

Comparative Study on Relationship between Organizational Identification and Work Performance based on Employee Identity Difference

Yan Biao-bin^a, Pan Li and Chen Xue-ying

School of Management, Guangdong University of Foreign Studies, Guangzhou 510006, Guangzhou

^aEmail: y-bb2000@163.com

Abstract—Relationship between employee organizational identification and work performance is an important issue for both management scholars and practitioners. Whether the relationship will be influenced by employee identity difference? From the perspective of employment mode, the paper explores relationship between organizational identification and work performance in the context of two kinds of employment identity (typical employment and atypical employment) and three kinds of employment type (knowledge-based employment, work-based employment and contract-based employment). The results show that: (1) Organizational identification has a significantly positive impact on task performance and relationship performance, and its impact on relationship performance is greater than that on task performance; (2) Organizational identification of typical employee has a greater impact in size and a richer impact in path on work performance than that of atypical employee; (3) There are differences in size and path of impact of employee organizational identification on work performance among three kinds of employment type (knowledge-based employment, work-based employment and contract-based employment).

Index Terms—employee identity difference; organizational identification; work performance; comparative study

I. INTRODUCTION

In recent years, in order to improve effectiveness of human resources, reduce cost of human resources, improve organizational flexibility, and thus enhance competitiveness of organization, more and more enterprises have adopted multiple employment mode, including typical employment and atypical employment. Typical employment refers to a form of employment that employee in a fixed place (usually provided by employer) is engaged in full-time, stable and continuous work. And employment relationship between the two sides protected by law, will not be interrupted at will. Atypical employment refers to a form of contract employment that enterprise lacks direct management and control, lacks clear employer, or involves third-party organization [1]. In China, due to the influence of social and economic transformation, imperfect labor market mechanism and legal system, coexistence of dual-track system and other factors, there are still obvious differences between typical

employee (formal employee) and atypical employee (informal employee) in terms of interest, development, personal security and so on. Differences are manifested by unsuitable job matching, unequal pay for equal work, difficult conversion of temporary employee identity and so on. This not only leads to inevitable contradiction between typical employee and atypical employee, but also tends to lead to differences in cognition, affection, behavior and many other aspects of staff performance [2].

In the research field of organizational behavior, relationship between organizational identification and work performance has always been an important research topic. Most scholars point out that organizational identification as a kind of psychological resource has an important influence on employee's cognition, affection and behavior. It also plays an important role in influencing work performance. Some scholars point out that employees' behavior is influenced by how they define their identity in organization [3]. Therefore, we have reasons to speculate that employee identity difference will have a certain impact on the relationship between organizational identification and work performance.

Are there significant differences in the relationship between employee organizational identification and work performance in different employee identity? Are these differences in size of action or in mechanism of action? Answers to these questions can enrich research results in the fields of organizational behavior, labor relation, human resource management and so on. They can also provide some references for management research of employee identity difference. Obviously, the study has significantly theoretical and practical value.

II. THEORY AND TYPOTHESIS

Organizational Identification and Work Performance

Organizational identification refers to the consistency between member and organization in behavior and concept, and the member's conscientious, responsible behavior in organizational activity [4]. Organizational identification is a psychological reflection of relationship between member and organization. It is influenced by social identification theory, self-classification theory,

social exchange and social capital theory, role theory and other theories.

Previous research on work performance has three main points of view: First, regard work performance as a result; Second, regard work performance as a behavior; Third, regard work performance as a value which employee's characteristic and ability bring to organization [5]. Among them, the first view is more popular that work performance is a result of specific action and function in a specific period of time. Broadly speaking, it includes three levels: Organizational performance, Team performance and Personal performance. The presentation of work performance is mainly influenced by social exchange theory.

Social exchange theory holds that there is an exchange relationship between member and organization, with a principle of reciprocity. Employee with high organizational identification is more likely to have positive cognitive and affective experience of organization, more likely to show positive work attitude and behavior, more willing to show support for organization and make decision in keeping with the goal of enterprise. These positive performances will ultimately improve work performance. Accordingly, we have made following hypothesis:

Hypothesis 1: There is a significantly positive correlation between employee organizational identification and work performance.

Multiple employment, organizational identification and work performance

Multiple employment of Chinese enterprise has been promoted rapidly. Its multiple employment relationship not only concentrates general problems in various stages in the West (such as protection of employee's rights and interests, unequal treatment and so on), but also coexists with special problems in Chinese condition (such as identity discrimination, segregation management and so on), with a symbiotic trend of problems. Some scholars have found that there is a widespread problem on employment discrimination in atypical employment organization. The discrimination can be divided into two types: One is typical employee discriminating against atypical employee, which is manifested by typical employee easily resisting, rejecting, slandering and even discriminating against atypical employee. Boyce et al have found that in light industrial enterprises, about 20% of atypical employees have been discriminated against in varying degrees, including those engaged in professional work. Second, management members discriminate against atypical employees by ignoring their input in skills training, career planning, salary, welfare, and social security.

