

A Review of the Perceived Insider Status

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Abstract: Perceived Insider Status (PIS) refers to the degree to which an employee perceives himself as an insider in a specific organization. It represents that employees have won a “personal space” and recognition in the organization. This paper mainly summarizes the existing research literature of PIS, systematically combs the existing research results from the definition, measurement, antecedents, outcomes and other aspects, and points out the existing problems and future research directions.

1. Introduction

Fei Xiaotong once mentioned in his book “local China” that “everyone is the center of the circle that his social influence pushes out.” Like the continuous halo on the surface of the water, it extends by itself and divides the relatives and strangers according to the distance from itself. Similarly, in an organization, not all people have the same level of relationship, and there are also “insiders” and “outsiders” in the organization. Stamper and Masterson found this phenomenon, and formally put forward the concept of perceived insider status (PIS), which also put forward a new perspective for improving employee performance, job satisfaction and organizational citizenship behavior^[1].

In addition, the concept of PIS is closely related to Chinese traditional culture. Chinese society has always been regarded as a collectivist society. Therefore, individuals with collectivist tendencies are willing to focus on the group's goals and sacrifice their own interests to achieve the organizational goals. When they are in trouble, they expect to be cared for and protected by other members of the group, therefore show a high level of loyalty to their group. In today's highly competitive society, it is a common problem that employees may encounter at any time to divert, cut off, dismiss and resign labor contracts. In this environment, one of the most important problems that managers are facing is how to make employees have a sense of work safety and a sense of belonging to the organization, so as to show a high level of work input. Therefore, how to improve the PIS of employees is an important problem that managers are facing. Therefore, it is of practical significance to study the PIS in Chinese context.

2. The Definition of Perceived Insider Status

Stamper and Masterson first proposed the concept of PIS, which refers to the individual's perception of himself as an internal member of a specific organization^[1]. The purpose of this concept is to explore effective strategies to stimulate employees' positive work attitude and work behavior from the way that individuals perceive that they are treated differently by organizations. Chen and Aryee proposed that individual's internal identity perception (the sense of the relationship between oneself and other members of the organization) is one of the important dimensions of individual self-concept^[2].

In this paper, by combing the relevant literature of PIS, we find that there is no great difference in the definition of its concept in the academic world. For example, Lapalme et al. followed the

concept of Stamper for research^[3]; Wang Yongyue et al.^[4], Chen and Aryee^[2] also followed the concept defined by Masterson and Stamper. Although there are some differences in expression, scholars generally believe that the core connotation of PIS is “the degree of individual perception of whether he or she is an internal member of the organization”.

Based on the comprehensive comparison of previous studies and the concept proposed by Stamper and Masterson, this paper believes that PIS is “the subjective perception of whether an individual is an internal member of an organization, which is different from the objective perception of an “insider” or “outsider”.

3. The Dimension and Measurement of Perceived Insider Status

At present, there are relatively few researches on the measurement of PIS at home and abroad. The representative achievements are the six item scale developed by Stamper and Masterson^[1], which has good applicability in Chinese context and is the first choice of empirical research on PIS. Domestic scholars (Wang Yongyue et al.^[4]; Wang Yanfei et al.^[5]) used this scale to study, and the results showed good reliability and validity.

3.1 Antecedents of Perceived Insider Status

There are a large number of theoretical and empirical studies in the field of behavioral science management to explore the impact mechanism of PIS. Stamper and Masterson also make empirical analysis on the antecedent variables of PIS, and then more scholars have done a lot of exploration. Based on previous studies, this paper combs the influencing factors of PIS, and finds that they can be roughly divided into two categories: individual factors and situational factors (see Table 1).

Table 1 Antecedents of Perceived Insider Status

Antecedents		Scholars and key findings
	Leader-member exchange relationship	Cui Yiyan ^[6] , the higher the quality of leader member exchange relationship is, the stronger the employees' PIS is and the less silent behavior is. Yang Xiao et al. ^[7] , the leader member exchange relationship had a positive impact on the PIS. Qian Shiru et al. ^[8] showed that the relationship between leader member exchange and employee voice was mediated by PIS, and organizational identity attractiveness significantly moderated the relationship between leader member exchange and PIS.
	Empower	Chen and Aryee ^[2] proposed that empower is positively correlated with PIS. Yin Jun et al. ^[9] believed that the PIS of employees was positively related to the authorized leadership behavior of supervisors.
	Job embeddedness	Wang Yanfei ^[5] found that job embeddedness regulates the mediating effect of organizational commitment on the relationship between PIS and innovation behavior.
	Diversity practice	Guerrero et al. ^[10] verified the positive correlation between diversity practice and insider identity recognition from the perspective of social identity theory.
Organizational level	Organizational justice	Armstrong Stassen and Schlosser ^[11] studied the impact of organizational justice perception on employees' PIS, showed that when employees feel fair in the process of human resource management, they will have PIS.
	Organizational support	Stamper and Masterton ^[1] found that organizational support can help employees form PIS. Liu Zhiqiang et al. ^[12] found that PIS plays an intermediary role between organizational support and employee innovation behavior.
	Human resource management	Guerrero et al. ^[10] found that human resource management has a positive impact on the level of PIS of employees, and this relationship also regulated by the leader employee exchange relationship. The higher the quality of the leader employee exchange relationship, the more significant the relationship between human resource management

