

# Homophily and Organizational Identification towards Organizational Commitment and Organizational Justice among Male and Female Office Workers in Iligan City

**ODESSA MAY D. ESCALONA, ANNA PATRICIA T. CANONO, DIANA ROSE A. DEMIAR, MIKO NECO B. OMONDANG**

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## **ABSTRACT**

The study of identification within the organizational setting has highlighted various factors that may contribute significant changes, either positively or negatively, to the commitment and perception of fairness of employees. As workers, their jobs and relationship with their organization are also influenced by how they perceive people around them in terms of attitude and background. In connection, this study explored on the homophily and organizational identification towards the organizational commitment and organizational justice among male and female office workers in Iligan City. The respondents are male ( $n = 35$ ) and female ( $n = 35$ ) office workers coming from selected companies and institutions located in Iligan City. Based on the results and findings, there is a significant relationship between homophily and organizational identification; and organizational identification and organizational commitment among male office workers while there is a significant relationship between organizational identification and organizational justice among female office workers. Finally, there is a significant interaction between invested self-concept to organizational commitment of male office workers in Iligan City while there are significant interactions between background homophily to organizational justice; management connection to organizational justice; and coworker connection to organizational justice of female office workers in Iligan City.

Keywords: Homophily, Organizational Identification, Organizational Justice, Organizational commitment

## **ABSTRAK**

Studi identifikasi dalam pengaturan organisasi menyoroti berbagai faktor yang

dapat memberikan perubahan signifikan, baik positif maupun negatif, atas komitmen dan persepsi keadilan terhadap karyawan. Pekerjaan dan hubungan antar pegawai dengan organisasi dipengaruhi oleh pandangan pegawai terhadap orang-orang di sekitar mereka dalam hal sikap dan latar belakang. Penelitian ini mengeksplorasi hubungan homophily dan identifikasi organisasi terhadap komitmen dan keadilan organisasi di kalangan pekerja kantor laki-laki dan perempuan di Iligan City. Responden yang terdiri dari laki-laki ( $n = 35$ ) dan perempuan ( $n = 35$ ) berasal dari perusahaan maupun lembaga yang dipilih dan terletak di Iligan City. Berdasarkan hasil dan temuan menunjukkan adanya hubungan yang signifikan antara homophily dan identifikasi organisasi; identifikasi organisasi dan komitmen organisasi di antara pekerja laki-laki; dan identifikasi organisasi dan keadilan organisasi di antara pekerja perempuan. Kemudian, ada interaksi yang signifikan antara konsep diri terhadap komitmen organisasi pekerja laki-laki dan ada interaksi yang signifikan antara latar belakang homophily terhadap keadilan organisasi; koneksi manajemen terhadap keadilan organisasi; dan koneksi rekan kerja terhadap keadilan organisasi pekerja kantor perempuan di Iligan City.

Kata kunci: homophily, identifikasi organisasi, keadilan organisasi, komitmen organisasi

## INTRODUCTION

Workplace dynamics comprises interactions between employees in the organization. It contains sea of ideas, affection, and actions of diverse employees that make up the oneness of an organization. Each, though having various distinctions, should perform according to their functions contributing to the success of the organizations they are working for. Each must strive to overcome what they personally want to reach the common goals that the organization is designed to. However, as people tend to struggle for excellence, there are still times that organizations experience disharmony from different arousing causes.

In many economic, political and social situations, people with similar backgrounds or preferences attract. In workplaces, managers tend to hire subordinates from the same college or business school (Egorov & Polborn, 2010). This pattern is usually referred to as 'homophily'. Currarini and Redondo's study (as cited in Golub & Jackson, 2011) states that the presence of homophily has important implications on how agents' characteristics impinge on social behavior. Homophily limits the attitudes they form, and the interactions they experience (Cook, McPherson, & Smith-Lovin, 2001). It somehow affects an employee's perception in the organization he's working to knowing there is this mental boundary. Organizational identification

is the perception of oneness with or belongingness to an organization (Mael & Ashforth, 1992). Turner, Hogg, Oakes, Reicher, and Wetherell (as cited in Boros, 2008) states that for over two decades now, the most prominent theory in the study of organizational identification has been the social identity theory (SIT) and according to SIT's core assumptions, organizational identification is a form of social identification, whereby a person comes to view him- or herself as a member of a particular social entity – the organization.

