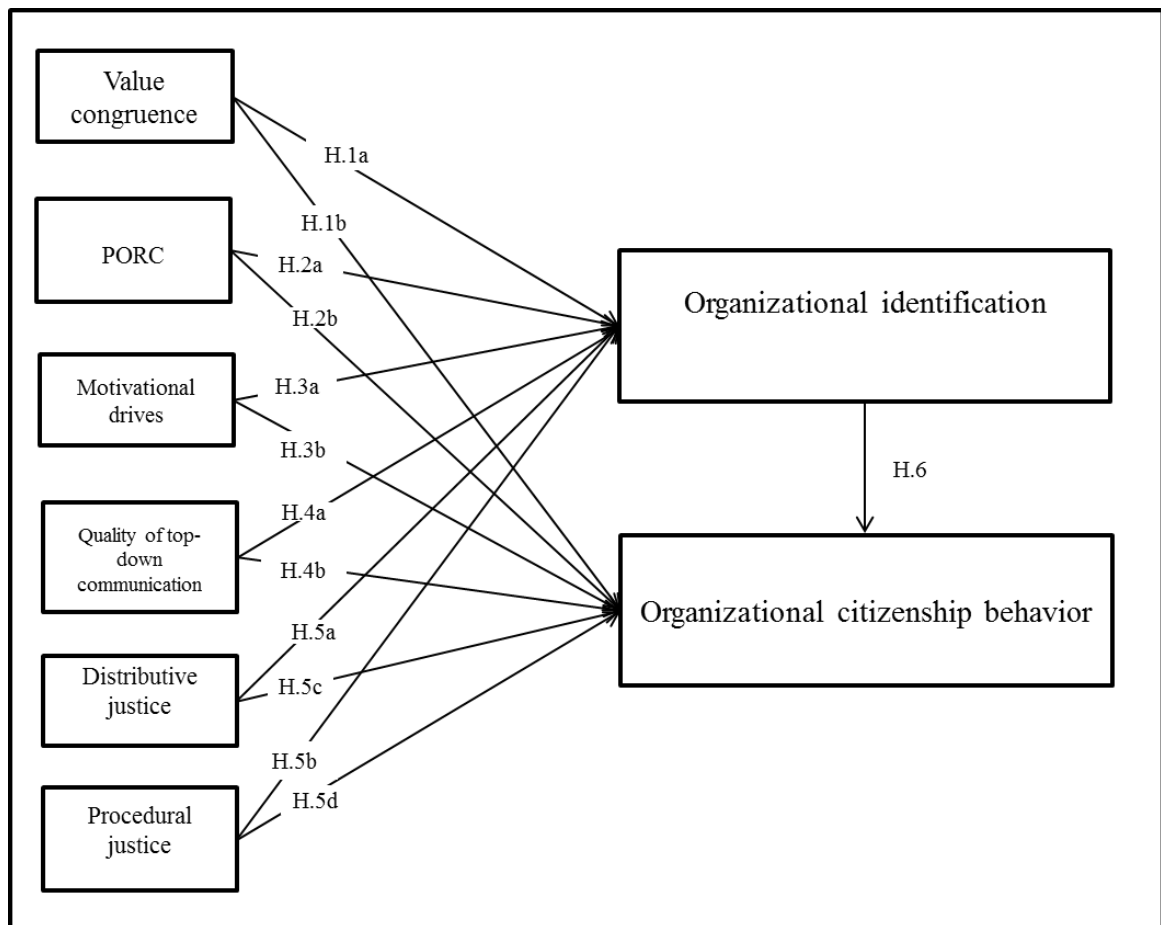
3. Method

To explain how the research was conducted, the method and measures that were used in this study are presented in this section. The first part of this section describes the design of the research and the procedure of data collecting for this study. Profile of participants of this study will be delivered in the second part. The third part presents the result of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) of all items that were used in the questionnaire, followed by the reconstruction of the model as the consequences of results of the analyses. The fourth part explains the final measures that were used for each variable. Finally, the last part presents the results of reliability test of the scales and correlation analysis between the variables.

3.1. Research design and procedure

This study used an online survey to capture opinion, perception, and attitude of participants related to organizational identification and OCBs, and factors that possibly contribute to the extent of the constructs. The survey was also designed to obtain information about the composition of gender, educational background, length of working in the organization, and previous working experience in other sectors of the participants. The data collecting method is considered able to tap subjective feelings of the participants (Fowler, 2009). Hence, the data analysis could be simply and directly conducted without needing more coding. For this study, online survey method is considered as the most efficient method because some working units are located in different cities. The online survey was formulated in and distributed from Qualtrics website. The survey was available online for the whole month of May 2014. The link to the online survey was attached in an introduction letter sent through the internal messaging service in the intranet system of the organization to 1,185 young employees in all units in the organization, including academic units and research units in other cities in Indonesia. The introduction letter mentioned that the participants were asked to be honest and objective in their participation. The anonimity and confidential treatment of the data were important issues that were stresed in the letter. In data gathering period, several participants sent reply e-mails for further information about the survey and about inability in opening the survey page; however the problems were eventually solved.

The online survey consists of a self-report questionnaire that was formulated with the existing scales from the literature of organizational studies. The questionnaire was first translated from English to Bahasa Indonesia by the researcher, and then translated back to English by a colleague of the researcher in Indonesia who had never seen the questions before. Prior to the distribution of the final questionnaire, a pre-test was conducted in order to evaluate the questionnaire draft and avoid errors and ambiguities of statements in the online survey. Ten Indonesian master students of University of Twente were asked to fill out the questionnaire in a

simulation, which means the students acted as employees of the organization and the data was not used in the analysis. Several improvements were made based on the comments given in the pre-test. Overall, the students reckoned that the words 'leaders', 'the management', and 'workgroups' in several statements should be addressed more specifically using the terms used in the organization and some questions were too long and complicated to be understood.

3.2. Participants

The participants of the present study were young employees of a government institution at ministerial level in Indonesia. To select the participants, a list of employees provided by Bureau of Personnel of the organization was examined to choose employees which meet a set of criteria: they must be born after 1981 and has been working for the organization less than 6 years. There are two considerations that underlie the criteria. First, the organization merely admits applicants with a bachelor degree, or the majority of applicants, who are under 28 year old within the end of year in recruitment. Second, it is in line with the definition of 'Millennial Generation' by Howe and Strauss (2007) that refers to people who are born in 1982 to roughly 2005. Thus, the maximum age of the participants is 32 years old.

The selection resulted in 1185 employees as potential participants for this study. Of this number, 449 employees (38%) initially started the survey. Among this number of responses, 77 participants did not answer the questionnaire completely. Therefore, the total usable answers that were received are 372, indicating a 31.4 per cent response rate. Although the survey was open for employees who are 32 years old or below, there were no employees under the age of 20 who participated in the survey. The dominant group of participants has 4-6 years of working in the organization, constitute 41.7 percent of the sample. The proportion of participants in term of gender is relatively balance. Table 1 below shows the demographic characteristics of the participants.

Table 1. Demographic characteristics of the research sample (n=372)

Measure	Items	Frequency	Percentage (%)
Gender	Male	194	52.2
	Female	178	47.8
Age	< 25	33	8.9
	25-30	206	55.4
	> 30	133	35.8
Length of working	0-2	77	20.7
time (in years)	2-4	140	37.6
	4-6	155	41.7
	Total	372	100
Level of educational	High school	10	2.7
background	Academy or vocational school	29	7.8
	Bachelor degree	266	71.5
	Master degree	67	18.0
	Total	372	100
Working experience	Yes	244	65.6
before entering	No	128	34.4
the organization			
Position in the	Head of section	9	2.4
organization	Professional staff	49	13.2
	Structural staff	314	84.4

3.3. Factor analysis
3.3.1. Exploratory factor analysis

A preliminary factor analysis was conducted to verify the interrelationship among the variables of this study. Originally, the present study also intent to measure relationship of both organizational identification and OCB with several more factors, including perceived organizational support (POS), participative decision making (PDM), perceived external prestige (PEP), quantity of communication, and teamwork. However, the result of exploratory factor analysis (EFA) showed that those factors cannot be included in the analysis. Exploratory factor analysis was performed using Varimax rotation, with the extraction factor set to 13 in accordance of the total number of independent and dependent variables. The result, as presented in table 2, showed several factors loaded into same components, which meant several items measured the same things. The findings caused rearrangement of variables of this study as explained below.

First, EFA found that all items of both POS and PDM loaded into same component with distributive justice. Moreover, the scores for items of POS and PDM were lower than the scores

of distributive justice scale's item. Hence, both POS and PDM scale were removed from the factor analysis. Second, the five-item scale of PEP, which was used to measure how an employee thinks outsiders view his or her organization (Smidts et al., 2001) had three items loaded into the same component with value congruence and quality of top-down communication although the original scale is found highly reliable in several prior research significant to social identity study. Hence, the remaining two items was considered inadequate to represent the data of this variables (α=.53) and thus were removed from the analysis.

Third, besides having some items that loaded into the same components with other factors, quantity of communication and teamwork were also removed because it is understood that the factors did not directly measure the relationship between individuals and the organization. The factors tent to represent the relationship of employees with co-workers or their working units. Therefore, the scale of quantity of communication and teamwork would represent different level of relationship in the organization than the other factors if was used in the analysis.

Finally, four items from motivational drives scale loaded into different component from the first 10 items in the scale. Because the 10 items loaded into the same component, the four items were removed from the measure. In total, five variables and four items of motivational drives scale were removed from the analysis.

