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The Role of Culture, Leader-Motivating Language, and Procedural Justice Climate on Organizational Identification

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Abstract. Emotional culture is a crucial aspect that can enhance organizational outcomes. However, research on affective aspects in the workplace is still underexplored and requires further investigation. This study examines the moderating role of procedural justice climate in the relationship between leader-motivating language and organizational identification, mediated by positive emotional culture (joy, companionate love, pride, and gratitude). The study involved 158 employees with a minimum of one year of work experience and a superior in their workplace. Measurement tools included the leader motivating language scale ($\alpha = 0.95$), organizational identification scale ($\alpha = 0.74$), positive emotional culture scale ($\alpha = 0.94$), and procedural justice climate scale ($\alpha = 0.88$), adapted into the Indonesian language. The data was analyzed using PROCESS models 4 and 14 by Hayes. The results indicate that 1) positive emotional culture partially mediates the relationship between leader-motivating language and organizational identification; 2) procedural justice climate does not moderate the relationship between leader-motivating language and organizational identification mediated by positive emotional culture. This study lays the groundwork for further research, suggesting that organizations should focus on organizational culture, which improves employees' organizational identification.

Keywords: Leader-motivating language; organizational culture; organizational identification; procedural justice climate

INTRODUCTION

Culture emerges as a pivotal determinant of organizational success. The impact of organizational culture extends to various facets, encompassing a company's overall performance, efficacy, employee productivity, and capacity to allure, inspire, and retain the workforce (Warrick, 2017). Therefore, it is essential to undertake additional research on organizational culture, specifically emotional culture. Emotional culture itself is defined as "the shared affective values, norms, artifacts, and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing" (Barsade & O'Neill, 2016). Emotional dimensions within the workplace possess the capacity not only to influence individual behavior but also to impact the overall ambiance of the organization (Vijayalakshmi & Bhattacharyya, 2012). Attending to emotional culture allows leaders to enhance both organizational outcomes and employee performance (Barsade & O'Neill, 2016).

Cultural analysis can be conducted through the examination of three separate tiers: artifacts, espoused beliefs and values, and underlying assumptions (Schein & Schein, 2017). Similar to culture,

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emotional culture can manifest and be scrutinized across these three levels. Emotional culture encompasses: a) nonverbal manifestations of emotions (e.g., tone of voice, facial expressions, body language) and cultural artifacts (e.g., rooms, decorations, group rituals, ceremonies); b) implicit values, representing emotions that ought to be displayed or concealed; c) underlying assumptions, delineating the connotations associated with expressing or suppressing specific emotions (Yue et al., 2021). Several factors underscore the significance of researching emotional culture. Much of the existing research predominantly concentrates on cognitive culture, disregarding the affective and emotional dimensions of organizational culture (Barsade & O'Neill, 2014). Emotional culture is centered on the adept management of organizational members' emotions, in contrast to cognitive culture, which predominantly addresses the thought processes of organizational members (Men & Yue, 2019). Moreover, there is a notable limitation of studies delving into positive emotional culture, as existing research tends to concentrate on negative emotions like anger, anxiety, and fear (Heaphy et al., 2022). The exploration of this subject is relatively nascent, with research efforts only emerging in recent years (Men & Robinson, 2018; Men & Yue, 2019; Sun et al., 2023; Yue et al., 2021). To fill the gap, this research will focus on positive emotional culture: companionate love, pride, gratitude, and joy.

There remains a scarcity of research on the outcomes of positive emotional culture, particularly within the context of Indonesia. Previous studies have predominantly focused on other countries, such as the United States and India. The outcomes of a positive emotional culture include extra-role behaviors (Men & Yue, 2019), team resilience (Hartmann et al., 2021), and organizational identification (Yue et al., 2021). Organizational identification is deemed crucial as it can yield positive outcomes for the organization, including increased retention, cooperation, positive work attitudes, and organizational commitment (Yue et al., 2021). Nevertheless, there is still a scarcity of research addressing this phenomenon, as highlighted by studies such as Sun et al. (2023) and Yue et al. (2021). Therefore, researchers want to look at organizational identification as an outcome of positive emotional culture. Organizational identification is defined as "Identification that takes place when individuals define themselves as members of social categories and attribute the characteristics of those categories to themselves. It occurs when members experience a sense of pride, significance, and acknowledgment in being part of the social group" (Ashforth & Mael, 1989; Smidts et al., 2001). Organizational identification is considered significant as employees are inclined to internalize the values, goals, beliefs, and culture of the organization, thereby acting in the best interests of the organization (Van Knippenberg & Van Schie, 2000).