Some scholars point out that employees' behavior is influenced by how they define their identity in organization [3]. Their research confirms the inference that dual organizational identity cognition (such as "face", "identity gap" and so on) of dispatched employees in Chinese condition has an important impact on their organizational identification. Social comparison theory can explain the view. The theory holds that in a same

organization, typical employee and atypical employee will compare with each other, the results of comparison will have an important impact on their cognition, affection, behavior and so on. Self-classification theory can also support for it. According to the theory, individuals establish self-awareness by classifying themselves as a social group and preserve it in their self-concept. Self-concept divides oneself into many levels, and different levels use different social cues. Correspondingly, different social cues cause individuals to identify themselves at different levels. Accordingly, we have made following hypotheses:

Hypothesis 2a: Employee with different employment identity has different size of relationship between organizational identification and work performance.

Hypothesis 2b: Employee with different employment identity has different path of relationship between organizational identification and work performance.

In the past, in addition to differing employee into typical employee and atypical employee, many useful explorations have been made on employee identity. For example, the flexible firm model divides employee into three types: Core employee, Marginal employee and External employee; And the shamrock organization theory divides employee into three types: Core professional (Technician and Manager), Expert with special skills and Temporary contractor; While the enterprise employment model divides employee into four types: Knowledge-based employee, Work-based employee, Contract-based employee and Cooperation-based employee. We believe that employee type is another form of employee identity, which also has an impact on the relationship between organizational identification and work performance. Accordingly, we have made following hypotheses:

Hypothesis 3a: Employee with different employment type has different size of relationship between organizational identification and work performance.

Hypothesis 3b: Employee with different employment type has different path of relationship between organizational identification and work performance.

III. RESEARCH METHODS AND PROCEDURES

A. *Subjects of Study*

A number of state-owned enterprises and private enterprises in the Pearl River Delta of Guangdong Province are selected for field investigation. Through assistance of human resource department of the enterprises, traditional pen and paper questionnaire method is adopted to collect questionnaires. The investigation lasts for three months. 450 questionnaires are sent out in total, and 437 valid questionnaires are collected, with an effective rate of 97.1%.

B. *Research Tools*

Personal organizational identification scale designed by Dick (2004) and revised by Zhan Shan-shan [6] is adopted in organizational identification. The scale is divided into three dimensions, including cognition, affection and behavior, consisting of 14 items. The scale

is based on 5-point scoring method of Likert. In the investigation, the α coefficients of cognition, affection and behavior are 0.648, 0.862 and 0.803 respectively, and the α coefficient of total table is 0.895.

Work performance scale designed by Borman and Motowidlo (1993) and revised by Zhao Wen-lu [7] is adopted in work performance. The scale is divided into two dimensions, including task performance and relationship performance, consisting of 12 items. The scale is based on 5-point scoring method of Likert. In the investigation, the α coefficients of task performance and relationship performance are 0.842 and 0.838 respectively, and the α coefficient of total table is 0.901.

Employment identity and type, contract signing method and other issues are included, and gender, marital status, educational level, working life and other demographic variables are investigated in the questionnaire. After all the data collected, SPSS22.0 is used for statistical analysis.

IV. RESEARCH FINDINGS

A. Common Method Deviation Test

We should standardize evaluation procedure to prevent occurrence of common method deviation. In addition, Harman single factor test is adopted with SPSS to confirm size of influence of common method deviation on the study. Organizational identification and work performance are put into a exploratory factor analysis to test non-rotation factors. The results show that eight factors with characteristic roots are greater than 1 and explanation rate of variance of the first common factor is only 27.73%, not exceeding 40%. Therefore, influence of common method deviation on the study can be ignored.

B. Description of Basic Condition in Demographic Variable

In the study, essential information of sample is as follows: Gender: 201 males and 236 females; Marital status: 230 unmarried people, 200 married people, 7 divorced or widowed people; Educational level: 150 junior college and below people, 249 undergraduate students, 38 graduate students; Working life: 52 people under 2 years, 278 people in 2–5 years, 70 people in 6–10 years, 37 people in more than 10 years; Contract period: 90 people without a fixed term, 98 people for 1 year, 199 people for 2–4 years, 50 people for more than 5 years; Employment type: 122 people in knowledge-based employment, 171 people in work-based employment, 133 people in contract-based employment and 11 people in cooperation-based employment.