Table 2. Exploratory Factor Analysis with Varimax Rotation of Thirteen Factors of the Measurement Scales

Scales	Components												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Perceived organizational readiness of change													
Senior management is decisive with respect to organizational goals, priorities and strategies concerning the change	**0.70**												
Leaders themselves have bought into the change and promote it by behaving in a manner consistent with the change	**0.72**												
Senior management defines the course of change and stays the course for several years	**0.71**												
There is a champion of change at the most senior level of the organization	**0.69**												
Change agents have done research to select the right type of change that addresses the underlying causes of organizational problems rather than just symptoms	**0.65**												
Change agents provide valid arguments to justify the change	**0.71**												
Change agents have considered different options of change implementation	**0.65**												
Change agents are competent to answer employee questions about the change	**0.74**												
Distributive justice													
I am fairly rewarded at this place based upon my education level		**0.69**											
I am fairly rewarded in [name of the organization] considering my responsibilities		**0.74**											
I am fairly rewarded at this place based upon my job skill		**0.77**											
At this place, I am not properly rewarded for my hard work (R)		**0.50**											
I am fairly rewarded considering the work that I do		**0.58**											
Participative decision making													
I have a say in decisions that affect my work		0.55											
I am asked to make suggestions about how to do my job better		0.57											
[Name of the organization] values the ideas of workers at every level		0.50											
My opinions count in [name of the organization]		0.54											
Perceived organizational support													
[Name of the organization] takes pride in my accomplishments		0.50					0.44						
[Name of the organization] strongly considers my goals and values		0.44					0.53						
[Name of the organization] really cares about my well-being		0.43											
[Name of the organization] value my contributions to its well-being		0.60											
[Name of the organization] shows very little concern for me (R)		0.50											
[Name of the organization] is willing to help me when I need a special favor													

Table 2. Exploratory Factor Analysis with Varimax Rotation of Thirteen Factors of the Measurement Scales (continued)

Scales	Components												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Motivational drives													
A stable and secure future			0.56										
Chance to learn new things			0.76										
Chance to use my special abilities			0.77										
High salary			0.61								0.40		
Opportunity for advancement			0.74										
Variety in work assignment			0.66										
Working as part of a team			0.70										
Friendly and congenial associates			0.55										
Chance to benefit society			0.57										
Chance to exercise leadership			0.67										
Freedom from supervision											0.78		
Freedom from pressures to conform both on and off the job											0.77		
Chance to engage in satisfying leisure activities											0.68		
High prestige and social status			0.40								0.46		
Quality of top-down communication													
The shared work-related information in [name of the organization] is timely				0.56									
The shared work-related information in [name of the organization] is accurate				0.67									
The shared work-related information in [name of the organization] is relevant				0.57									
The shared work-related information in [name of the organization] is objective				0.74									
The shared work-related information in [name of the organization] is complete				0.64									
The shared work-related information in [name of the organization] is useful				0.70									
Teamwork													
Co-workers in my department are direct and honest with each other					0.59								
The team and its members are open for criticism					0.71								
Disagreements in the team are resolved cooperatively					0.68								
The team I work with functions synergistically					0.57								
I cannot rely on my co-workers in the team for helps and backups in work (R)													0.41
Co-workers in my department confront problem negatively (R)					0.47								
Co-workers in my department are good listeners					0.70								
Co-workers are concerned about each other					0.63								
OCB													
I assist my supervisor with his or her work						0.64							
I make innovative suggestions to improve my department						0.69							
I volunteer for things that are not repaired						0.57							
I orient new people even though it is not required						0.65							
I help others who have been absent						0.62							
I attend functions that are not required but that help improve the image of [name of the organization]						0.61							
I help others who have a heavy work load						0.69							

(continued)

Table 2. Exploratory Factor Analysis with Varimax Rotation of Thirteen Factors of the Measurement Scales (continued)

Scales	Components												
	1	2	3	4	5	6	7	8	9	10	11	12	13
I take undeserved breaks (R)									**0.59**				
I coast toward the end of the day									**-0.40**				
I spend a great deal of time on personal phone conversation (R)									**0.63**				
I arrive at work on time									**-0.41**				
I give advance notice if unable to come to work									**-0.41**				
I attend work above the norm						0.43							
I take extra breaks (R)									**0.71**				
I spend time in idle conversation (R)									**0.61**				
I take unecessary time off work (R)									**0.61**				
Value congruence													
The things that I value in life are very similar to the things that [name of the organization] values							**0.63**						
My personal values match [name of the organization]'s values and culture							**0.66**						
[Name of the organization]'s values and culture provide a good fit with the things that I value in life							**0.69**						
Organizational identification													
When someone criticizes [name of the organization], it feels like a personal insult								**0.68**					
I am very interested in what others think about [name of the organization]								**0.56**					
When I talk about [name of the organization], I usually say 'we' rather than 'they'								**0.56**					
[Name of the organization]'s successes are my successes								**0.66**					
When someone praises [name of the organization], it feels like a personal compliment								**0.57**					
If a story in the media criticized [name of the organization], I would feel embarrassed								**0.54**					
Quantity of communication													
The amount of information about results of a meeting is right										0.65			
The amount of information about what co-workers within my department are doing is right										0.65			
The amount of job-related experiences sharing by co-workers is right										0.61			
The amount of information about how to perform certain activities effectively is right				0.54						0.47			
The amount of information about how to achieve goals effectively is right				0.55						0.42			
The amount of information about work and document among co-workers in my department is right										0.41			
Procedural justice													
Promotions are seldom related to employee performance (R)												**0.69**	
Promotions are more related to whom you know rather than the quality of work (R)												**0.72**	
Promotion are done fairly in [name of the organization]												**0.58**	
The evaluation of performance in [name of the organization] use fair and objective standards	0.48												
Supervisors give full credit to ideas contributed by employees													

(continued)

Table 2. Exploratory Factor Analysis with Varimax Rotation of Thirteen Factors of the Measurement Scales (continued)

Scales	Components												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Perceived external prestige													
People in my community think highly of [name of the organization]							0.44						
It is considered prestigious among other government employees to be an employee of [name of the organization]							0.46						
The performance of [name of the organization] is categorized as a good organization by some assessment institutions													
[Name of the organization] is considered not as important as other government institutions by the media													0.60
[Name of the organization] does not have a good reputation in the country (R)													0.56

Note . Factor loadings > .40 and were used in the next analyses are in boldface.

3.1.2. Confirmatory factor analysis

After removing several variables and items of a scale as the result of EFA, confirmatory factor analysis (CFA) was conducted by setting the number of extraction factors to eight, corresponding the number of total remaining independent and dependent variables, and using Varimax rotation. The result showed that the items of procedural justice separately loaded into the same component with the items of distributive justice (item 1 and 2) and with the items of PORC (item 3, 4, and 5).

The other finding that was different from the prior assumption was the items of OCB that loaded into two different components. Items of OCB scale were extracted into two different components. Therefore, the separation was scrutinized to see whether items that loaded into both components have same characteristics and form solid constructs. Referring to the categorization of OCB by Smith and colleagues (1983) into two dimensions, the first group of items (item 1-7) can be related with altruism behavior in the organization, thus the construct was labeled as organizational citizenship behavior to individuals (OCB-I). The second group of items (item 8-16) showed the similarity of productive behaviors and obeying norms that were related to the organization. Hence, the construct is referred as employees' citizenship behavior to the whole organization (OCB-O). The thirteenth item from the scale ("I attend work above the norm") that was supposed to measure OCB-O showed oddity by loading to OCB-I component. As the result, the item was removed from the scale.

Based on the findings, the second CFA was performed by changing the number of extraction factors to 9 and using Varimax rotation. The factor analysis resulted Kaiser-Meyer-Olkin value .89. Exceeding the recommended value (.60), the score showed that the data set was suitable for factor analysis (Pallant, 2010). The smallest coefficient was suppressed to be above .40, which meant all factor loadings below .40 were not shown. The value of Bartlett's test of sphericity were also statistically significant (p<.001). As shown in table 3, the second factor analysis showed items of procedural justice scale in an independent component, except two items

that still loaded in the same component with PORC. Therefore, the two items were not included into the scale. Reliability test of the construct measured the Cronbach's Alpha of the three remaining items is 0.77. The items were still addressed as procedural justice.

Table 3. Confirmatory Factor Analysis with Varimax Rotation of Nine Factors of the Measurement Scales

Scales	Component								
	1	2	3	4	5	6	7	8	9
Perceived organizational readiness of change									
Senior management is decisive with respect to organizational goals, priorities and strategies concerning the change...	0.73								
Leaders themselves have bought into the change and promote it by behaving in a manner consistent with the change...	0.75								
Senior management defines the course of change and stays the course for several years...	0.74								
There is a champion of change at the most senior level of the organization...	0.72								
Change agents have done research to select the right type of change that addresses the underlying causes of organizational problems rather than just symptoms...	0.68								
Change agents provide valid arguments to justify the change...	0.74								
Change agents have considered different options of change implementation...	0.72								
Change agents are competent to answer employee questions about the change...	0.79								
Motivational drives									
A stable and secure future		0.60							
Chance to learn new things		0.76							
Chance to use my special abilities		0.79							
High salary		0.70							
Opportunity for advancement		0.75							
Variety in work assignment		0.65							
Working as part of a team		0.68							
Friendly and congenial associates		0.64							
Chance to benefit society		0.60							
Chance to exercise leadership		0.64							

(continued)

Table 3. Confirmatory Factor Analysis with Varimax Rotation of Nine Factors of the Measurement Scales (continued)