In addition, according to Barney and Stewart (as cited in Witting, 2006), organizational identity – which may lead to organizational identification – may predict employees' views on the objective of the organization. Cheney (as cited in Witting, 2006) indicated also that organizational identification can be associated to variety of work attitudes, behaviors, and outcomes which support the organization, including decision making processes. McGregor (as cited in Witting, 2006) also added that organizational identification is linked to produce a positive effect on commitment to organizational goals – which includes the mission, vision, goals, and objectives. As Barney and Stuart, and Patchen (as cited in Witting, 2006) contended, when an employee has a strong identification with the organization, he or she will make decisions that are consistent with the organizational objectives. Altogether, homophily and organizational identification, bounded with social identity theory, can have positive performance-related outcomes with regards to the goals and objectives of the organization.

The alteration of different views on perception on homophily and organizational identification in the workplace eventually affects further personal perceptions such as organizational commitment and organizational justice. Porter; Koch and Steers; and Angle and Perry (as cited in Schultz, n.d.) stated that organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational com-

mitment and attitudes and behaviors in the workplace. Organizational justice refers to the extent to which employees perceive workplace procedure, interactions and outcomes to be fair in nature (Baldwin, 2006).

However, aside from the relationship from the four highlighted variables (Homophily; Organizational Identification; Organizational Commitment; Organizational Justice), this study also considers Sex as a controlling variable.

According to Teter (2010), in his study on gender homophily, both genders are affected by a homosocial norm that sways them towards associating with their own gender. Burke & Stryker (as cited in Jones and Volpe, 2010), in their current research in organizational identification, said that Organizational Identification is anchored in social identity theory whereby individuals classify themselves and others into various social categories such as gender. This means that Sex has something to do with Homophily and Organizational Identification. Aydin, Sarier, and Uysal (2011) also found out in their study that the effect of gender on the organizational commitment is on the favor of males meaning there is an implication on sex in this variable. And lastly, Flood and Ramamoorthy (2004) reported that several studies (e.g. Hampton, Oyster, Pena, Rodgers and Tillman, 2000; Schneer and Reitman, 1994) have shown that women earn less than men and hence reasonable to assume that justice perceptions or the fairness of the outcome might be lower for women than men. With all these literature, sex is used as a controlling variable. Sex, a dichotomous variable, was decided as a control because of the differing importance that men and women place on relationship with others (Brown & Gilligan, 1992) and may or may not be found significant during this study's result.

The study of behaviors within organizational setting has highlighted critical variables that are supportive or detrimental to the performance of workforce (Suma and Lesha, 2013). In connection, this study aims to explore on the homophily and organizational identification towards the organizational commitment and

organizational justice among male and female office workers in Iligan City. According to Baldwin (2006), these perceptions can influence attitudes and behavior for good or ill, in turn, having a positive or negative impact on employees' performance and the organization's success.

Generally, this study aims to explore on the homophily and organizational identification towards the organizational commitment and organizational justice among male and female office workers in Iligan City.

Specifically, the researchers sought to answer the following questions:

1. What is the level of *homophily* among male and female office workers in Iligan City in terms of:
  - a. Attitude Homophily; and
  - b. Background Homophily?
2. What is the level of *organizational identification* among male and female office workers in Iligan City in terms of:
  - a. Management Connection;
  - b. Invested Self-Concept;
  - c. Integrated Goals and Values; and
  - d. Coworker Connection?
3. What is the level of *organizational commitment* among male and female office workers in Iligan City?
4. What is the level of *organizational justice* among male and female office workers in Iligan City in terms of:
  - a. Interpersonal Justice; and
  - b. Informational Justice?
5. Is there a significant difference between male and female office workers in terms of the levels of homophily, organizational identification, organizational commitment, and organizational justice?
6. Is there a significant relationship among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers in Iligan City?

7. Is there a significant interaction among the levels of homophily and organizational identification towards their organizational commitment and organizational justice of male and female office workers in Iligan City?

### **HYPOTHESES**

In this study, the researchers formulated hypotheses as a guide in order to gain a direction in achieving the aims of this study. The following hypotheses are mainly based on the variables involved in the study and were tested at 0.05 level of significance.

H<sub>0</sub> 1: There is no significant difference between male and female office workers in terms of the levels of homophily, organizational identification, organizational commitment, and organizational justice.