C. Correlation Analysis between Organizational Identification and Work Performance

In order to test hypothesis 1, we first analyze the correlation between organizational identification and work performance. The results show that there is a moderate positive correlation between the two at both overall level and dimensional level (Table 1).

D. Regression Analysis between Organizational Identification and Work Performance

Take cognition, affection and behavior of organizational identification as independent variables, and take task performance and relationship performance of work performance as dependent variables. The results of regression analysis are as follows (Table 2). From the table, we can find that behavior of organizational identification has a significant impact on task performance, which can explain 40% of variation; While affection and behavior of organizational identification simultaneously reach a significant level in relationship performance, which can explain 54.9% of variation.

TABLE 1. CORRELATION ANALYSIS BETWEEN ORGANIZATIONAL IDENTIFICATION AND WORK PERFORMANCE

	1	2	3	4	5	6	7
1 Organizational identification cognition	1						
2 Organizational identification affection	0.628**	1					
3 Organizational identification behavior	0.382**	0.630**	1				
4 Task performance	0.320**	0.499**	0.629**	1			
5 Relationship performance	0.366**	0.662**	0.683**	0.723**	1		
6 Total score of organizational identification	0.824**	0.901**	0.778**	0.565**	0.671**	1	
7 Total score of work performance	0.371**	0.628**	0.707**	0.924**	0.932**	0.667**	1

** : Significant correlation (double tail) at 0.01 level.

E. Regression Analysis between Organizational Identification and Work Performance in Different Employment Identity

Take whether employee signs full-time working labor contract with enterprise as a standard of division, employee in the study divided into typical employee and atypical employee. The number of them are 90 and 347

respectively. On the basis, we analyze two samples respectively, taking cognition, affection and behavior of organizational identification as independent variables, taking task performance and relationship performance of work performance as dependent variables. The results of regression analysis are as follows (Tables 3 and 4).

TABLE 2. REGRESSION ANALYSIS BETWEEN ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F

Constant	1.489	5.739	0.000	0.400	30.538	0.999	4.196	0.000	0.549	82.016
Cognition	0.022	0.258	0.797			-0.072	-0.963	0.337		
Affection	0.157	1.529	0.1290			0.431	4.846	0.000		
Behavior	0.522	6.030	0.000			0.439	5.855	0.000		

TABLE 3. REGRESSION ANALYSIS BETWEEN TYPICAL EMPLOYEE ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F
Constant	1.089	3.515	0.001	.467	29.340	0.525	1.843	0.068	0.623	81.025
Cognition	0.067	0.727	0.469			-0.039	-0.503	0.616		
Affection	0.178	1.650	0.102			0.496	5.441	0.000		
Behavior	0.545	5.926	0.000			0.416	5.362	0.000		

TABLE 4. REGRESSION ANALYSIS BETWEEN TYPICAL EMPLOYEE ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F
Constant	2.348	5.061	0.000	0.185	4.970	1.947	5.323	0.000	0.377	11.596
Cognition	0.083	0.367	0.716			0.098	0.496	0.623		
Affection	0.417	1.845	0.074			0.098	0.496	0.623		
Behavior	0.348	5.061	0.000			0.567	2.870	0.007		

From Tables 3 and 4, we can find that both typical employee and atypical employee’s task performance is affected by behavior of organizational identification. The explanatory rates are 47.6% and 18.5% respectively. The former is significantly higher than the latter in size of influence. While there are differences in path of influence of relationship performance: Typical employee is affected by affection and behavior of organizational identification, the explanatory rate is 63.2%; A typical employee is affected by behavior of organizational identification, the explanatory rate is 37.7%. In a short, organizational identification of typical employee has a greater impact in size and a richer impact in path on work performance than that of atypical employee.

F. Regression Analysis between Organizational Identification and Work Performance in Different Employment Type

In order to further explore the impact of different employment type on relationship between organizational identification and work performance, we take cognition, affection and behavior of organizational identification in three kinds of employee type (122 knowledge-based

employees, 171 work-based employees and 133 contract-based employees) as independent variables, and take their work performance as dependent variables. The results of regression analysis are as follows (Tables 5–7). Sample of cooperation-based employee (11 people) is too small to be analyzed. From these tables, we can find that there are differences in the size and path of impact of organizational identification on work performance in different employment type. Specifically, knowledge-based employee and work-based employee’s task performance are affected by behavior of organizational identification, the explanatory rates are 57.1% and 38.6% respectively. While their relationship performance is affected by affection and behavior of organizational identification, the explanatory rates are 65.2% and 43.5% respectively. The influence of organizational identification on contract-based employee’s task performance is not significant, but its relationship performance is affected by affection and behavior of organizational identification, the explanatory rate is 65.8%.