Scales	Component								
	1	2	3	4	5	6	7	8	9
Quality of top-down communication									
The shared work-related information in [name of the organization] is timely...			0.60						
The shared work-related information in [name of the organization] is accurate...			0.75						
The shared work-related information in [name of the organization] is relevant...			0.62						
The shared work-related information in [name of the organization] is objective...			0.79						
The shared work-related information in [name of the organization] is complete...			0.74						
The shared work-related information in [name of the organization] is useful...			0.73						
OCB-I									
I assist my supervisor with his or her work				0.62					
I make innovative suggestions to improve my department				0.71					
I volunteer for things that are not repaired				0.60					
I orient new people even though it is not required				0.65					
I help others who have been absent				0.62					
I attend functions that are not required but that help improve the image of [name of the organization]...				0.62					
I help others who have a heavy work load				0.70					
Distributive justice									
I am fairly rewarded at this place based upon my education level...					0.77				
I am fairly rewarded in [name of the organization] considering my responsibilities...					0.83				
I am fairly rewarded at this place based upon my job skill					0.84				
At this place, I am not properly rewarded for my hard work (R)...					0.52				
I am fairly rewarded considering the work that I do					0.65				
Organizational identification									
When someone criticizes [name of the organization], it feels like a personal insult...						0.71			
I am very interested in what others think about [name of the organization]...						0.56			
When I talk about [name of the organization], I usually say 'we' rather than 'they'...						0.58			
Ministry of Industry's successes are my successes						0.72			
When someone praises [name of the organization], it feels like a personal compliment...						0.66			
If a story in the media criticized [name of the organization], I would feel embarrassed...						0.61			

(continued)

Table 3. Confirmatory Factor Analysis with Varimax Rotation of Nine Factors of the Measurement Scales (continued)

Scales	Component								
	1	2	3	4	5	6	7	8	9
OCB-O									
I take undeserved breaks (R)							**0.58**		
I coast toward the end of the day							**0.45**		
I spend a great deal of time on personal phone conversation (R)...							**0.63**		
I arrive at work on time							**0.41**		
I give advance notice if unable to come to work							**0.42**		
I attend work above the norm				0.45					
I take extra breaks (R)							**0.75**		
I spend time in idle conversation (R)							**0.63**		
I take unecessary time off work (R)							**0.66**		
Procedural justice									
Promotions are seldom related to employee performance (R)...								**0.78**	
Promotions are more related to whom you know rather than the quality of work (R)...								**0.82**	
Promotion are done fairly in [name of the organization]	0.40							**0.62**	
The evaluation of performance in [name of the organization] use fair and objective standards...	0.50							0.41	
Supervisors give full credit to ideas contributed by employees									
Value congruence									
The things that I value in life are very similar to the things that [name of the organization] values...									**0.67**
My personal values match [name of the organization]'s values and culture...									**0.70**
[Name of the organization]'s values and culture provide a good fit with the things that I value in life...									**0.72**

Note . Factor loadings >.40 are in boldface

3.2. Reconstructing the model

The result of factor analysis showed an additional dependent variables because the items in OCB scale were split into two components and later labeled as OCB-I and OCB O. Accordingly, the research model should be reconstructed to accommodate the observation of relationships between the independent variables and the dependent variables, particularly with the new constructs of OCB, namely OCB-I and OCB-O. The final model is presented in figure 2 while the new hypotheses following the reconstruction of the research model are presented in table 4 below.

Figure 2. Final research model of the relationships between the work-related factors and organizational identification, OCB-I, and OCB-O
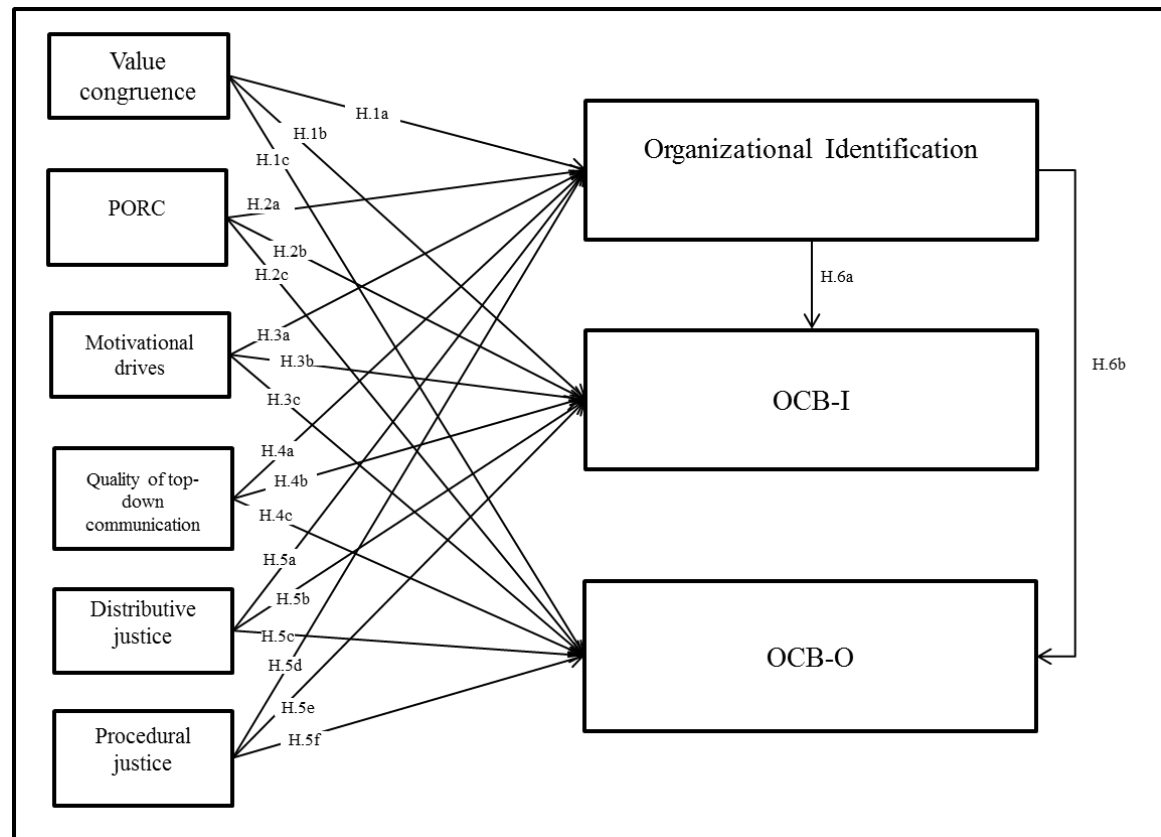

Table 4. Final hypotheses

Variables	Hypotheses	
Value congruence	1a	The congruence between individuals and organizational values is positively related to organizational identification.
	1b	The congruence between individuals and organizational values is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	1c	The congruence between individuals and organizational values is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O).

(continued)

Table 4. The final hypotheses (continued)

Variables	Hypotheses	
PORC	2a	Perceived organizational readiness for change is positively related to organizational identification.
	2b	Perceived organizational readiness for change is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	2c	Perceived organizational readiness for change is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)
Motivational drives	3a	Motivational drives of the employees are positively related to organizational identification.
	3b	Motivational drives of the employees are positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	3c	Motivational drives of the employees are positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)
Quality of top-down communication	4a	The quality of top-down communication in the organization is positively related to organizational identification.
	4b	The quality of top-down communication in the organization is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	4c	The quality of top-down communication in the organization is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)
Distributive justice	5a	Distributive justice perceived by employees is positively related to organizational identification.
	5b	Distributive justice perceived by employees is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	5c	Distributive justice perceived by employees is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)

Table 4. The final hypotheses (continued)

Variables		Hypotheses
Procedural justice	5d	Procedural justice perceived by employees is positively related to organizational identification.
	5e	Procedural justice perceived by employees is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)
	5f	Procedural justice perceived by employees is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)
Organizational identification	6a	Organizational identification among employees is positively related with organizational citizenship behavior for the sake of other individuals (OCB-I)
	6b	Organizational identification among employees is positively related with organizational citizenship behavior for the sake of the organization as a whole (OCB-O)

3.3. Final Measures

This part explains scales used in measuring variables in the present study. The independent variables are the factors predicted to have a positive and significant relationship with organizational identification and both OCB-I and OCB-O, whereas the dependent variables of this study are organizational identification and OCB. Most constructs were measured on a 5-point Likert scale, ranging from strongly disagree to strongly agree, except for motivational drives that was measured using five-point bipolar scale (unimportant – important) and OCB that was measured regarding how often an employee engaged to the behaviors (5-point Likert scale, never-always). Reliability tests for each scale were performed after the adjustment in some variables as the result of the EFA.

The reliability of each scale was tested to prove that items in each scale were together measuring the same underlying attribute. The value of Cronbach's alphas from the test was suggested in a minimum level of .7 (Nunnally, 1978; Pallant, 2010) in order accept the reliability of a scale. Entirely, as shown in table 5, Cronbach's alphas for this study ranged from .73 to .92 or exceed the minimum level of the value. Therefore, the reliability and internal consistency within each scale were proven.

3.3.2. Independent variables

Value congruence

To measure value congruence, the three-item perceived fit scale by Cable and DeRue (2002) was used. Even though the construct only consisted of three items, Cronbach's alpha value in the original study was .91 and was .90 in the present study. In order to make the participants focus on the meaning of the questions and to avoid ambiguity and misinterpretation, the questions were presented in this following order: "The things that I value in life are very similar to the things that [name of the organization] values", "My personal values match [name of the organization]'s values and culture", and "[Name of the organization]'s values and culture provide a good fit with the things that I value in life".

Perceived organizational readiness for change

The variable was measured by eight items adapted from perceived organizational readiness and unreadiness for change survey in the study by Cinite, Duxbury and Higgins (2009). Two subscales from the original study, commitment of senior management to the change and competence of change agents, were chosen to accommodate the observation of employees' perception about the attitudes of senior management and change agents in implementing changes in the organization. The Cronbach's alpha for the scale in the present study was .92. Sample items are: "The leaders of [name of the organization] have bought into the change and promote it by behaving in a manner consistent with the change" and "Change agents are competent to answer employees' questions about the change".