Apart from the outcomes, there are only limited researches on the antecedents of positive emotional culture. This research specifically emphasizes the role of communication, specifically leader motivating language. This emphasis is rooted in the observation that communication holds considerable influence within the organization, playing a pivotal role in shaping its culture (Grunig & Dozier, 2002; Sriramesh et al., 1996). Leader-motivating language is defined as "an oral communication alternative to the prevailing management focus on uncertainty reduction in organizational leadership" (Mayfield & Mayfield, 2018). Leader-motivating language constitutes a crucial element of communication, wherein leaders actively exhibit three distinct styles of speech: direction-giving language, empathetic language, and meaning-making language. Direction-giving language is exemplified when leaders articulate expectations and convey task- and goal-oriented messages to diminish follower role uncertainty and ambiguity (Mayfield & Mayfield, 2018). Empathetic language is demonstrated when leaders genuinely show empathy by expressing concern for emotional well-being related to subordinates' personal lives (Sun et al., 2023). Meaning-making language is demonstrated when leaders encourage comprehension of the organizational culture and

align employees' personal goals with the organization's vision (Gutierrez-Wirsching et al., 2015)

Hence, this research aims to investigate the association between leader-motivating language as an antecedent and organizational identification as an outcome. A crucial factor elucidating organizational identification is the symbolic connection established between organizational members and the organization itself, which can be fostered through effective communication both at the leadership level and throughout the organization (Myers et al., 2016). Leaders who use leader-motivating language in communicating with employees can increase bonds and emotional feelings towards their organization. Leaders who use meaning-making language attempt to align organizational goals with employee goals, so that they can internalize values, attributes, and practices that ultimately increase employee organizational identification (Yue et al., 2021). Leader-motivating language is one of the factors that can influence organizational identification (Mayfield et al., 2021).

Researchers posit that a positive emotional culture may mediate the association between the motivating language employed by leaders and organizational identification. Earlier research conducted by Mayfield et al. (2021) established a noteworthy connection between leader-motivating language and organizational identification; however, the correlation value remained relatively low. Therefore, this research uses the mediator variable of positive emotional culture. Using the three forms of leader-motivating language strategically and appropriately can influence employee behaviour which in turn can influence organizational culture (Robbins & Judge, 2013). As posited by Men and Yue (2019), leadership communication characterized by responsiveness, a people-oriented approach, gentleness, friendliness, and compassion can cultivate a positive emotional culture. Furthermore, the nonverbal and verbal communication, artifacts, values, and assumptions inherent in culture can organically influence the emotional dimension of organizational identity (Yue et al., 2021). The more appealing the employees perceive the organizational identity, the stronger the organizational identity formed within them. This embodies positive emotions, and the experience of positive emotions enhances employees' identification with their organization. Therefore, the first hypothesis posits: H1: Positive emotional culture mediates the relationship between leader-motivating language, and organizational identification.

This research asserts that the procedural justice climate reinforces the connection between leader-motivating language and organizational identification, facilitated by the presence of a positive emotional culture. The emergence of positive outcomes produced by a positive emotional culture often requires a particular climate in the organization (Denison, 1996). One form of climate that is thought to interact as a moderator between positive emotional culture and organizational identification is procedural justice climate. Procedural justice climate is defined as "a distinct unit-level cognition regarding shared [procedural] fairness perceptions of treatment by organizational authorities" (Whitman et al., 2012). A high procedural justice climate makes employees feel treated fairly (Colquitt, 2004). When employees perceive a procedural justice climate within the organization, it has the potential to elevate their positive self-concept, subsequently fostering an increase in employee organizational identification (Michel et al., 2010). Therefore, the second hypothesis posits: H2: A procedural justice climate strengthens the relationship of leader motivating language to organizational identification through a positive emotional culture.

