

## Does perceived insider status affect individual performance?

--To the perspective of the mediating role of members "Team Boundaries"

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### Abstract

Whether the identity of the team's insiders is recognized is an important factor that affects the behavior of employees and the performance of the staff, but the research on the impact of insider's cognition on performance is lacking. This paper explores the relationship between Perceived Insider Status, Team Boundaries Work, Organizational Citizenship Behavior and job performance based on social identity theory. This paper argues that the team members are perceived by the relationship between the individual and their own groups under the psychological process of social identity, and choose the group relationship with boundary permeability to further improve the organizational citizenship behaviour and the job performance in order to realize the team's success.

**Key words:** *perceived insider status; social identity; team boundaries work; OCB; performance*

### 1 Introduction

The relationship between individual and group in the study of social psychology has always been an important researching subject. The contribution of the individual to the group and the contribution of performance are also the topics of concern for management research and management practice in this relationship. Since the late 1970s, Tajfel and Turner put forward the theory of social identity, social identity theory has been improved ever since, and it still plays a huge role in social psychology and management research nowadays. The more special team researched by social psychology has become a concern of the researchers naturally, and management scholars pay more attention to the relationship between the degree of Perceived Insider Status (PIS) to the Individual Performance, which includes organizational citizenship behavior (OCB) and job performance.

PIS is realized in groups or teams. Social classification distinguishes complex stimuli and makes it easier for individuals to manage them. In this process, there is an accentuation effect, it means that the individual tends to reinforce the similarity between the stimuli in the same

category and the difference between the stimuli of the different categories.<sup>1</sup> *Tajfel* and *Wickels* demonstrated the presence of accentuation effect in a classical experiment. And this accentuation effect makes PIS to be recognized and deepened.

This paper attempts to explain the path in which the PIS enhances Individual Performance. *Argote's*<sup>2</sup> research showed that the team's exchange and interaction with the outside is a benign and beneficial team development. Members focus on the permeability of the boundaries of the group, to strengthen the PIS, so that both can penetrate the border to obtain the necessary information and resources, but also to maintain the independence of the team, strengthen team identity, identify team attributes. Therefore, this paper argues that members with strong insider awareness, will work through team boundaries affect job performance and organizational citizenship behavior. Therefore, this paper argues that members with strong PIS will affect job performance and OCB through TBW.

Based on the social identity theory, this paper discusses the PIS effects job performance and OCB by members' TBW. The theoretical model is shown in Fig. 1.

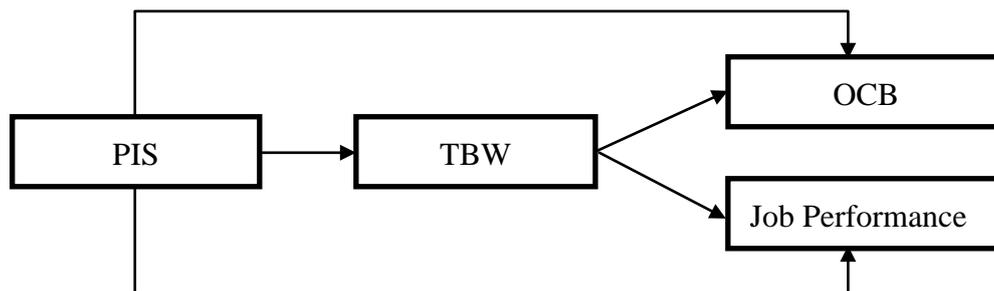


Fig. 1- the theoretical model

## 2 Experimental (mathematical formulas, tables and equations)

The theoretical basis of this context is Social Identity Theory. *Tajfel* and *Turner*<sup>3</sup> concluded that the theory refers to “individual could feel their own self-image and gains the emotion and value of experience from the group or team that they belong to”. The basic idea of social identity indicates that individuals all make efforts to maintaining and defending their dignity. *Tajfel*<sup>4</sup> considered the psychological process of social identity includes three different aspects which are social categorization, social comparison and positive distinctiveness. Firstly, social categorization, also known as social category which means individual would classify the objects with different parts in order to have a better understanding and identification of them. Secondly, social comparison is that once individual includes themselves as a member of a group, they tend to compare the group to other groups. Thirdly, positive distinctiveness

describes that individual will try to have a better performance than other group with the dimensions in group for defending and enhancing their own self-esteem.

Furthermore, self – categorization theory that *Turner*<sup>5</sup> proposes is the supplement of theory of social identity. The outcome of self -categorization is the enhancement of similarity between individual and their own group member and the enhancement of difference between individual and outside group member. Generally speaking, it is a process that turning individual into groups. It is suggested from the psychological process of Social Identity Theory that under three common function of social categorization, social comparison and positive distinctiveness, the individual produces the identity and recognition of the group and further produces corresponding group behaviours such as group preference, discrimination, etc.