Motivational drives

The scale used to measure motivational drives of the employees was adapted from the scale of work-related motivational factors in the study by Jurkiewicz and colleagues (1998). The scale was originally used to measure the collective disparity between what employees want to get by working in the organization and what they actually get. In the present study, employees were asked to measure the importance of 14 work motivational drives using five-point bipolar scale (unimportant – important). The items in the scale represent three dimensions of motivational drives that combine extrinsic and intrinsic work motivation as proposed by Anderfuhren-Biget and colleagues (2010): PSM, team relations and supports, and material incentives. The Cronbach's alpha for this scale in the present study was .88.

Quality of top-down communication

The variable was measured using a six-item scale of knowledge quality from the study by Chiu, Hsu and Wang (2006). According to the criteria of communication quality (Chiu et al., 2006; Zaremba, 2006; Marques, 2010), the scale accommodated items for observation the extent of

timeliness, accuracy, relevancy, objectivity, completeness and usefulness of information in the organization. Sample items are: "The shared work-related information in [name of the organization] is timely" and "The shared work-related information in [name of the organization] is accurate". The Cronbach's alpha for this scale was .86.

Distributive justice

The five-item scale used to measure distributive justice was adapted from distributive justice scale by Lambert, Cluse-Tolar, Pasupuleti, Hall, and Jenkins (2005). A question from the original scale was divided into two items because the original question consisted of two distinct aspects. The Cronbach's alpha for this scale was .86. Sample items are: "I am fairly rewarded at [name of the organization] based upon my education level" and "I am fairly rewarded in [name of the organization] considering my responsibilities".

Procedural justice

Procedural justice was measured using the scale from the same study by Lambert and colleagues (2005). The five-item scale was used to measure justice of promotion, evaluation and credits given by the organization. The value of Cronbach's alpha for this scale remained acceptable at .77 after 2 items of the scale was removed. Sample items are: "Promotions are seldom related to employee performance" (reverse coded) and "The evaluation of performance in [name of the organization] use fair and objective standards".

3.3.3.   Dependent variables

Organizational identification

A six-item scale by Mael and Ashforth (1992) was used to measure organizational identification. Compared with other scales for this construct, the measure has been used extensively in many studies on organizational identification (Carmeli et al., 2007). In the present study, the scale also gained acceptable value of Cronbach's alpha (.81). Sample items are: "When someone criticizes [name of the organization], it feels like a personal insult", "[Name of the organization]'s successes are my successes", and "If a story in the media criticized [name of the organization], I would feel embarrassed".

OCB-I

To measure OCB, the present study used a scale that was adapted and modified by Pond, Nacoste, Mohr, and Rodriguez (1997) from the OCB scale developed by Smith, Organ, and Near (1983). Following Pond and colleagues, OCB in the present study was measured by scale intent for self-report, which was different from the original scale by Smith and colleagues that was addressed for evaluation by supervisors of employees' OCB. Regarding result of factor analysis, the scale for

OCB-I consisted of the first 7 items of the original scale. The Cronbach's alpha value for the new scale was acceptable in .79. Sample items are: "I assist my supervisor with his or her work" and "I orient new people even though it is not required".

OCB-O

As the result of the confirmatory factor analysis, the scale used to measure OCB-O in this study consisted of 8 items from the scale adapted by Pond and colleagues (1997) from Smith and colleagues (1983). The items measured several behaviors of employees which were supposed to represent the tendency of OCB-O among the employees. The Cronbach's alpha value for internal consistency of the scale was .73. Sample items are: "I arrive at work on time" and "I spend time in idle conversation" (reverse coded).

3.4. Correlation analysis

To investigate significance of the relationships between variables, a correlation analysis was performed using the Pearson product-moment correlation (r). The result of the correlation analysis is presented in the table 5. It was indicated that almost all of the relationships between nearly all variables were significant. The strongest relationships between independent variables and dependent variables are discussing in the following.

There is no value of coefficient r that was high enough to signify a large correlation between the factors with the dependent variables. The highest r score of the relationship between a factor and a dependent variable was discovered between value congruence and organizational identification ($r = .46$, $p<.001$). However, regarding by Cohen (1988) which propose that medium scale correlations range from the Pearson's r .30 to .49, the score is still considered as medium (Pallant, 2010). Perceived organizational readiness for change (PORC) and motivational drives were also discovered having medium correlation with organizational identification ($r = .44$, $p<.001$; $r = .45$, $p<.001$, respectively).

Related to OCB-I, value congruence had higher correlation with the dependent variable ($r = .23$, $p<.001$) in comparison to other factors. The same level of correlation was also shown in the relationship between quality of top-down communication and OCB-I ($r = .22$, $p<.001$). Organizational identification even showed more significant, positive relationship with OCB-I ($r = .32$, $p<.001$). The tests found a non-significant relationship between procedural justice and OCB-I ($r = .01$, ns). The next chapter delivers a more deeply observation of this relationship which was investigated using a hierarchical multiple regression analysis.

The highest Pearson's r score among the relationship between a factor with OCB-O was retrieved by PORC ($r = .28$, $p<.001$), followed by value congruence ($r = .26$, $p<.001$). OCB-O was also found not having large correlation with any factor or organizational identification. However, the correlation between organizational identification and OCB-O was still significant (r

= .21, $p<.001$). The tests also found a not-significant relationship between distributive justice and OCB-O ($r=.08$, *ns*). In the next chapter, the result of regression analysis on OCB-O is used to discuss this relationship.

Table 5. Descriptive statistics, inter-correlations and scale reliabilities of the variables (n=372)

Construct	Number of items	Mean	SD	1	2	3	4	5	6	7	8	9
OCB-O	8	3.92	.52	(.73)								
OCB-I	7	3.29	.57	.09	(.79)							
Organizational identification	6	3.92	.48	.21**	.32**	(.81)						
Value congruence	3	3.21	.68	.26**	.23**	.46**	(.90)					
PORC	8	3.38	.64	.28**	.22**	.44**	.55**	(.92)				
Motivational drives	10	4.34	.56	.19**	.19**	.45**	.25**	.29**	(.88)			
Communication quality	6	3.35	.61	.24**	.22**	.30**	.40**	.49**	.19**	.(86)		
Distributive justice	5	3.31	.50	.08	.18**	.27**	.37**	.46**	.13*	.43**	(.86)	
Procedural justice	3	2.64	.75	.18**	.01	.14**	.25**	.43**	.13*	.33**	.30**	(.77)

Note. Cronbach's alphas appear on the diagonal in parentheses. ** $p = 0.01$. * $p = 0.05$ (2-tailed)

4. Results

The following chapter discusses the result of regression analyses respectively performed on organizational identification, OCB-I, and OCB-O. The purpose is to discover what factors that have significant relationship to organizational identification and OCB and to prove significance of the relationship between organizational identification and OCB. There are 3 steps of hierarchical multiple regression analysis performed on each dependent variables presented in this chapter, including tables related to each step. At the end of this chapter, validity of all hypotheses is presented in table 9.

4.1. Regression analysis

In hierarchical multiple regression, the hierarchy formulation of the independent variables is based on the goals of the study itself which involves the theoretical framework (Petrocelli, 2003). Theoretical framework of this study suggest that each factor has a positive and significant relationship with organizational identification and OCB. In this study, the variables were entered into several blocks in regression analysis, following the order of variables in theoretical framework and the characters of each factors. The arrangement of the blocks are explained as following.

Step 1: Hiearchical regression analysis on organizational identification

Considering the character of value congruence that was different from other factors, the factor was placed into the first block in hierarchical multiple regression on organizational identification. The congruence between organizational value and the value of each employee is something outside the influence of the organization. Separating value congruence from other factors, the purpose of this placement was to statistically control value congruence in order to find more variances from the other factors on organizational identification. The rest variables—PORC, motivational drives, quality of top-down communication, distributive justice, and procedural justice—were put into the second block.

Two variables that were also measured in the online survey questionnaire, gender and working experience in other sector before entering the organization (or 'experience'), were placed into the third block. The variables were parts of employees' identity that could not be influenced by the organization, yet proven not significantly related to organizational identification in correlation analysis (not shown in result table). The purpose of putting the variables into the model is to discover the tendencies of organizational identification among employees based on gender and experience.

Table 6. Hierarchical multiple regression analysis on organizational identification (n = 372)

Model	Variable	B	SE	β	t	R^2	Adj.R^2	$\triangle R^2$
1	Value congruence	.72	.07	.46***	10.11	.22	.21	.22
2	Value congruence	.41	.08	.26***	5.15	.37	.36	.15
	PORC	.12	.03	.19*	3.34			
	Motivational drives	.18	.02	.33***	7.48			
	Quality of communication	.03	.04	.04	.83			
	Distributive justice	.06	.06	.04	.92			
	Procedural justice	-.11	.07	-.08	-1.63			
3	Value congruence	.40	.08	.26***	5.10	.37	.36	.00
	PORC	.11	.03	.19*	.87			
	Motivational drives	.18	.02	.33*	7.51			
	Quality of communication	.04	.04	.04	.87			
	Distributive justice	.06	.06	.05	.95			
	Procedural justice	-.10	.07	-.07	-1.48			
	Previous work experience	-.46	.28	-.07	-1.68			
	Gender	-.06	.26	-.01	-.23			

Note . *p < .05. **p < .01. *** p < .001

Table 6 showed the result of hierarchical multiple regression on organizational identification and indicated that motivational drives had the strongest positive relationship with organizational identification (β=.33, *p*<.001). Next, PORC also had significant and positive relationship with organizational identification (β=.19, *p*<.005). Therefore, hypothesis 3a and hypothesis 2a were confirmed. In addition, value congruence still had significant influence on organizational identification after being controlled in the last model (β=.26, *p*<.001), thus hypothesis 1a was also supported.

