Identification in organization: Role of individual’s self-concept orientation and identification motives

Tooba Shafaat1*, Tahir Masood Qureshi1, Syed Tahir Hajazi1, Aslam Khan2 and Hassan Rasool Azeemi3

1Faculty of Management Studies, University of Central Punjab, Lahore, Pakistan.  
2Faculty of Management Sciences, Iqra University, Islamabad, Pakistan.  
3Faculty of Management Sciences, Muhammad Ali Jinnah University, Islamabad

Accepted 31 March, 2011

The self-concept orientation of individuals to achieve multiple targets of organization identification—coworker, workgroup and organizational identification is evaluated with mediating role of individuals associated motives. The study sample is consisted of 74 educational specialists from renowned universities of Pakistan. Result shows that, Self-concept orientation has a positive but insignificant impact ($\Delta R^2=0.023$, $\beta=0.121$, $P=0.199$) on organization identification targets. Self-motives of individuals positively but partially mediates between self-concept orientation and organizational identification targets ($\Delta R^2=0.004$, $\beta=0.052$, $P=0.59$). The overall result supports the view that associated motives; self-consistency, self-enhancement and self-expansion play an intervening role in individuals’ self-concept orientation to identifying organizational targets.

Key words: Identification, motives, self-orientation.

INTRODUCTION

Minor interest has been revealed two decades before in the area of organizational identification. Organizational Identification is defined as “perception of oneness with or belongingness to” the organization. It is the form of individuals’ attachment to the organization and the level at which individuals’ believe themselves and their organization as a same entity. The main reason of focusing on this area is that, organizational identification has positively effects different work out outcomes. It develops a degree of commitment among individuals towards its organization and a sense of identity, which develops a level of perception associating them with the organization (Miller, 2000). Individuals may gone through the process of evaluation of their organization’s identity and this process may be favorable or unfavorable based on the individuals’ subjective assessment of attributes of organizational identity, and perceived favorable attributes of the organizational composite factors. Talking from the same perspective, organizational identification is a major chunky form of the social identification through which the employees define themselves in terms of their relationships with organization, fellow workers and workgroup (Kreiner and Ashforth, 2004).

All employees are individuals with individual personalities, likes dislikes, potentials and capabilities. However in an organization like other social gatherings, there are certain groups of employees who identify themselves together based on certain identical traits. These groups are reoffered to “workgroups” and these may only be limited to workplace, however, only in an organizational environment these play an important role, while workgroup identification describes how much an individual employee is committed to his work group. This identification level impacts the general behavior by the whole of the group (Chen et al., 2010). The concept of how much an employee is committed and responsive

*Corresponding author. E-mail: toobashafaat@yahoo.com. Tel: +923314421217.
to his coworker describes his co-worker identification level.

As apparent from the description of these concepts, we can easily understand the impact of one on the other. All employees are individuals who have their own individual personalities shaped and formed by their circumstances experiences and environments. However, apart from these, they have their “organizational” personalities which they bring to the workplace, which however, are still highly influenced by their individual personalities. So it is important to understand what are their self-concepts? What is the orientation of their self-esteem? And how is it going to affect their “organizational” personalities and performances (Higgins, 1987)? A person having a high self-esteem is expected to experience; positive performances, show greater inclination towards self-expansion and also are more prone towards positive self-consistency. All of this has a great impact on the general performance of an organization. If he is suffering from low self-esteem, he is less likely to be enthusiastic in identifying himself with the organization and is expected to be a bad influence on other employees as well (Grice and Paulsen, 2002).