TABLE 5. REGRESSION ANALYSIS BETWEEN KNOWLEDGE-BASED EMPLOYEE ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F
Constant	0.492	1.071	0.291	0.571	20.11	0.184	0.436	0.665	0.652	27.846
Cognition	0.166	1.013	0.317			-0.098	-0.665	0.510		
Affection	0.110	0.622	0.537			0.547	3.438	0.001		
Behavior	0.577	4.241	0.000			0.433	3.527	0.001		

TABLE 6. REGRESSION ANALYSIS BETWEEN WORK-BASED EMPLOYEE ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F
Constant	1.669	3.969	0.000	0.386	16.999	1.035	2.352	0.023	0.435	20.655
Cognition	0.196	1.013	0.567			-0.076	-0.645	0.557		
Affection	-0.019	-0.149	0.882			0.282	2.281	0.027		
Behavior	0.650	5.045	0.000			0.485	3.928	0.000		

TABLE 7. REGRESSION ANALYSIS BETWEEN CONTRACT-BASED EMPLOYEE ORGANIZATIONAL IDENTIFICATION DIMENSIONS AND TASK PERFORMANCE

	Task performance (dependent variable)					Relationship performance (dependent variable)				
	β	T	Sig.	Adjustment of R^2	F	β	T	Sig.	Adjustment of R^2	F
Constant	2.019	4.605	0.000	0.264	7.292	0.937	2.893	0.007	0.658	34.629
Cognition	0.043	0.388	0.616			0.058	0.468	0.653		
Affection	0.324	1.847	0.074			0.465	3.884	0.000		
Behavior	0.302	1.719	0.095			0.466	3.888	0.000		

V. DISCUSSION AND CONCLUSION

At present, most of studies on the impact of multiple employment on employee mainly discuss the impact of employment relationship changes on atypical employee’s psychology and behavior. The study focuses on whether employment relationship differences also affect employee’s psychology and behavior?

Firstly, the study finds that there is a moderate positive correlation between organizational identification and work performance at both overall level and dimensional (task performance and relationship performance) level. Hypothesis 1 has been verified. Task performance is an employee inner-role performance, which is work behavior that employee should complete and work result that employee should get; Relationship performance is an employee extra-role behavior, which is behavior and result for other motivations or needs outside employee role. The result coincides with many previous views of scholars [8, 9]. For example, Xu Hong-jun thinks that high organizational identification has a significant impact on both employee attitude and behavior, such as employee attitude and effectiveness. It will also increase the effect of promotion or prohibition of other aspects in organization development; Other scholars believe that different employment relationship have different effect on employee’s affection [10]. Secondly, the study finds that when employee is divided into typical employee and atypical employee, there are differences in the relationship between organizational identification and work performance: Organizational identification of typical employee has a greater impact in size and a richer impact in path on work performance than that of atypical employee. Hypothesis 2 has been verified. We believe that the result is not difficult to explain. Employee divided into typical employee and atypical employee will lead to significant differences between employee and enterprise in duration of contract, responsibility commitment, unity of interest, labor and capital and other aspects. It will also lead to different investment employer provide for employee in two different ways. Employment discrimination caused by these differences may lead to typical employee’s negative organizational identification and negative work performance [11]. Social identification theory can explain it effectively. The theory holds that when a person has perceived consistency between individual and group, and consequently has identification, his behavior will remove personalization. He will always take the goal, value and mission of organization as the standard of his work, and consciously carry out employee extra-role behavior which is beneficial to enterprise. Obviously,

there are differences between typical employee and atypical employee in organizational identification, which is not difficult to get result of the study.

We can also speculate that typical employees having same degree of organizational identification with atypical employees can more actively understand culture and idea of organization, more able to maintain a high degree of work enthusiasm and teamwork spirit in work, more willing to take organizational goal as their own objective of struggle, thereby improving overall work performance of organization. While work performance of atypical employee is influenced by other factors except organizational identification [12].

Thirdly, the study also finds that there are differences in size and path of impact of employee organizational identification on work performance among three kinds of employment type (knowledge-based employment, work-based employment and contract-based employment). Hypothesis 3 has been verified. Comparing three kinds of employment type, task performance of contract-based employee is affected not only by behavior of organizational identification, but also by affection of organizational identification; Ranking from high to low in impact of organizational identification on task performance is knowledge-based employee, work-based employee and contract-based employee in different employment type. And relationship performance of knowledge-based employee and contract-based employee are closely and highly influenced by organizational identification, while work-based employee is lower than them.