The researcher used Social Identity Theory (SIT) to build the research model. This theory was developed by Tajfel (1978) in the early 1970s and is defined as "the individual's knowledge that he belongs to certain social groups, together with some emotional and value significance to him of that membership". This theory underscores that an individual's identification is shaped by their attentiveness to social groups, wherein identification also functions to safeguard and fortify their

identity (Islam, 2014). It pertains to an internalized sense of self associated with the realization that one belongs to a specific social group and that membership in that group holds significance and meaning (Ellemers & Haslam, 2012).

This research aims to determine the mediating role of positive emotional culture on the relationship between leader-motivating language and organizational identification, as well as the moderating role of procedural justice climate-mediated by positive emotional culture. This research contributes to deepening and expanding further related to the antecedents and outcomes of positive emotional culture.

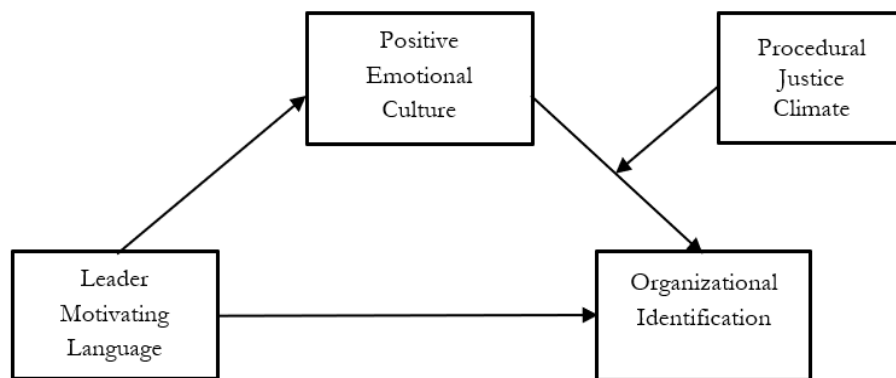


Figure 1.
Research Framework Diagram

METHOD

This research employs a non-experimental, correlational quantitative research design. The data collection technique utilized in this research involved non-probability sampling, specifically using convenience sampling. The participants in this research are employed individuals who are actively working in Indonesia with a supervisor at their workplace, and a minimum work experience of one year. Researchers enlisted participants through a Google form distributed via posters containing links and participant details. Prior to completing the questionnaire, participants were requested to provide informed consent. The researcher arranged a monetary reward to incentivize participation, which would be randomly distributed among 20 participants. Eligibility for the random draw was restricted to participants who adhered to the specified criteria and completed the entire questionnaire.

All the constructs in this study use a 6-point scale from 1 = strongly disagree to 6 = strongly agree. The perceived culture variable in the organization, namely positive emotional culture, is measured by a scale from Yue et al. (2021) which includes 13 items that describe positive culture, namely joy (happy, enthusiastic, etc.), companionate love (affectionate, accompanying each other, etc.), pride (proud, feeling valuable, etc.), and gratitude (full of gratitude, grateful, etc.) with Cronbach alpha value of 0.947.

The variable of leader communication, specifically leader motivating language, is assessed using a scale introduced by Dozier et al. (1995), subsequently adapted by Lee (2022). The scale comprises 10 items gauging directional language, for instance, "My boss provides useful information regarding future changes that may affect my work," along with 6 items evaluating empathy language, such as "My supervisor showed support for my work efforts," and 8 items appraising meaning-

making language, such as "My supervisor gave me advice on how to get along with other employees in this company." The Cronbach alpha value for this scale is reported as 0.954.

The variable of organizational identification for the participants was assessed using a scale created by Ashforth and Mael (1989) and further employed by Men and Bowen (2017) in the research conducted by Yue et al. (2021). This measurement encompasses six self-report items, including statements like "I usually use the word 'we' rather than 'they' when talking about this company" and "When someone praises this organization, it feels like a personal compliment." The Cronbach alpha value for this scale is reported as 0.749.

The procedural justice climate variable is measured using a scale from Niehoff & Moorman adapted by Hsiung (2012). This scale consists of 6 self-report items that are measured unidimensionally. Sample items included "My supervisor ensures all opinions have been considered before making work-related decisions" and "My supervisor clarifies decisions and provides additional information when requested by employees." The results of the reliability analysis with Cronbach's alpha were 0.888.

