

A Review of the Influence of Organizational Identity on Employee Performance

Yingying Lu*

School of Economics and Management, Nanjing University of Science and Technology, Nanjing, China

*Corresponding author: lyy280294@163.com

Abstract. Modern enterprises pay more and more attention to employees' sense of organizational identity. Employees with high organizational identity may be more inclined to show their recognition of all aspects of the organization, make all kinds of behaviors beneficial to the organization, and make decisions consistent with organizational goals. From the perspective of research, the overall performance can be divided into organizational performance and employee performance, and the quality of employees' job performance has a particularly great impact on organizational performance. In order to improve the overall performance of enterprises, we must first improve employees' job performance. Internal identity perception is that employees perceive whether they are part of the organization, whether they are accepted by the organization, and what kind of development space they get in the organization. For employees' different degrees of organizational identification with the enterprise, employees form different behaviors based on different perceptions, which in turn affects employees' job performance. Based on the literature review and combing, the purpose of this study is to study the influence of organizational identity on employees' job performance and the moderating effect of insider identity perception on them, so as to clarify the relationship among them.

Keywords: Organizational identity; Internal identity perception; Employee performance.

1. Introduction

1.1 Background

For modern enterprises, the market competition is becoming more and more fierce. The ultimate goal of enterprises is to maximize profits, and employees in enterprises are the ultimate practitioners. To maximize profits, we should pay attention to the human factors in organizations. Including organizational performance and personal performance, organizational performance is accumulated by personal performance. Therefore, to improve organizational performance, we must first improve the personal job performance of employees. Through reading and sorting out a large number of literatures, this study found that organizational identity has a certain degree of influence on employees' job performance. Organizational identity shows that organizational members are consistent with their own organizations in terms of psychology and behavior. Employees with high organizational identity are more inclined to show their feelings of support for the organization and make decisions consistent with the goals of the enterprise. Studies have pointed out that in organizational groups, employees with a high sense of identity are more willing to cooperate with their own organizations, and their teamwork is better. Employees are more recognized by the organization, and employees will have more obvious civic behavior and better job performance (Dukerich, 2002) [1]. Generally speaking, there is a certain relationship between organizational identity and job performance. If employees feel that they have found their own belonging and dependence in the organization, they will accept everything of the organization with a positive attitude, regard themselves as a member of the organization, and the interests of the organization are their own interests. If they work hard, employees will strive hard to achieve organizational goals. While the organization develops, they will also improve and develop to some extent, thus promoting the improvement of personal performance.

From the perspective of leader-member exchange theory and social exchange theory, organizations generally tend to divide employees into "insiders" and "outsiders" due to the limited time, resources and energy. For "insiders", the organization will spend more energy, time, resources and benefits; For

"outsiders", the organization will invest less resources and opportunities. When employees get more support and resources from the organization, they will classify themselves as insiders of the organization. When employees get fewer opportunities and promotions from the organization, they will classify themselves as outsiders of the organization. When employees classify themselves as insiders, that is, they form the perception of insiders' identity. Based on the inducement-contribution theory, employees will feel that they belong to this organization, and they will also identify with this organization, so that they will take on their own responsibilities more actively, and then improve their work performance as a reward to the organization. Therefore, on the basis that insider's identity perception may regulate and influence employees' various job performances and employees' own behaviors, this study introduces insider's identity perception as a regulating variable into the study of the influence of organizational identity on employees' job performance.

Based on the literature review and analysis of the present situation of modern enterprises, this study takes employees as the research object, and combines organizational identity, insider identity perception and employee job performance to study the influence of organizational identity on employee job performance and the moderating effect of insider identity perception on employee job performance.

1.2 Purposes

At present, enterprises pay more and more attention to the management of employees, and the ultimate goal of enterprises is to maximize profits. The performance of employees and the performance of organizations together constitute the overall performance of enterprises. The mutual accumulation of employees' personal performance constitutes the performance of the organization, so in order to improve the performance of the enterprise, we should first improve employees' job performance. In order to improve employees' job performance, we should explore the influencing factors of employees' job performance, among which employees' cognition, attitude and behavior to the organization and employees' internal identity perception must not be ignored. Through reading the previous related research theories, this study tries to study the influence of organizational cognition, emotional closeness, positive evaluation and independent behavior on employee's task performance and employee relationship performance, and the moderating effect of insider's identity perception in the process of the influence of four dimensions of organizational identity on employee's job performance, so as to improve the research of insider's identity perception, organizational identity and job performance and enrich the existing theoretical research, and provide feasible suggestions and measures for enterprises to improve employee's job performance.

2. Innovation Points

Based on the perspective of employee self-perception, this paper studies the influence of organizational identity on employee's job performance. In the past, the influencing factors of employees' job performance were mainly reflected in their own abilities, skills, material rewards and so on. Few people paid attention to employees' inner emotions and cognition, but the influence of employees' inner perception can't be underestimated. Therefore, based on leader-member exchange theory, social exchange theory and self-classification theory, this study explored the influence of internal identity perception on organizational identity and employees' job performance from the perspective of employees' inner perception.

To study the role of insider's identity perception as a moderating variable between organizational identity and employees' job performance. In the past, scholars seldom studied the influence of insider's identity perception on employees' job performance. Even though some scholars have done relevant research, they generally regard insider's identity perception as an intermediary variable between an individual or organizational variable and employees' job performance. This study defines insider's identity perception as a regulating variable between organizational identity and employees' job performance, which makes the process of organizational identity's influence on employees' job

performance clearer and more specific, and makes us know more clearly what kind of influence process between organizational identity and employees' job performance is.

According to the limited literature, there is no research that combines insider's identity perception, organizational identity and job performance. This research combines insider's identity perception, organizational identity and employee's job performance, which enriches the existing research both in theory and in practice.