Through the study of psychological process of social identity, this context concludes that individuals are identified their PIS by comparing and classifying. Subsequently there would be series of behaviors that is beneficial to positive group identification (that is, member's team boundaries work, TBW). Finally, it produces positive performance and OCB. This whole process described above accords with the fundamental logic of Social Identity Theory.

### **3 Model theory analysis**

#### ***3.1 Perceived insider status, organizational citizenship behavior and job performance***

PIS refers to " the perception of personal space and accepting degree for individuals who have the same feeling as members of the organization " ,<sup>6</sup> which means the individual's awareness of themselves as insiders within a particular organization.<sup>7</sup> *Masterson* and *Stamper*<sup>6</sup> also points out that employees' perception of the relationship between individual and organization contains many dimensions, and PIS mainly measure employees' sense of belonging in the organization. In subsequent studies, some researchers stress that PIS is an important dimension of staff self-concept.

The earliest research of organization citizenship behavior is conducted by *Kane*,<sup>8</sup> he points out that in order to maintain the effective organization operation, employees in the organization not only finish their own job, but also achieve their innovative and independent behavior which beyond the requirements of the position role. In a follow-up study, *Smith et al.*<sup>9</sup> call this kind of behavior as "organization citizenship behavior ". *Organ*<sup>10</sup> defines organization citizenship behavior as "a voluntary individual behavior, but this kind of behavior can effectively promote the operation of the whole enterprise after the integration " .

Based on the social identity theory, when employees realize themselves as the insiders of the organization, they accept the due responsibility of citizens and actively take part in some activities that beyond the general scope of the job description. Moreover, *Jiang and Zheng* also point out that employees who have consciously recognized themselves as insiders will have a strong loyalty to organization, and have a strong feeling about organization, and be willing to put the organizational interests above personal interests, and dedicate themselves to the organization initiatively. Therefore, we think PIS can promote organization citizenship behavior.

Job performance is also known as in-the-job performance, which refers to the behavior of an individual's work tasks for fulfilling job duties. PIS is a strong social identity to the organization.<sup>11</sup> Social identity will emerge when members share team beliefs and define themselves based on team values and collective interests.<sup>12</sup> *Stamper et al.* argued that once members become insiders' awareness of civic awareness and responsibility, they will strive to improve their performance in order to achieve team success. Obviously, PIS also has a significant impact on job performance.

### ***3.2 Perceived insider status and members' Team Boundaries Work***

TBW is the establishment of team attribute, the maintenance of team boundary and the essential inter behavior with the outside.<sup>13</sup> Its core ideology emphasizes the consolidation and permeation of physical and psychological boundaries. By forming team's shared values and common team mission, we can cognize and define the concept of "our team". In this way, we can have team boundary mindset psychologically. That is, team members are the main body of TBW.

Based on the social identity theory, members will have positive group behaviours after the recognition of PIS. In other words, PIS will encourage members to strengthen team awareness, actively distinguish between the team and the external environment, and obtain the appropriate external resources for the target. At the same time, according to the Motivational theory, TBW is inspired by the PIS. After the PIS is confirmed, there will be more consolidation and strengthening of the team's borders, distinguishing between teams and other groups. Therefore, this paper argues that the PIS has a positive effect on team members' TBW.

### ***3.3 The mediating role of Team Boundaries Work***

Members' TBW can promote team performance. Key information and resources are closely related to border crossing.<sup>14</sup> This cross-border form of communication is an important way to

improve performance.<sup>15-16</sup> Based on the social identity theory, members' TBW is self-generated positive behavior. The study found that the level of employee social identity was significantly correlated with the role of employees.<sup>17</sup> Thus, the TBW on the basis of employee social identity is also significantly associated with the OCB.

The core process of social identity is social classifications.<sup>18</sup> Combining the logical system of "cognitive-behavior-result", it is not difficult to understand the mediating role of TBW in PIS, job performance and OCB. According to the Self-categorization Theory, the relationship between employees and important others will influence the orientation and cognition of employees to the individual and thus affect the behavior. Through PIS, employees have increased awareness of self-concept and team concepts. More of TBW, the effect will improve the effort - accomplishment expectation, the intrinsic valence of effort and the intrinsic valence of goal accomplishment. Thereby motivate employees to implement more OCB.<sup>19</sup> Therefore, this paper argues that TBW is a key intermediary from PIS to mission performance and OCB.

#### **4 Conclusions**

This paper focuses on the theoretical logical relationship between the relevant constructs, tries to combine the social identity theory to analyse the relationship between the constructs, and puts forward a new theoretical model. In the future, the author will focus on the use of data on the model for testing and correction. The results of this paper have a very important theoretical and practical significance. On the one hand, this study can find the theoretical path from PIS to performance. On the other hand, it provides practical guidance for how to improve the performance of internal members and OCB in team management.

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