H<sub>0</sub> 2: There is no significant relationship among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers in Iligan City.

H<sub>0</sub> 3: There is no significant interaction among the levels of homophily and organizational identification towards their organizational commitment and organizational justice of male and female office workers in Iligan City.

### **SIGNIFICANCE OF THE STUDY**

A workplace is a setting embodied with employees' diverse ideas and actions all paving its way to a common goal – success. Along with this mission is the workplace's being dynamic because of the different perception among employees. This intrinsic factor influences much on a workforce. The researchers decided to explore on the homophily and organizational identification towards the organizational commitment and organizational justice among male and female office workers in Iligan City because of its significance in the field of Industrial and Organizational Psychology. Its importance covers resolving conflicting viewpoints and improving current practices. This study would be

beneficial to the following:

*To the Office Workers*, this study would illuminate their minds on the cases that may possibly affect their profession not just during the present but for the near future as well. This aims to influence office workers' way of interaction on their co-workers in no biased way.

*To the HR Personnel*, this study serves as a quencher for thirst of knowledge regarding the employees' unheard voices, enlightening them not to be passive when immediate action is needed to be done.

*To the Supervisors and Managers*, this study could be a channel for them to be more responsive in handling situations arousing causes of homophily, organizational identification, organizational commitment and organizational justice. They must learn to lead without bias and prejudice so as not to destroy mental boundaries among their employees.

*To the Students*, this would give them the knowledge on how relations among employees and their relationship with their organization are influenced by the present practices and processes of their respective organizations.

*To the General Public*, to be completely intolerant in the working environment, this study would give them awareness on the workplace situations so as to be able to react and respond in a formal and well-mannered way.

## **THEORETICAL FRAMEWORK**

The following theories and concepts were used to explain the relationship of the different variables of the study:

### **HOMOPHILY**

#### Homophily Theory

McPherson, Smith-Lovin, & Cook (as cited in Carmon, Miller, Raile & Roers, 2010) in their study said Homophily theory posits that contact between similar people occurs more frequently than contact between dissimilar people. Lazarsfeld and Merton (as cited in Carmon et al., 2010) observed that individuals with

similar characteristics were more likely to be friends, thus improving their communication and creating a more trusting environment and stronger personal relationships. Also, Prisbell and Andersen (as cited in Carmon et al., 2010) indicated that when individuals perceive homophily in a relationship, they are likely to develop positive feelings because of apparent confirmation of their beliefs, values, or interests – an idea that relates closely to identification.

### INFORMATIONAL THEORY OF HOMOPHILY

Egorov and Polborn (2010) provided an *informational theory of homophily* that is based on the notion that, if agents share a certain background knowledge, interpreting communication is easier for them, in the sense that it allows them to get more informative signals about their communication partner's type. In social interaction, it is often very important to learn more about the person one is interacting with, be it for the purpose of hiring, collaboration, or establishing trust. When people share little in common, communicating will make each of them learn much about the issues the other is interested in, not about the person. When people share much in common, they will learn little about the subject the other is interested in, but a lot about each other (Egorov & Polborn, 2010). In relation to informational-based theory to the workplace setting, workers are more likely to be hired by employers with the same background in equilibrium (Egorov & Polborn, 2010).

### ECONOMIC MODEL OF FRIENDSHIP

Currarini, Jackson, and Pin (2008) developed a model of friendship formation that sheds light on segregation patterns observed in social and economic networks. In summary, the model suggests that if agent's preferences over friendships are insensitive to type, so that agents only care about total number of friends and not on the composition of types, then all agents form the same number of friendships under any matching pro-



cess such that all agents meet the same expected number of friends per unit of search. Larger groups form a greater fraction of their friendships with people of their same type and they form significantly more friendships per capita. The developers of this model referred to this observation as *relative homophily*.

## ORGANIZATIONAL IDENTIFICATION SOCIAL IDENTITY THEORY (SIT)

Turner, Hogg, Oakes, Reicher, and Wetherell (as cited in Boros, 2008) said that for over two decades now, the most prominent theory in the study of organizational identification has been the social identity theory (SIT). According to SIT's core assumptions, organizational identification is a form of social identification, whereby a person comes to view him- or herself as a member of a particular social entity – the organization. This happens through cognitive processes of categorization, where one forms self-categories of organizational membership. These are based on one's similarities with others in the organization, as well as on the dissimilarities with individuals from different organizations (Turner, 1985; Turner, et al., 1987).