The statistical analysis in this research commences with a descriptive analysis of the participants' total scores. This procedure was executed using the IBM SPSS 25 software application. Subsequently, the researcher performed regression analysis using the PROCESS program developed by HAYES to assess the hypothesis model. Specifically, Model 4 was employed to examine the mediating role of positive emotional culture, and Model 14 was utilized to test moderated mediation in the relationship between leader-motivating language and organizational identification.

RESULTS AND DISCUSSION

The total number of participants in this research was 158 employees. Within this group, most participants were from Generation Z, born between 1997 and 2012, constituting 64.5%, followed by Millennial workers, born between 1981 and 1996, accounting for 35.5%. Gender distribution revealed a dominance of women at 77.3%, with men comprising 22.7% of the participants. Regarding educational attainment, the majority held a bachelor's degree (S1/D4) at 65.1%, followed by high school/vocational school (SMA/SMK) at 19.7%. Regarding position level, the majority were staff members at 81.7%, supervisors at 12%, and managers at 6.3%. Regarding the length of employment, the largest proportion of participants had worked for 1-5 years, constituting 86.1%, followed by 6-10 years at 11.4%, and those with more than 10 years of experience at 2.5%. Most participants reside in Jakarta at 15.2%, followed by Tangerang at 12%, Bandung at 10.1%, Bogor at 10.1%, Bekasi at 9.5%, and Depok at 8.3%. Participants also come from other cities such as Surabaya, Malang, Yogyakarta, Bandar Lampung, and so on (see Table 1).

Prior to hypothesis testing, researchers examined the correlation between variables. Table 2 displays each variable's mean, standard deviation, and correlation. The analysis revealed a positive correlation between age and organizational identification. However, age, education, position level, and length of service were identified as not being correlated with other variables based on the analysis results. Leader-motivating language has a positive correlation with positive emotional culture ($b=0.769$; $p<0.01$), leader motivating language also has a significant correlation with organizational identification ($b=0.488$; $p<0.01$). Likewise, the positive emotional culture variable significantly correlates with organizational identification ($b=0.491$; $p<0.01$). In addition, procedural justice climate also has a significant relationship with organizational identification ($b=0.464$; $p<0.01$).

Table 1.
Demographic Data

Variable		Total	%
Age	Gen Z (1997-2012)	102	64.5
	Millennial (1981-1996)	56	35.5
Gender	Male	36	22.7
	Female	122	77.3
Job Position	Staff	129	81.7
	Supervisor	19	12
	Manager	10	6.3
Domicile	Jakarta	24	15.2
	Tangerang	19	12
	Bandung	16	10.1
	Bogor	16	10.1
	Bekasi	15	9.5
	Depok	13	8.3
	Others	55	34.8

The researchers performed hypothesis testing utilizing Hayes' PROCESS model 4 to examine the mediating role of positive emotional culture. The results of the analysis show that there is a significant influence between leader motivating language on organizational identification ($b=0.26$, $SE=0.20$, $p<0.05$), a significant influence of leader motivating language on positive emotional culture ($b=0.86$, $SE=0.05$, $p<0.05$). There is also a significant positive influence of positive emotional culture on organizational identification ($b=0.25$, $SE=0.09$, $p<0.05$).

Table 2.
Correlation between variables

	M	SD	1	2	3	4	5	6	7	8	9
Age	25.6	3.88	1								
Gender	-	-	0.25**	1							
Edu	-	-	0.13	-0.15*	1						
Position	-	-	0.55	-0.17*	0.18*	1					
Tenure	1.30	0.51	0.55**	-0.24**	0.05	-0.07	1				
LML	4.61	0.77	-0.61	0.09	-0.06	-0.08	-0.07	1			
PEC	4.61	0.87	-0.10	0.06	-0.02	-0.09	0.00	0.76**	1		
PJC	4.72	0.90	0.01	0.15	-0.06	-0.15	0.02	0.81**	0.68**	1	
OI	4.54	0.77	0.19	-0.19*	-0.19	-0.04	0.03	0.48*	0.49**	0.46**	1