Self-concept is basically all about how a person views himself. It is about what opinions he holds regarding himself related to his capabilities, strengths weaknesses, faculties and potentials. Self-concept is the understanding an individual has about himself. It is the effort a person makes to know himself; and upon this understanding and the orientation of this “understanding” lays the concept of self-esteem (Watson and Barone, 1976). Self-enhancement is the motivation required to maintain self-esteem. This is especially important in situations where a person is facing some threats or failures. Self-enhancement is a type of self evaluation in which a person in case of threat or failure protects his self-esteem by either focusing more on his positive self-concept or reducing the negativity about his self-concept. Self enhancement in its public form is exhibited in self presentation and occurs more in areas which are important for the person (Roccas, 2003). Self-consistency concept is related to a person’s behavior over a period of time. It is observed that, how a person reacts towards the accomplishment of his tasks, his strategies, his ambitions goals and other objectives however this can be either way, that is, either he shows positive behavior/attitude or negative. It has been generally noted that people having high self-esteem are consistent in showing a positive behavior as compared to people with low self-esteem who are consistent in exhibiting a negative attitude (Cooper and Thatcher, 2010).

Self expansion is the concept applied when a person grows in a sense that he has more control over his environment. This means that they seek to enhance their potentials by increasing physical and social resources (Ashforth, 2008). Organizational identification refers to the feeling of oneness an employee feels in relation to his organization. This identification describes how much an employee identifies him as a part of the organization where he is employed. The degree of this identification has a direct effect on how committed an individual employee is to his organization (Ashforth and Mael, 1989).

Having a low self-esteem or a negative self-concept is not always a person’s fault. Sometimes the environment or the work ethics of an organization play a very crucial role in lowering a person’s self-esteem and limiting his expansion or enhancement. May be the manager is not encouraging, or there is a lot politics or less appreciation in terms of rewards for a good job done. All of this can create problems for the employees and a higher tendency for workgroup formations which have negative attitudes (Ashforth, 2008). So identification in organization with identification has become motivational factors for individuals to have positive commitment and citizenship behavior in the organization.

Summarizing this orientation, the study works and develops a model to examining the impact of self-concept orientation with identification motives; self-consistency, self-enhancement and self-expansion on identification targets in organization; group work identification, co-worker identification and organizational identification. A discussion is made on how understanding to self-concept orientation and motives of identification give additional value to practitioners and academics by concluding the paper (Figure 1).

LITERATURE REVIEW

Identification and identification targets in organization

Identification is the statement of individuals defining themselves in term of other individuals, their relationships and their coworkers. It is a definition by an individual in relation to other individuals, relationships and coworkers. Recent study held on differentiating the identification with relationship and identification with groups. The study termed it as relational identification and collective identification. Different thought processes and behaviors are associated with these types of identifications (Johnsons and Morgeson, 2005). Potential organizational identification targets (OIT) of an individual lies around identification within coworkers, subordinates, supervisors, within group or team, and department relationships (Brewer, 1996). The term is specified as collective identification if it comes within group, team or department and relational identification considered as compare with others relationships like coworkers, supervisors and subordinates (Sluss, 2007). It is not necessary for identification target to be mutually exclusive (Ashforth, 2001) that is why individuals strongly identify with a single target than having another target (van Dick, 2008).
Organizational Identification

Organization can be defined as a group of people working together within a certain boundaries to achieve a common or specific goal. In 1964, Etzioni wrote it as a structure of social unit made by a group of people to pursue a common purpose. Organizational identification though process in which individual phrases themselves relating with their specific organization and add some value to self-definition (Ashforth, 2008).

The literature is drawn from social identity theory which investigates the conceptualization utility and measures identification related with congruency in different identification targets (Grice and Paulsen, 2002). There are a number of factors that impacts on people way of working and their outcomes, the concept how people think as member in social groups, it describes and influences later on attitude of individual in social systems (Korte, 2007). Organizational commitment may also lead to identification targets that are congruent and potentially used to measure individual outcomes (Grice and Paulsen, 2002). Organizational identification is important as it has significant effects on both levels individual and the organization (Tuzun and Cadlar, 2009). The member’s organizational identification strength is shown in relation with positive organizational behavior (Pratt, 1998), therefore when employees identify themselves with their organization they make an attention that what they have similar with other organization’s employees (Brickson, 2000). Organizational identification have positive impact on work outcomes of corporative behaviors which decrease turnover intensions, enhanced in-role and extra-ole behaviors and give support to organizational goals (Dukerich, 2002). Some of the other behavioral researchers and academicians had defined the organizational identification as the degree to which the employee define himself or herself by the same attributes believed to be the part of that organization.