## IDENTIFICATION THEORY

According to Patchen's Identification Theory (as cited in Witting, 2006), organizational identification includes three components: (1) feelings of solidarity with the organization; (2) attitudinal and behavioral support for the organization; and (3) perception of shared characteristics with other organizational members. Albert, Ashforth, and Dutton, Ashforth and Mael, Hall and Schneider, Lee, and Reilly and Chatman (as cited in Witting, 2006) indicated that organizational identification influences the satisfaction and behavior of employees as well as the effectiveness of the organization.

## FUNCTIONALIST PERSPECTIVE ON ORGANIZATIONAL IDENTIFICATION

According to Oliver and Ross (as cited in Jayasinghe et al., 2013), many authors take a *functionalist perspective* to assert that a strong organizational identity can improve employees' organizational effectiveness and performance, and act as a framing mechanism for decision-making. Because of the significance of organizational identification, it is considered how it can influence the knowledge, attitude, and behavior with regards to the organization's objectives (Witting, 2006).

## ORGANIZATIONAL COMMITMENT

### MOWDAY, STEERS, AND PORTER'S THEORY OF COMMITMENT

Suma and Lesha (2013) defined organizational commitment here as the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by at least three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization (Suma & Lesha, 2013). When defined in this fashion, commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well-being. Hence, to an observer, commitment could be inferred not only from the expressions of an individual's beliefs and opinions but also from his or her actions. It is important to note here that this definition does not preclude the possibility (or even probability) that individuals will also be committed to other aspects of their environment, such as one's family or union or political party. It simply asserts that regardless of these other possible commitments, the organizationally committed individual will tend to exhibit the three types of behavior identified in the above definition (Mowday, Steers, & Porter, 1979).

## THREE-COMPONENT MODEL OF ORGANIZATIONAL COMMITMENT

Meyer and Allen (as cited in Suma & Lesha, 2013) proposed a *three-component model* of organizational commitment. The model suggested that organizational commitment is the sum total of three components – the affective, continuance, and normative component. The *affective component* refers to the emotional attachment and involvement of the employee to the organization. The *continuance component* refers to employees' commitment based on the costs that they associate with leaving the organization. Lastly, the *normative component* refers to the feelings of obligation of the employee to stay with the organization. To sum it up: the affective commitment takes place when employee wants to stay; continuance commitment takes place when the employee needs to stay; and normative commitment takes place when the employee feels s/he ought to stay in the organization.

Meyer, Allen, and Smith's Three Types of Commitment

According to Meyer, Allen, & Smith (as cited in Schultz, n.d.), there are *three types of commitment*. These commitments are psychological state that either describes the employees' relationship with the organization or has the implications to affect whether employees will continue with the organization. It can be characterized by three factors: (1) A strong belief in and acceptance of organization's goals and values; (2) A willingness to exert considerable effort on the behalf of the organization; and (3) A strong desire to maintain membership in the organization. Much of the interest about organizational commitment is the belief that highly organizationally committed employers are theorized to engage in more citizenship activities, display higher job performance etc. and other similar desirable behaviors (Suma & Lesha, 2013, p. 44).

## ORGANIZATIONAL JUSTICE

### ORGANIZATIONAL JUSTICE THEORY

Organizational justice theory examines individuals' percep-

tions of fairness in their employment relationship (Colquitt, Greenberg, & Zapata-Phelan, 2005). The topic of organizational justice has become one of the most popular and most researched areas in the fields of organization and management. In management and organization research, the terms “justice” and “fairness” are often used interchangeably, such as when referring to “organizational justice” and “organizational fairness” perceptions.

### MODELS OF PERSONAL GAIN AND GROUP VALUE

Lind and Tyler (as cited in Motlagh, et al., 2012) in their study about the importance of justice found two models of personal gain and group value. According to the *personal gain model*, the importance of justice is explained on the basis of maximizing the individual’s income. This means that individuals value actions because they believe they will gain favorable results. In the *group value model*, justice is important because through understanding behavior of supervisors, employees recognize the dignity of membership and group identity.