Note. N=158. LML= Leader Motivating Language | PEC= Positive Emotional Culture | PJC= Procedural Justice Climate | OI= Organizational Identification | * $p<0.05$ (2-tailed) | ** $p<0.01$ (2-tailed)

Furthermore, table 3 shows results for the first hypothesis. The results show that there is a mediating effect of positive emotional culture on the relationship between leader-motivating language and organizational identification (indirect effect= 0.21 , $SE=0.09$, Boot 95% CI= [.03, .40]). This outcome is discernible from the bootstrapping coefficient interval, which records a range not encompassing zero (0) between the upper and lower limit values. Consequently, the first hypothesis in this research is accepted, signifying the existence of an indirect relationship between motivating language and organizational identification. Mediation is partial because there is a significant positive

role for the direct and indirect effects of leader motivating language on organizational identification.

Table 3.
Distribution of the accessible and sampled population of the study

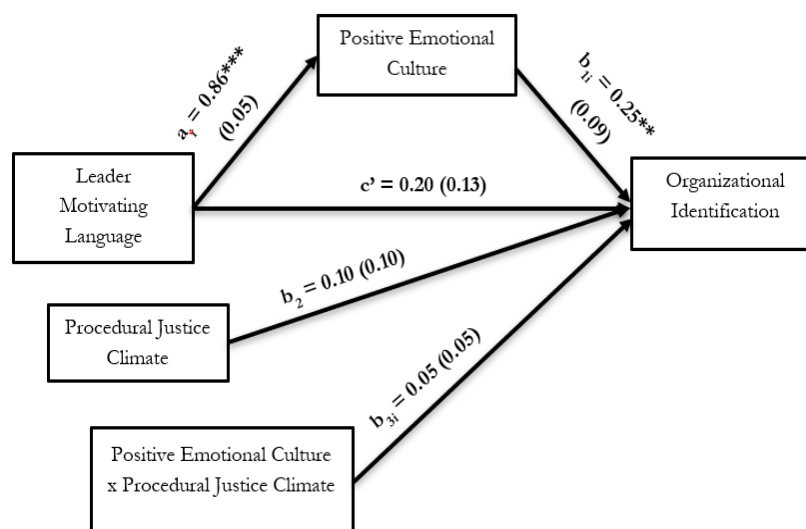
Variable	Effect	BootSE	BootLLCI	BootULCI
Positive Emotional Culture	0.21	0.09	0.03	0.40

Table 4 shows the indirect relationship between leader-motivating language and organizational identification through the mediating role of positive emotional culture based on low, medium, and high levels of procedural justice climate. The results show that the relationship is significant only at the medium level (medium $b = 0.22$ CI = [0.01, 0.43]), while for low and high levels, it is not significant (low $b = 0.15$ CI = [-0.08, 0.37]), (high $b = 0.25$ CI = [-0.04, 0.55]). The moderated mediation index was also insignificant ($b = 0.24$ CI = [-0.14, 0.22]).

Table 4.
Mediation model (Model 4)

Moderator	Conditional Indirect Effect				
	condition	b	BootSE	BootLLCI	BootULCI
Procedural Justice Climate	Low	0.15	0.11	-0.08	0.37
	Medium	0.22	0.10	0.01	0.43
	High	0.25	0.14	-0.04	0.55
Index of moderated mediation	-	0.04	0.09	-0.14	0.22

Thus, these results confirm no moderating effect of the procedural justice climate. Thus, the second hypothesis in this research is not accepted, which means that procedural justice climate does not moderate the relationship between leader-motivating language and organizational identification through positive emotional culture because the data does not support it (Table 5). It was found that this model predicted organizational identification by 31% ($R^2 = 0.31$) after controlling for age, gender, education, job level, and length of service.