Workgroup identification

Workgroup and organizational teams can be defined as, two or more different groups work on interdependent tasks in the same organization. For example, in many manufacturing organizations product development team works separately but has interdependence on other groups foe newly introduced database application. In workgroup identification, individuals define themselves in the context of their workgroup. A difference is lies between collective identification of small interacting groups and the larger teams or entities in the organization. It is said that in small group individuals have opportunities to overview their impact on the group as these individuals carry out defined activities than a larger group. It is identified that workgroup identification has more influence on employees' performance than organizational performance, because it gives more job satisfaction, motivation, commitment, involvement to employees and has greater contribution in retaining

Figure 1. Self concept orientation, identification motives, and identification with organistaional targets.
employees and reducing their turnover. More workgroup attachment will positively result in more group outstanding role behavior and group satisfaction.

Coworker identification

Coworkers are the fellow or colleague members of an individual in any organization. One type of relational identification is coworker identification. In coworker identification, individuals define themselves in role relationship with the other individuals of the organization. Relational identification is defined as identification of particular role with other specific individual in the organization. It generalizes the role of identification of individuals with other specific fellow relationship.

A study also worked on virtual workers, their need for affiliation and experience for a social support based on work are the countervailing forces linked with stronger identification of an organization. Moreover, a perceived social support based on work, have influence on moderating the relationship of affiliation need of virtual workers with their organizational identification strength. Therefore high work based social support results in strong organization identification even having workers with lower affiliation need (Wiesenfeld et al., 2001).

Dis-identification in individuals

The dis-identified employee maintains the sense of self-distinctiveness all through his perception of being disconnected from the organizational identified objectives, and dis-identification lies in the form of the cognitive dissociation from the organization and the employees having the dis-identified self orientation may also distract the others too from the organizational identifications (Kärreman and Spicer, 2007).

Costas et al. (2007) through their research studies have found that, employees who do not identify themselves in relation to the organizational identification do not incorporate the attribute of self-enhancement and they are in the process of ditching themselves having the negative image. In the same way of some employees going into the process of self identification and some in the process of self dis-identification, differ in their attitudes by self orienting themselves as per way and opposite to the organizational identification (Swan, 1997).

Associated motives

The study link the identity change process with the different social contexts and cognitive motives. It shows that different social perspectives and motives related cognition influence the identity change process (Mcfarland and Pals, 2005). The literature considered to theories; the social identity theory and identity theory to overview and competing the category traits effects and social network effects in realizing the process of identity change (Mcfarland and Pals, 2005). Later on, in 2007 a research made contribution in identifying employees’ motives and their role in industrial innovation that is motives at individual level and incentives have significant impact on employees’ innovative efforts and performances (Sauermann and Cohen, 2007). Individuals working with research and development of an industry come through different kinds of motives, and can be characterized as extrinsic, intrinsic and social motives. These motives can be generalized with the specific nature of individuals and their systematic working. The research supports Korman’s theory of self-consistency and its predictions states that, a person with high self-esteem will be more effective and a strong correlation will exist in his likeness for task and goals, between his expectance of reward and performance, between required accomplishment and performance, and between job related selection and self-implementation (Dipboye, 1978).

Self-consistency

Self-consistency is “the motive for desire of continuity in the self across time and across personal attributes” (Shamir, 1991). It is the desire of individual to develop a rarity in self and become uniquely characterized personality, focuses on retaining consistency in his personality (Markus, 1991). Self-consistency concept is the extent of a person’s behavior he shows over a period of time (Burk et al., 1985). It is observed that how a person reacts towards the accomplishment of his tasks, his strategies, his ambitions goals and other objectives (Higgins, 1987) however can be either way that is either he shows positive behavior/attitude or negative. It has been generally noted that people having high self-esteem are consistent in showing a positive behavior as compared to people with low self-esteem who are consistent in exhibiting a negative attitude (Lopez, 1982). An empirical testing is conducted on self-consistency of the job performance and job satisfaction relationship by Lopez (1982).