### EQUITY THEORY

According to Adam’s equity theory (as cited in Atalay & Ozler, 2013), which is primarily concerned with distributive justice, an individual calculates his or her perceived input-outcome ratio and then compares this ratio with that of a referent other. Unequal input-outcome ratios between the individual and the referent other (i.e. the presence of inequity) leads to a feeling of unfairness experienced by both parties. Greenberg added (as cited in Atalay & Ozler, 2013) that motivated by this feeling of discomfort, both parties would rectify the unjust situation by reacting behaviorally such as altering job performance or psychologically such as altering perception of outcomes.

In this study, the researchers aim to explore on the homophily and organizational identification towards organizational commitment and organizational justice among male and female office workers in Iligan City. This was done by assessing the homophily

and organizational identification among male and female office workers across their organizational commitment and organizational justice. The domains of homophily among male and female office workers are categorized into two: attitude homophily and background homophily. The domains of organizational identification among male and female office workers are categorized into four: management connection, invested self-concept, integrated goals and values, and coworker connection. In identifying the relationship of homophily and organizational identification to organizational commitment, the researchers will evaluate the respondents' level of organizational commitment. In identifying the relationship of homophily and organizational identification to organizational justice, the researchers will evaluate the respondents' interpersonal justice and informational justice. In addition, the researchers will also examine the significant difference and interaction of homophily and organizational identification towards their organizational commitment and organizational justice. To summarize all of these, please refer to Figure 1.0 which is presented at figure 1.

## **DEFINITION OF TERMS**

The following are terms used in this study as conceptually and operationally defined by the researchers.

### **HOMOPHILY**

It is the desire to interact with people who are "similar" to themselves (Egorov & Polborn, 2010). In this study, it is the Attitude Homophily and Background Homophily of the employees.

**Attitude Homophily.** This is, in effect, the same thing as attitude agreement, as people use the terms interchangeably, where it is understood that the agreement they are discussing is between friends (Goel, Mason & Watts, 2010).

**Background Homophily.** This is the likable interaction of people with the same cultural, economic, social class (Goel, Mason & Watts, 2010).

## ORGANIZATIONAL IDENTIFICATION

It is a self-definitional process through which individuals relationally link themselves to the organization, coming to understand and influence the organizational logic through discourse, inducing the integration of organizational and personal goals and values (Parker & Haridakis, 2008). In this study, it is the Management Connection, Invested Self-Concept, Integrated Goals and Values, and Coworker Connection of the employees.

**Management Connection.** This reflects infrequent criticism of the company, agreement with upper management's ideas, feeling respected and not ignored by the organization, and getting good advice from one's boss (Parker & Haridakis, 2008).

**Invested Self-Concept.** This reflects the feeling that it would be difficult to leave the organization, one would experience a sense of loss if one left the company or it was taken over by another organization, feelings about oneself are influenced by the organization's image, feeling defensive when others criticize the organization, and a sense of personal failure if the organization failed (Parker & Haridakis, 2008).

**Integrated Goals and Values.** This reflects sharing the organization's goals and values, acting upon messages from organizational leaders, having pride in the organization's product/service, and feeling that one influences things at work (Parker & Haridakis, 2008). **Coworker Connection.** This reflects similarity with co-workers (Parker & Haridakis, 2008).

## ORGANIZATIONAL COMMITMENT

It is characterized by a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization (Mowday et al., 1979). In this study, it is the strength of one's identification in his/her organization.