Knowledge-based employment, work-based employment and contract-based employment are the types of employment pattern proposed by Lepak and Snell (1999, 2002) from the perspective of enterprise strategic development according to the dual difficulty of “Human capital uniqueness” and “Human capital value”. Knowledge-based employment refers to the way to continuously strengthen training and developing employee’s knowledge, technology and ability [13]. Work-based employee refers to employee who can be quickly acquired from labor market and has certain specialized skills, which is in common use in enterprise. Contract-based employee’s uniqueness and value are relatively low for enterprise. The employment type generally refers to the way to contract with external employees and assigning them to work in a limited scope, for a limited purpose and for a certain period of time. Obviously, due to differences of uniqueness and value, employees receive different formal and informal attention in different employment type, which will undoubtedly affect differences of relationship between their behavior and attitude [14].

Main conclusions of the study are as follows: (1) Organizational identification has a significantly positive impact on task performance and relationship performance, and its impact on relationship performance is greater than that on task performance; (2) Organizational identification of typical employee has a greater impact in size and a richer impact in path on work performance than that of atypical employee; (3) There are differences in size and path of impact of employee organizational identification on work performance among three kinds of employment type (knowledge-based employment, work-based employment and contract-based employment).

ACKNOWLEDGMENT

This work was supported by the National Social Science Foundation of China (CN) (14BGL079)

REFERENCES

- [1] P. Cappelli and J. R. Keller, "Classifying work in the new economy," *Academy of Management Review*, pp. 575–596, 2013.
- [2] Zhao Bin, Fu Qing-feng, and Cai Bing-xin, "Review of research on multiple employment of human resources in enterprise," *Economic Review*, pp. 119–121, 2012.
- [3] Jiang Jian-wu and Zhao Shan, "Research on dynamic development of organizational identification of labor dispatch staff: Influence of face and identity," *Journal of Management*, vol. 11, p. 541, 2014.
- [4] Wei Jun, Chen Zhong-yuan, and Zhang Mian, "Principal theories, measurement and relevant variables of organizational identification," *Advances in Psychological Science*, pp. 948–955, 2007.
- [5] Chen Xue-jun and Wang Chong-ming, "New research development in performance modeling," *Psychological Science*, vol. 24, pp. 737–738, 2001.
- [6] Zhan Shan-shan, *Study on relationship among subjective happiness, organizational identification and work performance of new generation employee*. Wuhan: Huazhong Normal University, 2011.
- [7] Zhao Wen-lu, *Study on relationship among employee satisfaction, organizational commitment and employee work performance*. Beijing: Tsinghua University, 2012.
- [8] Jiang Hong and Liu Bin, "Relationship between organizational identification and work performance of college teachers," *Research on Economics and Management*, pp. 75–81, 2015.
- [9] Shi Hong-yan, "Study on relationship between employee organizational identification and relationship performance," *Human Resource Development*, pp. 63–64, 2015.
- [10] Zhang Xuan and Long Li-rong, "Influence of mutual-investment employment relationship on emotional exhaustion: The mediating effect of obsessive passion and the moderating effect of power distance orientation," *Forecast*, vol. 36, pp. 1–7, 2017.
- [11] Liu Xing and Li Xin-jian, "Employment-status-based faultlines in diverse employment work groups and their activating factors: A grounded theory exploration," *Journal of Management*, pp. 1001–1011, 2015.
- [12] Sun Mei-jia and Li Xin-jian, "Strategic choice for multiple employment and flexible allocation of human resources," *Leadership Science*, pp. 43–45, 2017.
- [13] Zhang Na, "Research on employment relationship matching model of knowledge-based employee based on the two-way views of employee and enterprise," *Science and Technology Management Research*, pp. 165–168, 2012.
- [14] Li Xiu-jie, "Review of relationship among employee identity perception, organizational identification and work performance," *Management and Administration*, pp. 44–48, 2017.

Yan Biaobin is living in Guangzhou who was born in September, 1976. He got the PhD in Psychology from South China Normal University in 2008. In 2014, he became a professor in Management of School from Guangdong University of Foreign Studies. His research interest including Human Resource Management as well as Organization Behavior.

Pan Li is a college student in Guangdong University of Foreign Studies and majors in Human Resource Management.

Chen Xueying is a postgraduate in Guangdong University of Foreign Studies and majors in Human Resource Management.