Self-enhancement

Self-enhancement is an individual motive to maintain its self-esteem (Jussim et al., 1995). It is the desire of an individual of being positively related to others (Djikic et al., 2007). This becomes important especially in situations where an individual faces some threats or failures in his personal or professional life. Self enhancement is a type of self evaluation where an individual in the situation of facing threat or failure, focuses more on his positive
self-concept or reducing the negative image about his 
self-concept to save his self-esteem (Joiner et al., 2003). 
Self enhancement is exhibition of self presentation and 
occurs more in significant areas of an individual 
(Kitayama et al., 1997). It is shown in empirical testing 
that self-enhancement is foremost motivation target for 
those individuals who have strong self-concept orientation 
(Church and Katigbak, 2006).

**Self-concept orientation and organizational 
identification**

The employees are attached to the organizations incor 
porating the characteristics (Wiesenfeld et al., 2001), 
which are attributed to their self orientation by the 
organizational membership and this is the dimension that 
considers the sum of self-descriptions and self-
evaluations instinctively available to an individual (Tuzun 
and Cadlar, 2009). The construct of dis-identification also 
exists in relation to the identification which is the 
definition of one’s self of not having the attributes which 
are included in the organizational construct (Kärreman 
and Spicer, 2007).

In the field of social psychology, social identification 
theory has defined the organizational identification as the 
awareness of harmony with or belonging to a social 
amassed and the self categorization can be the form 
defining the identification both by the employees self 
orientation and the organizational identification (Oliver 
and Bürgi, 2005). The social identity is derived from the 
inner self perception of the individual about his identity 
and contribution to the related society or organization 
(Ashforth and Mael, 1989). Likewise the self perception of 
one’s social identity affect the identification of the 
organizational objectives as a result of the mismatch 
created by the employee’s self orientation and the 
organizational identifications (Ashforth and Mael, 1989). 
Individual’s personal perception affected by the 
organizational identifications also affect the social identity 
acquired by him through the organizational membership 
process he was going through (Grice and Paulsen, 
2002). It is also defined that the organizational mem 
bership and orientation attributes as perceived by the 
employees are central but distinctive and they perceive 
their personal orientations and social identities by feeling 
about their relative performance in their organizations 
(Dutton and Penner 1993).

**Associated motives and organizational identification**

Many researchers’ worked on employees’ decisions on 
predictive motivation and knowledge hunt beyond their 
organization, coworkers and workgroup. Employees who 
aim to get high motivation put greater time and effort in 
their organization and workgroup, achieve that motivation 
level (Raghuram and Garud, 2001). The main motive of 
workers’ is the need for affiliation and get a social support 
based on work they experience are countervailing power 
linked to effective organizational identification (Carmeli, 
2005). Furthermore, a social support based on perception 
moderates the relationship between a motive of need for 
affiliation of virtual workers and their organizational 
identification strength (Merriman et al., 2007). Thus, it is a 
high social support based on work will lead to strong 
identification with the organization, even there is low 
need of affiliation (L and Gardner, 2004).

H1: Individuals’ self-concept orientation is strongly 
associated with organizational identification targets: 
coworker identification, workgroup identification and 
organizational identification

Self-concept is like a food for individuals, every individual 
fits himself in an ideal situation, the situation very 
attractive and he dreamed about the most. The most 
dreamful situation for an individual working in an organi 
zation is to get identify. His identification in the 
organization is the major target of individuals for whom 
their all conceptions work around. These organizational 
identification targets are; coworker identification, 
workgroup identification and organizational identification 
(Olkkonen and Lipponen, 2006). A study supported this 
relation with empirical testing from 160 employees and 
resulted statement is that, organizational identification 
and work-unit identification influenced employee self-
conception (Kidron, 1978). And the organizational 
identification can be shown in various outcomes, (Boroş, 
2008) like individuals’ citizenship behavior, employee 
commitment, satisfaction and retention. It is found that a 
significant relationship is exists between central life 
interest of an individual and his organizational 
commitment (Kidron, 1978).