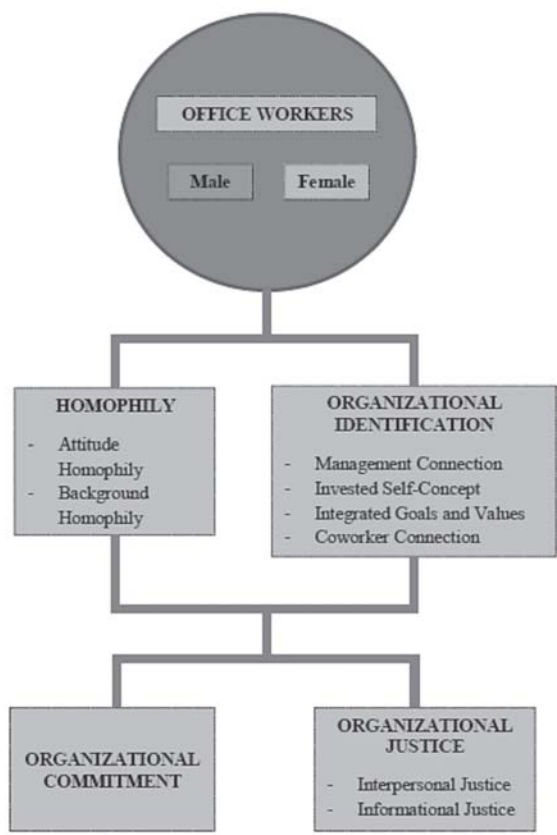


Figure 1.0. Schematic Diagram

**ORGANIZATIONAL JUSTICE**

It is essentially the perception of fairness and the reaction to those perceptions in the organizational context (Hofmeyr, 2011). In this study, it is the Interpersonal Justice and Informational Justice of the employees.

Interpersonal Justice. This reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes (Hofmeyr, 2011). Informational Justice. This refers to the manner in which information is communicated and the explanation given (Hofmeyr, 2011).

## SCOPE AND LIMITATIONS

This study focused on office workers coming from selected companies and institutions located in Iligan City aging 20 to 63 years old. Respondents were categorized in terms of their gender. For the male office workers, 2 of them are from Filipinas Eslon Mfg. Corp.; 2 from Granexport Manufacturing Corporation; 1 from Holcim Philippines Inc.; 6 from MSU-IIT; 3 from Mabuhay Vinyl Corporation; 5 from National Grid Corporation of the Philippines; 7 from National Power Corporation; and 9 from Serviamus Foundation, Inc. For the female office workers, 2 of them are from Granexport Manufacturing Corporation; 9 from MSU-IIT; 6 from Mabuhay Vinyl Corporation; 7 from National Power Corporation; 10 from Serviamus Foundation, Inc.; and 1 from Wizmaster, Corp. This study is applied only to those employees who are working in an office environment and performing clerical or administrative work.

However, this study is only limited to the gender identified by the office workers in Iligan City which are male and female. Also, this study does not recognize the sexual preferences of the office workers. Furthermore, this study does not categorize the office workers in terms of the organization they are working for.

## FINDINGS

The current study explores on the homophily and organizational identification towards organizational commitment and organizational justice of male and female office workers in Iligan City. A total of 70 respondents were included out of 136 office workers surveyed for this study, 35 of which are male office workers and 35 are female office workers. The researchers used four scales in order to gather the data from the male and female office workers. These scales are the Homophily Scale, Organizational Identification Questionnaire, Organizational Commitment Questionnaire, and Organizational Justice Measure. All the data gathered were then calculated and analyzed through the Statistical Package for the Social Sciences (SPSS). To analyze the data of



the variables, descriptive statistics was used to determine the frequency, percentage, and mean of each variable; to test the significant difference between the data gathered from male and female office workers, t-test was used; to test the significant relationship of each variable for both the male and female office workers, Pearson correlation was used; and to test the significant interaction among the variables and its domains for both the male and female office workers, regression analysis was used.

1. Homophily

Results showed that male and female office workers in Iligan City have the neutral desire to interact with people who are similar to themselves. For male office workers, they have neutral levels of homophily in terms of their attitude and background. For female office workers, they also have neutral levels of homophily in terms of attitude and background.

2. Organizational Identification

Results showed that male and female office workers in Iligan City can highly relate themselves to their organization making their personal goals and values integrated to the organization's goals and values. For male office workers, they have high levels of organizational identification in terms of management connection, invested self-concept, integrated goals and values, and coworker connection. For female office workers, they also have high levels of organizational identification in terms of management connection, invested self-concept, integrated goals and values, and coworker connection.

3. Organizational Commitment

Results showed that male and female office workers in Iligan City have slightly strong acceptance of their organization's goals and values and the willingness to exert effort in order to maintain membership in their organization. For male office work-

ers, they have slightly high level of organizational commitment. For female office workers, they also have slightly high level of organizational commitment.

4. Organizational Justice

Results showed that male and female office workers in Iligan City have high perceived fairness in their organization. For male office workers, they have high levels of organizational justice in terms of interpersonal and informational justice. For female office workers, they also have high levels of organizational justice in terms of interpersonal and informational justice.