Distributive justice had positive yet not significant relationship with organizational identification (β=.05, *ns*). Similar with that, quality of top-down communication also showed a statistically not significant relationship with organizational identification (β=.04, *ns*). Consequently, both hypothesis 5a and 4a were not supported. The table showed that procedural justice had negative relationship with organizational identification. As the result, hypothesis 5d was not supported. Both β values of experience and gender showed negative, not significant score in the last model (β = -.07, β = -.01, *ns*, respectively). Overall, the model only explained an additional 37 per cent of the variance in organizational identification.

Step 2: Hierarchical regression analysis on OCB-I

The order of blocks in the hierarchical multiple regression to OCB-I was similar with the previous regression analysis with the addition of organizational identification in the fourth block. Procedural justice was the only independent variable that had a significant relationship with OCB-I (β = -.11, p<.05). However, this finding did not support hypothesis 5e since the β score showed a negative relationship. Only organizational identification which had significant positive influence on OCB-I (β=.27, p<.001), thus hypothesis 6a was confirmed. Value congruence, PORC, motivational drives, quality of top-down communication, and distributive justice showed positive yet not significant relationship with OCB-I. Therefore, hypothesis 1b, 2b, 3b, 4b, and 5b were not supported. Both gender and experience were also showed not significant relationships to OCB-I. The model as a whole only explained 14 per cent of the variance in OCB-I.

Table 7. Hierarchical multiple regression analysis on OCB-I (n = 372)

Model	Variable	B	SE	β	t	R^2	Adj.R^2	△R^2
1	Value congruence	.45	.10	.23	4.51	.05	.05	.05
2	Value congruence	.21	.12	.11	1.80	.10	.09	.05
	PORC	.07	.05	.09	1.32			
	Motivational drives	.08	.04	.12*	2.24			
	Quality of communication	.13	.06	.12*	2.04			
	Distributive justice	.11	.09	.07	1.16			
	Procedural justice	-.23	.10	-.13*	-2.30			
3	Value congruence	.21	.12	.11	1.78	.11	.09	.00
	PORC	.07	.05	.08	1.23			
	Motivational drives	.08	.04	.12*	2.26			
	Quality of communication	.13	.06	.12*	2.07			
	Distributive justice	.11	.09	.07	1.19			
	Procedural justice	-.22	.10	-.12	-2.21			
	Previous work experience	-.51	.42	-.06	-1.21			
	Gender	.02	.40	.00	.05			
4	Value congruence	.10	.12	.05	.83	.14	.12	.03
	PORC	.03	.05	.04	.64			
	Motivational drives	.03	.04	.05	.84			
	Quality of communication	.12	.06	.11	1.94			
	Distributive justice	.09	.09	.06	1.03			
	Procedural justice	-.19	.10	-.11*	-1.96			
	Previous work experience	-.38	.41	-.04	-.91			
	Gender	.04	.40	.00	.09			
	Organizational identification	.28	.08	0.22***	3.52			

Note . *p < .05. **p < .01. *** p < .001

Step 3: Hiearchical regression analysis on OCB-O

The next hierarchical multiple analysis was performed on OCB-O using the same blocks arrangement with regression on OCB-I. The result of this step is presented in table 8. The regression resulted a positive and significant relationship between value congruence and OCB-O (β=.13, *p*<.05). Accordingly, hypothesis 1c was confirmed. The result also found that quality of top-down communication (β=.13, *p*<.05) had positive and significant relationship with OCB-O. Therefore, hypothesis 4c was supported. Meanwhile, PORC and motivational drives showed not statistically significant relationships with OCB-O (β = .13, *ns*; β=.08, *ns,* respectively). Hence, hypothesis 2c and 3c were not supported.

Distributive justice was significantly yet negatively related to OCB-O (β = -.12, *p*<.05). Thus, the hypothesis 5c was not supported. The result is discussed in the next chapter. Organizational identification was reported positively yet not signficantly related to OCB-O (β = .04, *ns*). As the consequence,hypothesis 6b was not supported. The difference in work experience still showed a not significant relationship to the dependent variable, whereas the result indicated that female had the more tendency to perform OCB-O (β = -.10, *p*<.05).

The addition of organizational identification to the analysis did not give significant difference for the result, as indicated by $\triangle R^2$ value of the third that was close to zero. The whole model also only explained 14 per cent of the variance in OCB-O.

Table 8. Hierarchical multiple regression analysis on OCB-O (n = 372)

Model	Variable	B	SE	β	t	R^2	Adj.R^2	$\triangle R^2$
1	Value congruence	.50	.10	.26***	5.21	.07	.07	.07
2	Value congruence	.26	.11	.13*	2.23	.13	.11	.06
	PORC	.05	.05	.14*	2.14			
	Motivational drives	.06	.04	.09	1.80			
	Quality of communication	.14	.06	.13*	2.28			
	Distributive justice	-.18	.09	-.12*	-2.08			
	Procedural justice	.11	.09	.06	1.13			
3	Value congruence	.27	.11	.14*	2.35	.14	.12	.01
	PORC	.10	.05	.14*	2.03			
	Motivational drives	.07	.04	.10	1.91			
	Quality of communication	.14	.06	.13*	2.29			
	Distributive justice	-.18	.09	-.12*	-.2.00			
	Procedural justice	.09	.10	.05	.86			
	Previous work experience	.01	.40	.00	.02			
	Gender	.78	.38	.10*	2.03			
3	Value congruence	.25	.12	.13*	2.10	.14	.12	.01
	PORC	.10	.05	.13	1.89			
	Motivational drives	.06	.04	.08	1.54			
	Quality of communication	.14	.06	.13*	2.26			
	Distributive justice	-.18	.09	-.12*	-2.03			
	Procedural justice	.09	.10	.05	.91			
	Previous work experience	.03	.40	.00	.08			
	Gender	.78	.38	.10*	2.04			
	Organizational identification	.05	.08	.04	.64			

Note . * p < .05. **p < .01. *** p < .001

Table 9. Validity of hypotheses

Hypothesis		Result
1a	The congruence between individuals and organizational values is positively related to organizational identification.	✔
1b	The congruence between individuals and organizational values is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
1c	The congruence between individuals and organizational values is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O).	✔
2a	Perceived organizational readiness for change (PORC) is positively related to organizational identification.	✔
2b	Perceived organizational readiness for change (PORC) is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
2c	Perceived organizational readiness for change (PORC) is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✘
3a	Motivational drives of the employees are positively related to organizational identification.	✔
3b	Motivational drives of the employees are positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
3c	Motivational drives of the employees are positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✘
4a	The quality of top-down communication in the organization is positively related to organizational identification.	✘
4b	The quality of top-down communication in the organization is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
4c	The quality of top-down communication in the organization is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✔
5a	Distributive justice perceived by employees is positively related to organizational identification.	✘
5b	Distributive justice perceived by employees is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
5c	Distributive justice perceived by employees is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✘
5e	Procedural justice perceived by employees is positively related to organizational citizenship behavior for the sake of other individuals (OCB-I)	✘
5f	Procedural justice perceived by employees is positively related to organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✘

Table 9. Validity of hypotheses (continued)

Hypothesis		Result
6a	Organizational identification among employees is positively related with organizational citizenship behavior for the sake of other individuals (OCB-I)	✔
6b	Organizational identification among employees is positively related with organizational citizenship behavior for the sake of the organization as a whole (OCB-O)	✘

Note . ✔ = supported, ✘ = not supported

5. Discussion and Conclusion

5.1. Discussion

The objectives of this study are to identify the significance of some work-related factors to organizational identification and OCB among young employees and to observe to what extent is organizational identification related to OCB. The factors—value congruence, perceived organizational readiness for change, motivational drives, quality of top-down communication, distributive justice, and procedural justice—were predicted to have positive relationship with organizational identification, and in turn, with organizational citizenship behavior. The confirmatory factor analysis revealed that there were two factors in the scale that measuring OCB, resulting split of the variable into OCB-I and OCB-O. Thereafter, the regression analysis had to consider the new arrangement of dependent variables that possibly enrich the result of this study.

5.1.1. Organizational identification among young employees

The first finding to be discussed is the result of hierarchical multiple regression analysis on organizational identification. The result showed that organizational identification was found significantly and positively related to value congruence, PORC, and motivational drives. The last mentioned showed highest coefficient β score when value congruence was controlled in the hierarchical regression. Basically, the measurement of motivational drives in this study showed that participants were highly motivated by motivational factors of working in the organization, shown by the high mean of the sample ($\bar{x}$ = 4.34). According to Jurkiewicz and colleagues (1998), the high result of motivation measurement implies that employees felt relatively high degree of match between their "wants" and "gets" from the organization. Related to Anderfuhren-Biget and colleagues (2010), the participants might be highly motivated because the job in the organization offers combination of public sector motivation, team relations and supports, and material incentives. Lewis and Thomas (1987) (as cited by Janssen, de Jonge, and Bakker, 1999) declare that the reason of occupational change that is mostly mentioned is growth related career needs. The explanation can be implemented on the choice of governmental career among the participants since the items of motivational drives scale are related to skill performance and potential growth in the future. Therefore, the participants who perceive that the organization is able to fulfill what they want to pursue by working in the organization are more likely to identify themselves with the organization.

Relationship between value congruence and organizational identification was positive and significant, which means that employees who found many congruence between their own values and organizational values tent to identify more to the organization. This finding is supported by a propotition by Erdogan and colleagues (2004) that propose high value congruence might advance

the possibility of employees to adjust with the organization. Value congruence shares a similarity with motivational drives on the kind of relationship with organizational identification, which occurs through the discovery of the match between employees' own values and goals with the organizational values and goals, or namely affinity (Pratt, 1998).