H2: Individuals’ self-concept orientation is strongly related 
with associated motives; self-enhancement, self-
consistency and self-expansion of individuals

Motivational factors are high influencer for an individual to 
think about his identification in the organization. It helps 
individual to relate his targets with organizational 
identification. Some motives associated to individuals' 
plays vital role in imaging a self-conception about organi 
zational identification targets. Self-consistency, self-
enhancement and self-expansion are the keys or factors 
which is influence by employee’s self-concept that could 
achieve organizational targets (Watson and Barone, 
1976). A level of achievement was understood by some 
associated motivational factors which come with self-
conception of individuals about identification in the 
organization (Van Lange and Liebrand, 2006), where 
differences in social value orientations or preferences of 
existing employees for certain patterns influence the
outcomes of own-self and others (Boshier, 1970). So far, motivational orientation was also studied which impacts on work outcomes and influenced by individual self-conception.

H2a: Self-enhancement motivates individuals’ identification with coworkers, the workgroup and the organization

Self-enhancement need is a major motivational factor which associates individuals with organizational identification targets. Self-enhancement is the motivation practices to be with self-esteem. It becomes important in the situations where a threat or failure is faced by an individual. Self-enhancement is one of the types of self evaluation where a person secures his self-esteem from a threat or a failure through considering more on his positive self-conceptions and decreasing the negative impacts relate his self-conception. Self enhancement in its public form is exhibited in self presentation and occurs more in areas which are important for the person identification (Kreiner and Ashforth, 2004). It is a motive which strengthens the relationship of an individual with organizational identification targets (Roccas, 2003). The importance attributed to self-enhancement and self-transcendence values have moderating role on the association of group status with identification.

H2b: Self-expansion motivates individuals’ identification with coworkers, the workgroup and organization

Application of the concept self-expansion occurs when a person grows in a sense that he has more control over his environment. The result will be seeking of enhancement in their potentials by increasing physical and social resources. Self-expansion is a significant motivation faction which inspires individual and put influence on organizational identification targets (Ashforth, 2008). A self-conception on self-expansion results an outstanding individual outcomes and secures individual organizational identification. A study was conducted to examine the role of identification motives on identification targets, where self-expression is taken as a variable, and has influence on organizational identification targets (Grice and Paulsen, 2002). And it proposes that a motive of individual’s self-expansion is essential in the formation of the organizational identification.

H2c: Self-consistency motivates individuals’ identification with coworkers, the workgroup and the organization

Self-consistency is the concept related to an individual’s behavior over a period of time. An examination is based on the reaction of an individual towards the accomplishment of his tasks, strategies, ambitions, goals and other objectives. It has been generally noted that the individuals that are highly focused on self-consistency are very curious about organizational identification (Dipboye, 1978). Desire for self-consistency motive leads individual to organizational identification targets (Cooper and Thatcher, 2010); this motivates individual relationship with coworker, workgroup and organizational identification (Chen, 2004).

H3: Self-concept orientation of individuals is strongly related to multiple targets of organization identification-coworker, workgroup and organizational identification with mediation of individuals associated motives