		practice and PIS. Sun Hui and Chen Hong ^[13] found that the engagement of the new generation of employees is positively affected by human resource management practice and PIS, which plays a full intermediary role between them.
	Promotion opportunities	Liao Jianqiao et al. ^[14] showed that the lack of promotion opportunities can significantly reduce the level of internal motivation and PIS.

3.2 Outcomes of Perceived Insider Status

Through literature review, it can be seen that domestic and foreign research results on the outcomes of PIS are abundant, and scholars pay more attention to work attitude, work behavior and work performance (Table 2).

Table 2 Outcomes of Perceived Insider Status

Level	Scholars and key findings
Work attitude	Buonocore et al. ^[15] found that the work identity of temporary workers would be enhanced by the high level of PIS, thus having a positive impact on work satisfaction. Lapalme ^[3] shows that the PIS of agent employees in an organization have a positive effect on their affective organizational commitment. Li Zongbo et al. ^[16] shows that PIS can improve individual's job satisfaction. Knapp et al. ^[17] found in their study that job satisfaction was significantly positively affected by PIS, which was positively correlated with the retention intention of individuals in the organization. Armstrong-Stassen and Schlosser ^[11] showed that the PIS level was positively correlated with the retention intention of individuals in the organization.
Work behavior	Buonocore et al. ^[15] found that PIS positively affects the behavior of external roles. Wang Yanfei et al. ^[5] shows that PIS has a significant positive impact on organizational commitment and innovation behavior. Wang Yanfei and Zhou Lianghai ^[18] point out that job embedding influences organizational citizenship behavior through the complete intermediary role of PIS. Su Yi et al. ^[19] took the employees of Chinese enterprises as research samples, and confirmed that the PIS of employees has a positive impact on their innovation behavior. Wang Yanfei et al. ^[20] points out that emotional commitment and PIS have significant positive effects on voice behavior respectively. Wang Miaomiao and Zhang Jie ^[21] shows that PIS plays a partial mediating role in the positive relationship between real leaders and innovative behaviors of the new generation of employees.
Work performance	Yu Mingchuan et al. ^[22] pointed out that individuals with high level of PIS can produce work behavior and performance in line with organizational expectations. Liao Jianqiao et al. ^[14] , Yang Xiao et al. ^[7] all concluded through research that employee's PIS has a positive impact on employee performance. Tu Xingyong et al. ^[23] confirm that intra-role performance is positively influenced by PIS. Guo Shenghao and Xiao Mingzheng ^[24] suggest that PIS may promote work engagement and may also lead to laziness.

Based on the above studies on antecedents and outcomes of PIS conducted by domestic and foreign scholars, this paper divides antecedents into individual factors and situational factors, and divides the outcomes into three levels of work attitude, work behavior and work performance.

4. A Review of Perceived Insider Status

Since Stamper and Masterson proposed PIS, it has attracted extensive attention in academic circles and achieved fruitful research results. However, there are still some problems to be further explored in this field.

Firstly, the dimensions of PIS need to be further enriched. The empirical research of Stamper and Masterson shows that the single dimension structure of perceived insider status cannot fully cover all aspects. In addition, the connotation of PIS with Chinese characteristics may exist in the Context of Chinese culture. Therefore, future research can further explore other possible dimensions of PIS.

Secondly, when sorting out the antecedents of PIS, this paper finds that most of the studies focus

on exploring positive influencing factors, while the exploration of negative organizational situations (such as workplace incivility) is relatively less. In addition, organizational factors such as organizational reputation, organizational social responsibility and organizational culture may also be antecedents of PIS. The influence of the above factors can be considered in future studies to further enrich the research results in this field.

Finally, the outcomes of PIS need to be further explored. Previous studies mainly focused on the individual level, but future studies can extend the research perspective to the group and organization level to explore the cross-hierarchy effect of PIS on the team and organization, so as to further enrich the study of outcomes in this field.

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