5. Significant difference between male and female office workers in terms of their levels of homophily, organizational identification, organizational commitment, and organizational justice

There is no significant difference between male and female office workers in Iligan City in terms of all the variables.

6. Significant relationship among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers

There is a significant relationship between the levels of homophily and organizational identification; and the levels of organizational identification and organizational commitment of male office workers while there is a significant relationship between the levels of organizational identification and organizational justice of female office workers in Iligan City.

7. Significant interaction among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers

There is a significant interaction between the invested self-concept to organizational commitment of male office workers in Iligan City. Furthermore, there is a significant interaction between background homophily to organizational justice; management connection to organizational justice; and coworker con-

nection to organizational justice of female office workers in Iligan City.

## CONCLUSIONS

Based on the findings gathered in this study, the following are its conclusions/implications:

### 1. Homophily

Since both male and female office workers in Iligan City have the neutral desire to interact with people who are similar to themselves, this implies that in terms of *attitude homophily*, they fairly think and behave alike, share the same values, and have similar thoughts and ideas as well as similar treatment of other people. In terms of *background homophily*, they fairly belong to similar social class, economic situation and geographic region as well as they have fairly similar background, civil status, and life as a child.

### 2. Organizational Identification

Since both male and female office workers in Iligan City can highly relate themselves to their organization making their personal goals and values integrated to the organization's goals and values, this implies that in terms of *management connection*, they as colleagues rarely criticize management. In addition, they believe that the upper management has a similar idea with them about their organization. They do not think their ideas are ignored, they feel respected by their organization, and they get good advice from their boss. In terms of *invested self-concept*, they would experience a sense of loss if they left their organization as well as if another company took over their organization, they would feel like they also failed if the organization failed, and it would be hard for them to leave their organization even for a better job. In addition, how they feel about themselves is influenced by the organization's image and they feel defensive when others criticize their organization. In terms of *integrated goals and values*, they share the organization's goals as well as values, act upon messages from the organization's leaders, have a lot of pride in the

organization's product/service, and feel like they influence things at work. In terms of *coworker connection*, they help each other make sense of what's happening at work and they are a lot like the people they work with.

### 3. Organizational Commitment

Since both male and female office workers in Iligan City have slightly strong acceptance of their organization's goals and values and the willingness to exert effort in order to maintain membership in their organization, this implies that they are willing to exert effort beyond normally expected for their organization's success, they talk up their organization to their friends as a great one to work for, they are loyal to their organization, they would accept almost any job assignment in order to keep working for their organization, they find that their values are similar to the organization's values, they are proud to tell others that they are part of their organization, they are inspired by the organization in the way of job performance, they are glad of their choice of organization to work for at the time they joined, they think there's much to be gained by sticking with their organization, they agree with the organization's policies on important matters relating to its employees, they care about the fate of their organization, they think their organization is the best to work for, and they do not see working in their organization as a mistake.

### 4. Organizational Justice

Since both male and female office workers in Iligan City have high perceived fairness in their organization, it implies that they have high *interpersonal justice* which implies they are treated in a polite manner, with dignity, with respect, and they hardly get improper remarks and comments from their supervisor. In terms of *informational justice*, they had candid communications with their supervisor, they get thorough explanation about procedures, they get reasonable explanations regarding procedures, they com-

municated details in a timely manner with their supervisor, and thinks that their supervisor tailor's his or her communications to the employees' specific needs.

5. Significant difference between male and female office workers in terms of their level of homophily, organizational identification, organizational commitment, and organizational justice

In terms of difference, there is no significant difference between male and female office workers in Iligan City in terms of all the variables which implies that both groups have almost the same level of homophily, organizational identification, organizational commitment, and the organizational justice.

6. Significant relationship among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers

In terms of relationship, there is a significant relationship between homophily and organizational identification of male office workers which implies that the higher the levels of homophily, the higher their organizational identification is. Also, there is a significant relationship between organizational identification and organizational commitment of male office workers which implies that the higher the organizational identification, the higher their organizational commitment is. Furthermore, there is a significant relationship between organizational identification and organizational justice of female office workers which implies that the higher the organizational identification, the higher their organizational justice is.