Organizational identification refers to an employee perception in relation to his organization. It describes how much an employee identifies and defines him as a part of the organization where he gives his maximum for showing best citizenship behavior, commitment, satisfaction and loyalty. Many researchers’ studied the relationship of employees decisions on predictive motivation and knowledge hunt beyond their organization, coworkers and workgroup identification. Employees who aim to get high motivation, put greater time and effort in their organization and workgroup to achieve that motivation level; these motive achievement lead to organizational identification made by an individual’s self-conception (Raghuram and Garud, 2001). The associated motives of workers’ are the affiliation call for, and to get a social support based on work they experience power sources linked to effective organizational identification generated by an individual’s self-concept orientation (Carmeli, 2005). Furthermore, a social support based on perception develops the relationship between a motive of need for consistency, enhancement and expansion for workers and their organizational identification strength (Merriman et al., 2007). Thus, a high motivation support based on work will lead to strong identification with the organization, with a strong presence of self-conception (L and Gardner, 2004). The degree of this identification directly has effects on an individual employee level of commitment in the organization (Raghuram and Garud, 2001).

METHODOLOGY

The proposed study is descriptive in nature and on the strong basis of theory and literature backgrounds the model and hypothesis are developed. Data is collected from different sources to seek desired reliable and valid results. The survey is conducted through questionnaire, as our population is from educational specialists and well aware about the agenda of research. In empirical research questionnaire, it is the reliable and most suitable tool for collecting data. It is very tough to take interview from busy schedule of educational specialists and no ample of time to attend such formal interviews. Questionnaire is consisted of four parts; the first one is on self-concept orientation. The second one is on self-motives (SM) of an individual and three dimensions are taken which consisted of self-consistency, self-enhancement and self-expansion. Third part consisted of three dimensions of organizational identification targets: workgroup identification, coworker identification and organizational identification. This research gives clear understanding for organization to understand its individuals, what they think of
themselves in relation to different work community, place, culture and environment and how they define themselves by keeping some motives in their mind. It is very vital to achieve desire results from selected sample of population. Organizations are continuously trying to ensuring commitment and developing citizenship behavior of their employees, this becomes more important if we talk about some educational sector. That is why we conducted survey on educational sector and our sample consisted of best 100 educational specialists from renowned universities of Pakistan. The sampling method is simple and convenient; data were collected from those specialists who available and had time to fill the questionnaire. From the selected population, 75 responses were received. The research team used very simple, reliable and valid method for hypothesis testing. Correlation and regression models are used to hypothesize the relationship shown in our model between dependent and independent variables. Empirical data in tables shows the mean, standard deviation, correlation and regression of various variables used in the study.

Table 1 shows the means, standard deviation and correlation of recorded variables. In Table 1, standard deviation of organizational identification targets of individuals is 0.38972 showing the uniformity of mindset of the respondents. Positive, but insignificant contribution of self-concept orientation (SCO) is revealed from the result ($r = 0.151$, $p < 0.05$, Mean $= 4.1199$, SD $= 0.48707$) but positive and significant association has been proved between self-motives and organizational identification targets ($r = 0.293$, $p = 0.05$, Mean $= 3.9924$, SD $= 0.31498$). As a part of association among the independent and mediating variables, a positive and significant association is the relationship of self-concept orientation with self motives as of the results ($r = 0.318$, Mean $= 4.1199$, SD $= 0.48707$).

In the study of Baron and Kenny (1986), regression analysis is used to analyze whether mediation exists or not. The result shows that the model is significant and the explanatory variables are contributing almost 23% in the model selected for study as shown by $\Delta R^2 = 0.023$. Self-concept orientation is explained while controlling the effect of mediation to be about 12% of the organizational identification targets but is not significant showed by results ($\Delta R^2 = 0.023$, $\beta = 0.121$, $P = 0.199$). While in the case of regression, to check the mediation is of concerned. The results showed a down value of self-concept orientation depicting ($\beta$ moving from 0.121 to 0.052), and this, revealed the existence of the partial mediation in the model of self motives Table 2.

**DISCUSSION**

Hypothesis 1 is presenting positive impact of individuals’ self-concept orientation on organizational identification targets: coworker identification, workgroup identification and organizational identification. Result shows that self-concept orientation ($\Delta R^2 = 0.023$, $\beta = 0.121$, $P = 0.199$) is positive but has insignificant impact on organizational identification targets. This shows that hypothesis H1 is rejected.