The prominent result showing positive and significant relationship between PORC and organizational identification needs to be discussed further. To the author's knowledge, the literature does not provide discussion of direct relationship between PORC with organizational identification or OCB. However, the finding can be explained by referring to Cinite and colleagues (2009) who indicate that the organizational readiness to change creates employees' understanding about the organization's image that, in turn, open more possibility for the employees to identify with the organization. The explanation is acceptable, considering the object of this study is a government organization that shares issues same and constant pressures with other public institutions in improving their productivity and reducing their costs (Frank & Lewis, 2004). Therefore, the need for organizational change was perceived as important by the employees. As the consequence, instead of affected by negative consequences of change, such as unclear phasing between old duties and new duties or heavy workload as the result of change (Neves and Caetano, 2009), employees might more focus on the benefits of organizational change. The significant, positive relationship between PORC and organizational identification indicates that employees will adjust with and commit to the change that was presented by organization as their own value and behavior.

Quality of top-down communication was shown not having significant relationship with organizational identification. This finding is possibly the result of internal communication organization that was underappreciated by the participants. Due to poor performance of communication management or other factors, low quality top-down communication possibly caused employees not having valueable corporate message and unable to avoid from external or informal message exposure that was relatively more untrustworthy. Regarding Dutton and colleague (1994), this condition may promote organizational identification negatively.

The next salient findings are distributive justice and procedural justice which showed non-significant relationships with organizational identification. The findings were the opposite of the result in prior studies. Olkkonen and Lipponen (2006) present that fair procedures and fair outcomes have important social-identity-relevant implications. The results of the present study are possibly caused by the presence of other factors that have stronger relationship with organizational identification. This analysis is in accordance with Cable and DeRue (2002) that interpret domination of value congruence over other factors. The scholars propose that there are possibilities of employees not to relate with the organizational values even though they receive fair amount of rewards from and have the right skills for the job.

5.1.2. OCB-I among young employees

The regression analysis only resulted a positive and significant relationship between organizational identification and OCB-I. The result implied that when employees perceived oneness with the organization, they would tend to perform citizenship behaviors that intend to support other members of the organization (Dutton et al., 1994; van Dick et al., 2006). The willingness to help others is assumed based the perception of employees who are highly identified to the organization. The employees perceive their identity consists of others' identity in the organization. Therefore, to maintain their identity, they willing to help other in contributing to the organization.

Related with the relationship between organizational identification and OCB-I, except for procedural justice, the presence of organizational identification implied caused non-significant relationship between the other variables and OCB-I. It implied that the relationships of each factors with OCB-I is not significant without the employees being highly identified to the organization. The high evaluation of value congruence, PORC, motivational drives, quality of top-down communication, and distributive justice by the participants did not necesarilly related with more frequent OCB-I. It seems coherent because OCB-I is found in the relationship between an employee and his or her co-workers, which is in different level from other variables that are found in the relationship between employees and the organization.

An interesting finding of regression analysis on OCB-I showed that procedural justice has significant yet negative relationship with OCB-I. The finding implied that when employees perceived the organization was being fair in managing its system, particularly related with recognition to employees, they likely less willing to contribute in supporting other individuals in the organization. A look back to the descriptive statistics analysis showed that the sample mean of procedural justice was quite low compared to the mean of other constructs' sample ($\bar{x} = 2.64$). It indicated that the participants did not highly reckoned the fairness in the organization's management system. The result of regression analysis was contrast to the principle of social exchange theory (SET) which emphasizes future obligations of one's contributions to positive acts from another part. The first possible assumption is based on the fact that government system in some Asian countries, including Indonesia, is not in its optimal performance. Therefore, employees who thought that the system and policy of the institution are unfair to them possibly feel the urge to help each other in order to increase their performance and productivity. Second, related to advancement chances in the organization and intraorganizational competition, employees who agreed with the statement similar to "Promotion are seldom related to employee performance" possibly tend to consider helping co-workers and their supervisor as a personal approach to influence co-workers and the supervisor's preference in evaluation of their performance.

5.1.3. OCB-O among young employees

A finding from hierarchical multiple regression analysis on OCB-O showed that value congruence had a positive and significant relationship with OCB-O. It implied that when employees found their own values were congruent with the organizational values, they showed more willingness to perform citizenship behaviors for the sake of the organization. This finding is in line with prior studies by Cable and DeRue (2002) and by also Erdogan and colleagues (2004) which state that value congruence is the best predictor of organizational outcome variables, including citizenship behavior.

The quality of top-down communication also showed significant and positive relationship with OCB-O. Explained with the result from the study by Kandlousi and colleagues (2010), the quality information shared by the organization is perceived as positive attitudes of the organization that benefited the employees. The positive attitudes, in turn, motivate employees to reciprocate the benefits by engaging in OCB. The finding is also in line with prior studies that show the trustworthiness of information from the organization, openness of top management (Rosenberg & Rosenstein, 1980, in Smidts et al., 2001), and usefulness of the information in supporting the job (Chiu et al., 2006) increase productivity of employees and profit of the organization.

Motivational drives, however, showed positive yet not significant relationship with OCB-O. It is predicted that high evaluation of motivational drives in the organization was not compensated with high tendency of OCB-O. Based on the three psychological needs proposed by Ryan and Deci (2000), it should be considered that motivational drives consists of the need for relatedness, the need for competence, and the need for autonomy. It is possible that motivational drives of employees dominated by the need for competence, which means employees focus in fulfilling their goals that could be achieved by working according the requirements of task performance. Beyond that, they prefer to balance the job with other aspects of their life since they already have performed the tasks well. The same result also shown on the relationship between PORC and OCB-O, indicating highly appreciation on organizational readiness to change is not significant with the tendency to perform OCB-O. When the employees highly appreciated the readiness, it is not necessarily encourage them to perform more OCB-O as long as the change in the organization has not been perceived favorable to the employees yet.

Distributive justice was shown to have significant yet negative relationship with OCB-O. It implied that when employees evaluate the organization is fair about employees' outcomes and the allocation of resources, they will less willing to perform OCB-O. The finding did not meet the principle of SET which emphasizes reciprocating the benefits perceived from another part. It can be assumed that employees who found the organization fair about outcome and resources allocation considered OCB-O was unnecessary to be performed. Other factors are estimated to underlie the relationship between distributive justice and OCB-O. As an illustration, in the

condition where intraorganizational competition (Mael & Ashforth, 1992) is strong, when employees perceived that they are not fairly rewarded by the organization based upon their job skill, responsibilities, education level, and performance, they will tend to perform citizenship behavior to show the true quality of themselves to the organization. Other factors within the organization, such as intraorganizational competition, possibly motivate employees to perform OCB-O. This analysis is in line with a proposition by Scholl and colleagues (1987), that the willingness to perform OCB is influenced by the difference of payment with superiors or co-workers, not merely by how much an employee thinks he or she should be paid. As another explanation, according to Lazear (as cited by Delfgaauw & Dur, 2008), in government institutions where the earnings of employees is dominantly based on salary, not incentive, employees possibly perform minimal effort as required by the organization for the relative equal income with others and withhold OCB because of its discretionary characters. Therefore, OCB-O tends to be the easiest and safest behavior to be manipulated (Scholl et al., 1987) without cost many consequences to their work security.

Regarding the finding of relationship between organizational identification and OCB-O, it is found that organizational identification had positive yet not significant relationship with OCB-O. Several logics are assumed underlie the findings. First, regarding the purpose of individuals in identifying themselves to a social group according to Pratt (1998), they are possibly in search of safe feelings, sense of belonging, self-esteem, or transcendent meaning. It can be assumed that to determine the quality of the relationship between organizational identification and OCB-O, the motives of employees in identifying to the organization should be more considered. For example, if organizational identification is based on the need for self-esteem, individuals possibly feel proud of an organizational achievement even though they were not taking part on it.

Second, it can be predicted that the result was caused by not significant relationships between other factors and OCB-O, except for value congruence and quality of top-down communication that were found positively and significantly related to OCB-O. Therefore, it can be assumed that significance of different factors with OCB-O are needed to increase the significance level of the relationship between organizational identification and OCB-O. In other words, it could be proposed that eventhough employees identify themselves to the organization, employees still need to be proven with actual benefits from the organization to ensure that OCB is worth to perform as compensations of positive attitudes by the organization.

5.2.   Theoretical implications

The present study attempts to shed a light for a broader perspective of organizational identification and OCB among young employees. First, this study showed that value congruence, PORC, and motivational drives are positively and significantly influence organizational identification, stronger than organizational justice and quality of communication that have been

frequently investigated in prior studies. Second, this study contributes to the literature by recommending PORC and motivational drives that were rarely observed in prior studies as factors that possibly configure the urge of employees to identify with the organization. Factors that were explored in this study are considered more connected with everyday work experiences of the employees. Therefore, significances that were found in this study revealed basic problems in the engagement of the employees with the organization, which then could be followed up in order to be resolved. However, future research is needed to support the findings of this research because of the relatively low coefficient value of the relationships between the factors, organizational identification, and OCBs.

This study also found that the perceptions of particular organization justice are negatively related with particular OCBs. Procedural justice was found negatively related with OCB-I whereas distributive justice was found negatively related with OCB-O, which are different from the principle of social exchange theory. Accordingly, it recommends further studies to give more attention to other factors in organizational culture that possibly influence employees' perception of organizational justice, such as intraorganizational competition.

Finally, this study found that organizational identification among young employes to the organization did not necessarily relate to OCB-O performance. To accomplish result of prior studies about the relationship between organizational identification and OCB-O, the present study proposes organizational identification is not positively and significantly related to OCB-O when work-related factors are not significant. Therefore, it is suggested that the significances of related factors especially to OCB-O are needed to support the positive and significant relationship between organizational identification and OCB-O.