7. Significant interaction among the levels of homophily, organizational identification, organizational commitment, and organizational justice of male and female office workers

In terms of interaction, there is a significant interaction between invested self-concept to organizational commitment of male

office workers which implies that their feelings about themselves as influenced by their organization's image has contributed to their commitment to their organization. Furthermore, there is a significant interaction between background homophily to organizational justice of female office workers which implies that the presence of their interaction with people of the same cultural, economic, and social class contributes to their perceptions of fairness to their organization. Also, there is a significant interaction between management connection to organizational justice of female office workers which implies that their infrequent criticism of the company, agreement with upper management's ideas, feeling respected and not ignored by the organization, and getting good advice from one's boss contributes to their perceptions of fairness to their organization. Lastly, there is a significant interaction between coworker connection and organizational justice of female office workers which implies that their similarity with co-workers contributes to their perceptions of fairness to their organization.

## **RECOMMENDATIONS**

From the conclusions/implications drawn, the following are the recommendations of the study. The recommendations are categorized into two: A) recommendations relative to the findings of the study, B) recommendations for the future researchers.

### **A. RELATIVE TO THE FINDINGS**

1. Homophily
  - a. Office workers shall try to adjust and interact with their coworkers regardless of their differences to strengthen the workforce.
  - b. The HR Personnel shall look into arousing conflicts within their organization that may be rooted from lack of interaction among employees because of their differences and take actions for it.
  - c. The supervisors and managers shall be supportive to any

interventions that the HR Department will do for the betterment of interaction and bonding among employees.

- d. The students shall learn from the realities of working life and be able to adjust to it for their future endeavors.
- e. The general public shall be aware of the negative effects of employees not interacting with their coworkers because of their differences and be able to respond to it in a well-mannered way.

2. Organizational Identification

- a. Office workers shall put into actions how they are strongly identified with their organization to improve professional life and contribute to organization's success.
- b. The HR personnel shall look into how employees can understand more the organizational logic and influence it through discourse.
- c. The supervisors and managers shall give their subordinates the chance of sharing their ideas that could benefit the organization so as to empower the employees.
- d. The students shall start becoming identified to any organizations they presently belong to so as to make them equipped with the abilities to relationally link to their future chosen organizations.
- e. The general public shall be attentive to issues regarding how an employee relationally link themselves to the organizations and how their membership is at risk when the employers do not give them chances to influence the organization for its benefit.

3. Organizational Commitment

- a. Office workers shall be introduced and informed thoroughly regarding the goals and objectives of their organization so as to give direction to their every decisions and actions which could affect their work and the organization as well.
- b. The HR Personnel shall continue creating interventions to empower employees' commitment to their organization

such as trainings and quarterly orientations about the VMGOs of the organization.

- c. The supervisors and managers shall consider giving refresher tasks for the employees regarding the goals and objectives of the organization so as to build up employee commitment and loyalty to the organization.
  - d. The students shall be able to know the importance of being committed to their present organizations which could affect their membership so as to be able to be equipped with the knowledge that they could apply to their present and future organizations.
  - e. The general public shall be aware of the possibilities of becoming involved in an organization and how they could benefit from and contribute to their respective organizations.
4. Organizational Justice
- a. Office workers shall seek help and guidance in terms of advice and direction if faced with injustices in the organization for them to be able to address it or if not, to alleviate the effects of it in their working environment.
  - b. The HR Personnel shall monitor potential scenarios that could inflict issues about injustices inside the organization so as to avoid conflicting employee-employer relationship.
  - c. The supervisors and managers shall be clear in giving tasks and explaining procedures to their subordinates in a well-mannered way so as to avoid employees' feeling of unfairness.
  - d. The students shall be aware of the real scenarios in the workplace setting regarding the arousing injustices in organizations so as to be good models to their future organizations as members or leaders with appropriate management.
  - e. The general public shall be attentive of the issues regarding employees complaints about injustices in their organizations so as to have a faster dissemination of information



to the authorities who could help the mistreated employees.

## B. FOR THE FUTURE RESEARCHERS

1. Future research must increase the number of male and female office workers as their respondents to gain more significant results and findings since the respondents in this study were only limited to 35 male and 35 female, a total of 70 office workers.
2. Future research must also try categorizing the office workers in terms of their background and make use of it as controlling factor. This is to further investigate the relationship of homophily to the rest of the variables.
3. Future research may also consider non-office workers and personnel as respondents and compare them to the office workers so as to find more meaningful results.

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