Hypothesis 2 is presenting individuals’ self-concept orientation to be strongly related to associate motives; self-enhancement, self-consistency and self-expansion of individuals. Empirically tested result shows that self-concept orientation ($\Delta R^2 = 0.004$, $\beta = 0.052$, $P = 0.59$) as positive but insignificant in impact on individuals self-motives, such that the 2nd hypothesis is also rejected.

Hypothesis 3 is presenting self-concept orientation of individuals to be strongly related to multiple targets of organization identification - coworker, workgroup and organizational identification with mediation of individuals associated motive. On the basis of empirical findings ($\Delta R^2 = 0.086$, $\beta = 0.3337$, $P = 0.026$), third hypothesis is also accepted.

The study shows that self-concept orientation ($\Delta R^2 = 0.023$, $\beta = 0.121$, $P = 0.199$) has positive but insignificance on organizational identification targets. With the mediation of self motives, the impact has become more

<table>
<thead>
<tr>
<th>Table 1. Mean, standard deviation, correlation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean, standard deviation, correlation</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>OIT</td>
</tr>
<tr>
<td>SM</td>
</tr>
<tr>
<td>SCO</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

<table>
<thead>
<tr>
<th>Table 2. Regression.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Step 1</td>
</tr>
<tr>
<td>SCO</td>
</tr>
<tr>
<td>Step 2</td>
</tr>
<tr>
<td>SCO</td>
</tr>
<tr>
<td>SM</td>
</tr>
</tbody>
</table>
significant ($\Delta R^2 = 0.004, \beta = 0.052, P = 0.59$) on organizational identification targets. And self motives of individuals positively mediate the relationship among self-concept orientation and organizational identification targets. Literature has states that self-concept orientation influences individuals’ organizational identification and work-unit identification with the empirical testing from 160 employees working in different organization (Olkkonen and Lipponen, 2006). This organizational identification can be seen in different results outcomes (Kidron, 1978), such as individuals’ commitment, satisfaction, efficiency, retention and their citizenship behaviors (Boroş, 2008). A study also found that very significant and positive relationship exists between individuals’ central life interests (personal motives) and his behavior towards organization (Kidron, 1978).

Self-concept orientation of individuals also significantly affect individuals self-motives; self-enhancement, self-consistency and self-expansion. Motivational factors have strength to influence individual to consider identification in organization and give them guidance to relate their targets with organizational identification. Self-consistency, self-enhancement and self-expansion are factors influenced by individuals' self-conception which lead to achievement of organizational targets. Level of achievement is understood by individuals associated motivational factors, which comes from individuals self-conception for seeking identification in the organization (Watson and Barone, 1976), where the differences in social values orientations or preferences of existing employees for certain patterns influence the outcomes of one-self and others (Van Lange and Liebrand, 2006). In this study, motivational orientation is also discussed as variable and impacts on work outcomes that are influenced by individual self-conception (Boshier, 1970).

The core purpose of this research is to understand the individuals way of self-conception that influence its behaviour in the organization. Greed for organizational identification refers to an employee perception with his organization. It is a self made definition of individual how he perceives or defines himself as a part of the organization. For this cause, he gives his best for representing delicate citizenship behavior, commitment, loyalty to seek identification in organization. In many researches, the relationship between employees’ decision on predictive motivation and organizational identification is studied. Every existing individual is expected to have high motivation. These self related motives and seek of organizational identification bound individual for self-conception (Raghuram, and Garud, 2001). It is revealed in another study that, self-motives are just like a call for affiliation and work based social support of workers that are the major and strong sources linked with organizational effective identification resulted from individuals self-conception orientation (Carmeli, 2005). Furthermore, in a research, it was stated that perception based social support, creates linkage between motive related to consistency, enhancement and expansion need for workers, and their organizational identification strength (Merriman et al., 2007). A research by L and Gardner (2004) resulted in high motivation support based on work with a strong presence of self-conception that lead to strong identification within the organization. The degree of this identification directly affects an individual employee level of commitment in the organization is proposed by Raghuram and Darud (2001).