Note: *) = significance CI 95%, $p < 0.05$; ***) = significance CI 95%, $p < 0.001$
 c' = direct effect, b_{3i} = interaction between mediator and moderator toward OI

Figure 2.
Results of the Hypothesis using Hayes PROCESS Model

Table 5.
Results of the Hypothesis using Hayes PROCESS Model 14

Anteseden	Consequent					
	Positive Emotional Culture			Organizational Identification		
	b	SE	p	b	SE	p
Leader-Motivating Language	0.86	0.05	0.000	0.20	0.13	0.147
Positive Emotional Culture	-	-	-	0.25	0.09	0.008
Procedural Justice Climate	-	-	-	0.10	0.10	0.333
PEC x PJC	-	-	-	0.05	0.05	0.356
Age	-0.13	0.09	0.148	0.12	0.11	0.278
Gender	-0.2	0.11	0.794	0.32	0.13	0.017
Education	0.03	0.05	0.496	0.01	0.06	0.870
Position	-0.05	0.08	0.550	0.05	0.10	0.620
Job Tenure	0.08	0.10	0.427	0.02	0.12	0.865
R ²		0.59			0.31	
R		0.77			0.56	
F		37.54			7.55	
df1		6			9	

Note: PEC= Positive Emotional Culture | PJC= Procedural Justice Climate

The results of the research analysis show that positive emotional culture has a partial mediating role in the relationship between leader-motivating language on organizational identification in employees and procedural justice climate does not moderate the relationship between leader-motivating language and organizational identification mediated by positive emotional culture.

This research shows that positive emotional culture can partially mediate the relationship between leader-motivating language and organizational identification. In line with previous research, which found that there is a significant mediating effect on positive emotional culture between leader motivating language and organizational identification (Myers et al., 2016; Yue et al., 2021). This may occur because leader motivation language fosters strong employee-organization relationships through the establishment of a positive communication culture (Mayfield & Mayfield, 2018), which in turn can foster a positive emotional culture. Employees who receive clear instructions for tasks, understand their role expectations, and receive responsive feedback tend to appreciate communication transparency, leading to increased satisfaction and happiness in their work (Yue et al., 2021). This, in turn, fosters a sense of safety and acceptance within a group, ultimately contributing to heightened organizational identification (Mayfield et al., 2021). The outcomes of this research underscore the critical role of communication in shaping organizational culture and identity.

However, this research found no moderating effect of procedural justice climate in the relationship between leader-motivating language and organizational identification through positive emotional culture. The researcher assumes this happens because organizational identification is closely related to the emotional needs of employees, so procedural justice climate does not significantly contribute to organizational identification formation. Two crucial aspects contribute to the development of organizational identification: emotional and evaluative. The emotional component centers on the affective aspect or attachment to the group, while the evaluative

component involves individuals' assessment of the group to which they belong (Lin & Leung, 2014). This is underpinned by social identity theory (SIT), wherein individuals construct their self-concept through a collective identity derived from their association with a group. This perception is shaped by the values and emotional factors associated with their membership (Lee et al., 2015). Furthermore, a significant portion of the participants in this research were women who were often recognized for possessing communal attributes. Communal attributes are characterized by traits closely aligned with compassion, caring, loving, sensitivity, and understanding (Gebauer et al., 2013). Therefore, the researcher assumes that procedural justice climate has no effect because female participants will identify more with the organization when emotionally fulfilled, which is obtained from the positive emotional culture in their organization.

This research implies that organizations can focus on enhancing the positive climate within the workplace. A positive climate fosters a stronger sense of connection and identification among employees with their organization. Developing a positive organizational climate relies on the leader's role in internal communication and the support received from colleagues. Consequently, employees can experience a heightened sense of community and cultivate positive feelings toward their organization. This research has several limitations, namely those related to common method bias, namely using self-report in measuring all variables so that there is a possibility of increasing bias (Podsakoff et al., 2012). This research was conducted as a cross-sectional research, and future research could employ a time-lagged methodology, collecting data at multiple time points to mitigate bias. Expanding the participant pool in future research would contribute to more comprehensive and generalizable results. Additionally, exploring other antecedents of organizational identification, utilizing different variables as potential mediators, and identifying additional variables suitable as moderators could enhance the scope and depth of the research.

CONCLUSION

Based on the conducted results and analyses, it can be concluded that there is a significant relationship between leader-motivating language and organizational identification mediated by positive emotional culture. Additionally, no significant moderating effect was observed for the procedural justice climate variable. This suggests that leaders who employ motivating and effective communication with their subordinates can cultivate a positive emotional culture within the organization. Consequently, employees are more likely to identify with their organization, irrespective of whether they perceive fair procedural treatment by the organization.

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