5.3. Practical implications

This study focuses on the current tendencies of organizational identification and OCB among young employees, which help the organization to understand more about the characters of young employees. Regarding the findings, it is recommended for the organization to pay attention at particular factors that related to organizational identification, OCB-I, and OCB-O for improvement.

First, as value congruence is beyond the influence of the organization, the organization needs to observe the own values of young employees since the first time they enter the organization. Organization should advance employees selection in the recruitment process. For example, this study suggests the organization to implement a more comprehensive recruitment procedure in order to recruit applicants who have balanced extrinsic and intrinsic motivation and applicants who are motivated by PSM and team relations and supports instead of material incentives. Besides, the organization also needs to more frequently socialize its values and goals

by emphazising on the congruence with employees' own goals and values to establish the perception of oneness with the organization among young employees.

Second, in light of contributions from organizational communication to promote organizational identification and OCB to employees, this study recommends that all information about organizational issues, including the implementation of change in organizational system, not only should be transferred to employees by following the criteria of communication quality but also presented with emphasizes on commitment and positive attitudes of the organization in implementing the system or the change.

Third, implementation of change in organization is also closely related to perceived organizational fairness in management and outcome system. For the management system, organization should commit to implement rules properly and to eradicate the practice of corruption, collusion, and nepotism within the body in order to ensure the employees that the system is able to guarantee their well-being. Therefore, employees will perceive organization justice positively, that will also influence their perception to the organization. It will also avert employees from pursuing their goals by some means that are not supportive toward the organization.

The organization could also implement change in the outcome system. Policy for performance-based salary could be implemented in the organization. Therefore, the payment system that is based on employees performance and responsibilities could be clearly understood. The fairness in outcome possibly encourages the employees to perform their tasks better and to contribute to the teamwork and organizational achievement.

Fourth, still related to organizational communication, the organization should ensure the trustworthiness of quality of communication management of the organization to get more significant contribution of top-down communication for organizational identification and OCB. Following Marques (2010), the organization is suggested to clearly disclose to the employees about mode of communication utilized in the organization. It is important to anticipate the employees about the source of organizational information and to confirm the availability of qualified organization information to employees. Therefore, it is possibly to gain more employees' trust in information come from the organization and to filter untrustworthy information. To achieve that, the role of communication department of the organization is suggested to be maximized as the channel of internal communication. Therefore, the communication department should balance its external communication tasks with internal communication functions.

Finally, the suggestions above contributes in the establishment of organizational identification among young employees in the organization, using the paths to organizational identification (Pratt, 1998) through both affinity, that refers to the discovery of match values

between employees and organization, or emulation, which means incorporating organizational beliefs and values into employees' own identities.

5.4. Limitation and future research directions

The present study certainly has some limitations to be considered in interpreting the results. First, the survey for this study was only conducted in an organization which consists of a relatively homogeneous sample. As the consequence, the result of this study cannot be generalized to organizations in different sectors. It is strongly suggested to involve participants from different types of organizations in the future studies. Moreover, to discover whether there are influences of national culture to the tendencies of organizational identification and OCB among employees, similar studies could be conducted using samples from organizations in different countries.

This study also ignores the difference of working location of employees in the organization. As mentioned before, the organization consists of a number of working units that are located in several cities in Indonesia, including the capital city, Jakarta. The additional variable in the analysis would possibly alter the result of this study, particularly if the gaps between the main office and branch offices affect the perception of employees on organizational justice or quality of top-down communication. Therefore, the variable of working location could be included in the future studies.

The other limitation of this study lies on the method of the data gathering of OCB. In this study, OCB was measured using a self-report scale which is an adaptation version of scale that originally should be done by supervisors to measure the OCB performance of their subordinates. The self-report method increases possibilities of the gap between the reports from employees with the real condition. The involvement of supervisors is needed to assess OCB of employees in order to raise the validity of results in the future studies.

When a similar study will have been conducted in a real situation, a longitudinal study is also suggested to be performed in the future to measure the change in organizational identification and OCB among employees after the evaluation is embodied. Accordingly, it is recommended for further studies to include the organization as the object of the research in order to examine both successful and unsuccessful efforts of the organization in managing organizational identification and OCB of the employees.

5.5. Conclusion

The objectives of the present study are to discover the significant factors of organizational identification and OCB among young employees and to observe to what extent is organizational identification related to OCB. The results showed that value congruence, PORC, and motivational drives are significantly and positively related to organizational identification. Through factor

analysis, it was found that there are two foci of OCB that were measured by the OCB scale, namely OCB-I and OCB-O. The result of regression analysis on OCB-I showed that organizational identification is the only variable that was positively and significantly related to OCB-I. It implies that individuals need to be highly identified to the organization to have the tendency of performing OCB-I. On the other hand, it was found that organizational identification was positively yet not significantly related to OCB-O. Two factors, value congruence and quality of top-down communication, were found significantly and positively related to OCB-O. Thus, it is assumed that organizational identification does not necessarily related to OCB-O without employees getting actual benefits from the organization.

By knowing the significance of work-related factors to organizational identification and OCB, the organization could make effective improvements on the factors in order to promote organizational identification among the young employees and, in turn, to persuade the employees to voluntarily engage in behaviors that benefit the organization as a whole and perceive it as a benefit for themselves. The possibility is open that organizational identification and OCB among young employees lead to positive change and the success of the organization.

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Appendix

Appendix A: Research instruments

1. Value congruence
   (Cable&DeRue, 2002)
   1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 The things that I value in life are very similar to the things that Ministry of Industry values	1 Hal-hal yang saya anggap penting dalam hidup mirip dengan hal-hal yang dihargai oleh Kementerian Perindustrian
2 My personal values match Ministry of Industry's values and culture	2 Nilai-nilai pribadi saya cocok dengan nilai dan budaya di Kementerian Perindustrian
3 Ministry of Industry's values and culture provide a good fit with the things that I value in life	3 Nilai-nilai dan budaya Kementerian Perindustrian menunjukkan kecocokan dengan hal-hal yang saya anggap penting dalam hidup

2. Perceived organizational readiness for change
   (Cinite, Duxbury, & Higgins, 2009)
   1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 Senior management is decisive with respect to organizational goals, priorities and strategies concerning the change	1 Pimpinan Kementerian Perindustrian bersikap tegas terhadap rencana dan pelaksanaan perubahan
2 Leaders themselves have bought into the change and promote it by behaving in a manner consistent with the change	2 Pimpinan Kementerian Perindustrian menjadi panutan dengan cara berperilaku konsisten dalam menjalankan perubahan
3 Senior management defines the course of change and stays the course for several years	3 Pimpinan Kementerian Perindustrian menyusun aturan perubahan dan tetap konsisten dengan peraturan tersebut selama beberapa tahun
4 There is a champion of change at the most senior level of the orga	4 Mereka yang berada di level tertinggi memiliki semangat perubahan yang paling besar
5 Change agents have done research to select the right type of change that addresses the underlying causes of organizational problems rather than just symptoms	5 Kebijakan disusun untuk menangani inti permasalahan di dalam Kementerian Perindustrian, bukan hanya gejalanya
6 Change agents provide valid arguments to justify the change	6 Para perumus kebijakan memiliki argumen yang memadai untuk menerapkan perubahan
7 Change agents have considered different options of change implementation	7 Para perumus kebijakan telah mempertimbangkan alternatif sebelum menerapkan perubahan
8 Change agents are competent to answer employee questions about the change	8 Para perumus kebijakan di Kementerian Perindustrian kompeten menjawab pertanyaan pegawai mengenai implementasi perubahan

3. Motivational drives
   (Jurkiewicz et al., 1998)
   five-point bipolar scale; unimportant-important

English	Bahasa Indonesia
1 A stable and secure future	1 Karir yang stabil dan masa depan yang terjamin
2 Chance to learn new things	2 Kesempatan untuk mempelajari hal-hal baru
3 Chance to use my special abilities	3 Kesempatan untuk menerapkan kemampuan khusus
4 High salary	4 Pendapatan yang tinggi
5 Opportunity for advancement	5 Peluang untuk memiliki jenjang karir
6 Variety in work assignment	6 Tugas-tugas dan pekerjaan yang bervariasi
7 Working as part of a team	7 Bekerja dalam tim
8 Friendly and congenial associates	8 Rekan kerja yang ramah dan menyenangkan
9 Chance to benefit society	9 Kesempatan untuk berguna untuk masyarakat
10 Chance to exercise leadership	10 Kesempatan untuk memiliki pengalaman memimpin
11 Freedom from supervision*	11 Pekerjaan yang tidak terus-menerus diawasi*
12 Freedom from pressures to conform both on and off the job*	12 Kebebasan dari tekanan untuk menyelaraskan pekerjaan dan kehidupan pribadi*
13 Chance to engage in satisfying leisure activities*	13 Kesempatan untuk memiliki lebih banyak waktu luang*
14 High prestige and social status*	14 Status sosial dan kebanggaan yang tinggi*

  *   *Removed items*

4. Quality of top-down communication
   (Chiu, Hsu and Wang, 2006)
   1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 The shared work-related information in Ministry of Industry is timely	1 Informasi tentang pekerjaan di unit kerja saya selalu diberikan tepat waktu
2 The shared work-related information in Ministry of Industry is relevant	2 Saya mendapat informasi yang relevan dengan pekerjaan saya
3 The shared work-related information in Ministry of Industry is objective	3 Informasi terkait pekerjaan yang saya peroleh bersifat obyektif
4 The shared work-related information in Ministry of Industry is complete	4 Saya mendapat informasi yang lengkap terkait dengan pekerjaan saya
5 The shared work-related information in Ministry of Industry is useful	5 Saya mendapat informasi yang berguna dalam melaksanakan pekerjaan
6 The shared work-related information in Ministry of Industry is accurate	6 Saya memperoleh informasi yang akurat terkait hal-hal yang harus saya kerjakan