**Practical implications**

This framework provides some guidance to managers who aim to influence identification through target relevant to the organization. Firstly, the model depicts that there may not be an approach of “one-size-fits-all” for managers when identification is encouraged in organizations, because self-concept orientations vary among different individuals, as well as with the nature of their identification motives.

Employee identification can be influence by managers if they offer such programs and practices that are helpful in appealing specific self-concept orientations and motives related to identification. Through the study, discussions are focused on motives and identification targets, smart managers or supervisors should be able to define and assessing the employees’ motives related to identification. Then manager could be able to emphasize specific practices of organization that may be applicable to the individual employee. For example, a manager supervising an individual employee who is highly devoted and concerned for his self-enhancement could remind the employee of high performance expectations that the organization only recruits from top schools. As colleague and mentor new recruits, the manager could notify the employee that he is a valuable asset and very crucial to the organization, following this approach would build up a strong relationship between the motives related to employee’s self-enhancement and organizational identification. For employees who work in a group or with some work fellows, organizational policies may be significant motivators that results in demand of uncertainty reduction, such as a prominence towards employee retention. Through a particular self-concept orientation, some professions tend to attract individuals, and then the role of management becomes highly significant to ensure that these individuals exhibited such behaviors associated with identifications relevant to the organization. For example, many educational institutions, such as our public and private universities, educational specialists are required to work in teams; however, they preferred to work individually. In this situation, heads might aim to encourage and devote for workgroup identification. Educational heads could implement such programs and practices that are appealing for self-enhancement and self-expansion motives associated with identification. By
taking the example, recognition and rewards based on team work and collective efforts would encourage and give promotion to employees’ groupwork identification through self-enhancement motive. Individuals having motives associated with self-expansion if there is a situation where collaboration and knowledge shift are highly encouraged, are likely to be identified with workgroups. However, organizations craving to possess employees having interest in self-concept orientation in association with workgroup and fellow workers, when looking for potential recruits the organization could emphasize the practices that appeal to motive relate to uncertainty reduction such as stable team environment. There may be accidental effects on organizationally related identifications as with many managerial actions. For example, managers could suggest and structure changes by enabling creative movement within an organization emphasizing to reduce turnover and thus results in reducing uncertainty. Although organizationally relevant identifications might increase the strength of those is having self-concept orientation with relationist or collectivist, organizationally relevant identifications may slightly weaker for those having an individualist orientation. Managers, heads and supervisors must think carefully when attempting to strengthen or weaken identifications relevant to the organization through the implications of their actions.

**Conclusion**

The current theoretical and empirical study perceives self-image and identity of the individuals that are positively correlated with the organizational identity targets. On the base of these arguments, the stated hypothesis will be rejected and accepted. Employees of the organization are showing their identity with relation to their associated motives, that is, self-consistency, self-enhancement and self-expansion that positively relate with organizational identity and overall social culture of the entity but are insignificant in their effect. A high influence of organization identifications is on the behavior of individual. Greater identification will lead to greater outcomes; individual citizenship behavior, commitment, satisfaction, efficiency and productivity. It is necessary for managers to understand self-concept orientation, and motives associated with employees that are highly concern with coworkers, workgroup and organizational identification. To follow global trends and be highly diversified, are becoming crucial for individuals to maintain it identity in the organization. To make an identity in an organization, it has become necessary for individual to come with motives related to consistency, enhancement and expansion, which will lead them in sustaining strong organizational identity. Our model suggested that self-concept orientation of individuals to achieve multiple targets of organization identification - coworker, workgroup and organizational identification is affected by individuals associated motives. The overall result supports the view that associated motives; self-consistency, self-enhancement and self-expansion play an intervening role in individuals’ self-concept orientation to identifying organizational targets. A future research should be carried out on identifying associated motives of individuals in peer’s relationship identification with the consideration of culture and gender.

**REFERENCES**