5. Distributive justice
   (Lambert, Cluse-Tolar, Pasupuleti, Hall, & Jenkins, 2005)
   1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 I am fairly rewarded at this place based upon my education level	1 Saya dihargai dengan adil berdasarkan tingkat pendidikan saya
2 I am fairly rewarded in Ministry of Industry considering my responsibilities	2 Saya dihargai dengan adil sesuai dengan tanggung jawab pekerjaan saya di Kementerian Perindustrian
3 I am fairly rewarded at this place based upon my job skill	3 Saya dihargai dengan adil berdasarkan kemampuan kerja saya
4 At this place, I am not properly rewarded for my hard work (R)	4 Kerja keras saya tidak dihargai dengan baik (R)
5 I am fairly rewarded considering the work that I do	5 Saya dihargai sesuai dengan jumlah pekerjaan yang saya lakukan

6. Procedural justice
(Lambert, Cluse-Tolar, Pasupuleti, Hall, & Jenkins, 2005)
1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 Promotions are seldom related to employee performance (R)	1 Promosi jabatan jarang diberikan berdasarkan kinerja pegawai (R)
2 Promotions are more related to whom you know rather than the quality of work (R)	2 Promosi jabatan lebih tergantung pada kedekatan dengan pimpinan daripada kualitas pekerjaan (R)
3 Promotion are done fairly in Ministry of Industry	3 Promosi jabatan di Kementerian Perindustrian bersifat adil dan terbuka
4 The evaluation of performance in Ministry of Industry use fair and objective standards*	4 Evaluasi kinerja di Kementerian Perindustrian menggunakan standar yang adil dan obyektif*
5 Supervisors give full credit to ideas contributed by employees*	5 Atasan memberikan penghargaan penuh atas ide-ide yang disumbangkan pegawai*

* *Removed items*

7. Organizational identification
(Mael & Ashforth, 1992)
1=strongly disagree; 5=strongly agree

English	Bahasa Indonesia
1 When someone criticizes Ministry of Industry, it feels like a personal insult	1 Saat seseorang mengkritik Kementerian Perindustrian, saya merasakannya sebagai kritik terhadap diri sendiri
2 I am very interested in what others think about Ministry of Industry	2 Saya sangat tertarik akan pendapat orang lain terhadap Kementerian Perindustrian
3 When I talk about Ministry of Industry, I usually say 'we' rather than 'they'	3 Saat berbicara tentang Kementerian Perindustrian, saya cenderung menyebut 'kami' daripada 'mereka'
4 Ministry of Industry's successes are my successes	4 Kesuksesan Kementerian Perindustrian juga saya rasakan sebagai kesuksesan saya
5 When someone praises Ministry of Industry, it feels like a personal compliment	5 Saat seseorang memuji Kementerian Perindustrian, saya merasakannya sebagai pujian bagi diri saya sendiri
6 If a story in the media criticized Ministry of Industry, I would feel embarrassed	6 Jika ada pemberitaan negatif di media massa mengenai Kementerian Perindustrian, saya merasa malu

8. Organizational citizenship behavior
   (Pond, Nacoste, Mohr, & Rodriguez, 1997)
   1=never; 5=always

English	Bahasa Indonesia
1 I assist my supervisor with his or her work[1]	1 Saya membantu atasan saya menyelesaikan pekerjaannya[1]
2 I make innovative suggestions to improve my department[1]	2 Saya memberikan saran yang inovatif bagi peningkatan kualitas unit kerja saya[1]
3 I volunteer for things that are not repaired[1]	3 Saya menawarkan diri untuk mengerjakan hal-hal yang belum diselesaikan[1]
4 I orient new people even though it is not required[1]	4 Saya mengarahkan pegawai-pegawai baru dengan sukarela[1]
5 I help others who have been absent[1]	5 Saya membantu rekan-rekan yang sedang tidak masuk kerja[1]
6 I attend functions that are not required but that help improve the image of Ministry of Industry[1]	6 Saya berpartisipasi dalam kegiatan-kegiatan yang tidak wajib namun bisa meningkatkan citra Kementerian Perindustrian[1]
7 I help others who have a heavy work load[1]	7 Saya membantu rekan kerja yang berat beban kerjanya[1]
8 I take undeserved breaks (R)[2]	8 Saya beristirahat dari pekerjaan tidak pada waktunya (R)[2]
9 I coast toward the end of the day[2]	9 Saya menjaga semangat bekerja sampai akhir jam kerja[2]
10 I spend a great deal of time on personal phone conversation (R)[2]	10 Saya banyak melakukan obrolan telepon di jam kerja (R)[2]
11 I arrive at work on time[2]	11 Saya tiba di kantor tepat waktu[2]
12 I give advance notice if unable to come to work[2]	12 Saya memberitahukan sebelumnya bila tidak masuk kerja[2]
13 I attend work above the norm*	13 Jam kerja saya lebih dari jam kerja minimum yang ditetapkan Kementerian Perindustrian*
14 I take extra breaks (R)[2]	14 Saya menggunakan waktu istirahat yang lebih lama dari seharusnya (R)[2]
15 I spend time in idle conversation (R)[2]	15 Saya mengobrol dengan rekan kerja di jam kerja (R)[2]
16 I take unecessary time off work (R)[2]	16 Saya mengambil izin tidak bekerja atau cuti tanpa alasan yang penting (R)[2]

* *Removed items*

[1] *OCB-I*

[2] *OCB-O*

Appendix B: Invitation letter* (Bahasa Indonesia)

Yth. Rekan-rekan pegawai Kementerian Perindustrian,

Saya bermaksud mengundang rekan-rekan untuk berpartisipasi dalam penelitian komunikasi organisasi yang berjudul "Identifikasi Organisasional Pegawai Muda Terhadap Institusi Pemerintahan di Indonesia".

Penelitian ini dilakukan untuk menyusun tesis sebagai salah satu persyaratan menyelesaikan tugas belajar dan meraih gelar Master of Communication Studies dengan konsentrasi Corporate Communication di University of Twente, Belanda.

Penelitian ini bertujuan untuk melihat hubungan antara beberapa faktor yang dapat mendukung identifikasi organisasional atau persepsi kesamaan diri para pegawai muda dengan Kementerian Perindustrian. Selanjutnya, akan dinilai faktor mana yang paling berpengaruh dalam identifikasi organisasional tersebut.

Sehubungan dengan hal tersebut, saya mohon kesediaan rekan-rekan pegawai Kementerian Perindustrian yang berusia di bawah 33 tahun (lahir setelah tahun 1981) untuk dapat mengisi kuisioner penelitian ini. Kuisioner ini dapat diakses dan diisi melalui komputer, smartphone dan tablet. Perlu disampaikan bahwa data dan hasil penelitian ini adalah untuk kepentingan akademik semata sehingga anonimitas Anda sebagai responden terjamin dan respons Anda akan diperlakukan secara rahasia.

Untuk mengisi kuisioner dimaksud, silahkan 'copy' dan 'paste' tautan berikut ini pada browser Anda:

https://utwentebs.eu.qualtrics.com/SE/?SID=SV_6zHgnNwTcRcKXtj

Di akhir kuisioner, saya menyiapkan sepuluh suvenir khas Belanda atau voucher isi ulang telepon seluler (tergantung permintaan responden) sebagai ucapan terimakasih. Bagi rekan-rekan yang berminat atas hadiah-hadiah dimaksud, dapat mencantumkan alamat e-mail yang tentunya juga dijamin kerahasiaannya. Sepuluh responden yang mendapatkan suvenir atau voucher akan dihubungi pada bulan Juni yang akan datang.

Bantuan rekan-rekan dalam mengisi kuisioner ini dengan jujur dan obyektif sangat berarti bagi penelitiaan ini. Untuk itu, saya mengucapkan terimakasih.

Peneliti,
Krisna Sulistiyani*

*Staf pada Pusat Komunikasi Publik Kementerian Perindustrian
Saat ini merupakan mahasiswa pada program Master of Communication Studies, University of Twente

*The letter is personally sent to the participants using mailing facility in intranet of the organization.

English translation

Dear colleagues,

Hereby I intend to invite you to participate in a reseach in communication studies with the theme "Organizational identification among young employees to a government institution in Indonesia". The research is conducted for thesis writing as a requirement to achieve master degree in Communication Studies, with the concentration of corporate and organizational communication from University of Twente, the Netherlands.

The research aims to explore the relationships between several factors with organizational identification among young employees in the Ministry of Industry. Thereafter, the relationships will be assessed to find which factor has the highest influence in organizational identification. Accordingly, I would like to ask colleagues in the Ministry of Industry within the age below 33 years old (born after 1981) to fill out the questionnaire of this research. To do this, please access the online questionnaire through the link below. The questionnaire could be accessed using computers, smartphones, and tablets. For your consideration, the data and results of this research are used for academic purpose only. Therefore, your anonymity as respondents and the data will be treated confidentially.

Below is the link of the questionnaire. Please 'copy' and 'paste' the link into your browser bar: https://utwentebs.eu.qualtrics.com/SE/?SID=SV_6zHgnNwTcRcKXtj

At the end of the questionnaire, you can choose whether to take the chance to win 10 souvenirs from Holland or cellular phone credit as a gift, or not. For those who are interested, please leave your e-mail address in the provided place. The e-mail address would be used for the gift-sending arrangement only.

Your contribution in honestly and objectively filling in the questionnaire is highly appreciated.

Best Regards,
Researcher
Krisna Sulistiyani*

*A staff of Center for Public Communication, Ministry of Industry
  Currently as a student of master program in Communication Studies, University of Twente