3. Theoretical Basis

3.1 Social Exchange Theory

Social exchange theory uses the theories of economics, sociology and psychology to study all kinds of human behaviors, and this research is carried out from a micro perspective (Holmens, 1958) [2]. On the relationship between employees and organizations, many scholars use the concepts of insiders and outsiders to study, and the more important idea is to discuss the relationship between employees and organizations based on social exchange theory. The source of the social exchange theory between employees and organizations is the theory of organizational balance (Banard, 1938) [3]. The theory of organizational balance points out that a very important factor that determines whether the organization can exist for a long time is whether the internal and external aspects of the organization are balanced. In an organization, how much employees will pay to the organization is determined by how much welfare, reward, recognition and other resources the organization will provide to them. That is to say, in order to make employees have the willingness to cooperate with the organization, improve their recognition of the organization and improve their work performance, the incentives provided by the organization, that is, the measures that can stimulate employees' motivation and meet their individual needs and are beneficial to employees, should be greater than or equal to the rewards made by employees to the organization. Incentive-contribution theory just explains the social exchange relationship between employees and organizations, and points out that an organization's incentives for employees are mainly reflected in two aspects (March & Simon, 1958) [4]. One aspect is remuneration, welfare, bonus, allowance, etc., which is the inducement of economic direction; On the other hand, recognition, praise, promotion, etc. are the inducements of non-economic direction. In exchange for these, employees will use their personal performance, loyalty, work devotion and other rewards as social exchange for the organization.

3.2 Self-classification Theory

In the middle and late 1980s, Turner et al. [5] put forward the theory of self-categorization, which was based on Tajfel's social identity theory [6]. In the theory of self-categorization, the main object of concern is the group, and this group has been psychological among individuals. He pointed out that self-classification is actually a process in which individuals are distinguished from others. After individuals psychologically treat the group, the important power source of this differentiation process is that employees feel their own value in the group, and employees also have positive feelings towards the organization.

Self-concept in self-classification theory refers to employees' own perception of all aspects of themselves. Individuals will make comparisons among groups, mainly to perceive the difference between themselves of the inner group members and themselves of the outer group members, and decide whether to regard themselves as external members or internal members according to this perception result. In the process of employees dividing themselves into insiders or outsiders, a very important influencing factor is that employees perceive the similarities within the group and the differences between the outside groups, so that they can find their own position and define themselves as insiders or outsiders. Through self-classification of employees' self-identity, when employees classify themselves as internal members of an organization, on the one hand, they will accept and identify with the organization; on the other hand, self-classification will help employees know how to do things, as well as how members of the organization do things, etc., which will help employees

perceive and implement actions.

3.3 Leader-member Exchange Theory

Leader-member exchange theory was first put forward by Grean and Dansereau [7] in 1972. The main objects of leader exchange are leaders and subordinate employees, which are mainly used to measure whether the relationship between leaders and subordinates is good or bad. It may be because the resources provided by the organization are limited, the leader's time and energy are limited, and each employee's own preferences are also different, which will lead to the existence of different quality relationships between the organization and subordinates, while the leader will classify the subordinates into "insiders" and "outsiders" according to the quality of this relationship, and at the same time, he will manage these two kinds of people differently. Generally speaking, leaders prefer to establish a high-quality exchange relationship with employees with strong working ability, similar personality and similar work experience. The main contents of this exchange relationship are trust, encouragement and respect. In the high-quality exchange relationship, "insiders" get more information, power, resources and rewards, and leaders will provide more interest-supporting behaviors (such as promotion, training and authorization, etc.). But also, because they have gained more benefits, they have to pay more in return for their own organization. For employees outside this circle, the relationship between them and their own leaders is very basic and low-level. This relationship is a simple relationship between their superiors and subordinates. The exchange between them is mainly based on economic exchange. Leaders pay little attention to this type of employees and provide them with little support, so employees may get very few resources and opportunities.

3.4 Social Identity Theory

Tajfel & Turner (1979) [6] put forward the social identity theory systematically. Turner (1985) [5] put forward the concept of self-classification on the basis of social identity theory, which made the research of social identity more in-depth and concrete. Ashforth & Blake (2002) [8] pointed out that social identity theory actually means that individuals in a society belong to a social category. When individuals belong to a certain social category, individuals will regard the characteristics of that social category as their own characteristics, and this process will be promoted by individuals' psychology of feeling that they belong to that social category. Social identity means that when a person belongs to a certain social category, the individual will act according to the characteristics of the social category to which he belongs, and at the same time regard this characteristic as his own. Tajfel (1979) [6] pointed out that an individual's understanding and positive evaluation of a certain social group to which he belongs, as well as his emotional dependence on this social group and the series of self-cognition that he feels valuable as a member of this group are important sources of social identity. According to the social identity theory, everyone has the need to join a social group and want to be a member of that social group, because when people live in a group, people can have the company of friends and gain stability, have their own dignity, and gradually form and develop their own thoughts. The deeper psychological activities of individuals require people to gradually strengthen and improve themselves in group life, so individuals will choose to join organizations.

4. Research Status

4.1 Internal Identity Perception

4.1.1 Concept

Stamper & Masterson (2002) [9] first put forward the concept of insider's identity perception, which is mainly a method to improve employees' job performance and stimulate employees' positive attitude and behavior, and this starts from the way employees feel that organizations treat them differently (insiders or outsiders). Internal identity perception is mainly to express employees' sense of belonging to the organization. On the basis of social exchange theory, they compared the "insiders"

and "outsiders" of the organization. The organization will provide more welfare remuneration, promotion opportunities and training for the insiders, but few sources and opportunities for the outsiders. On the basis of the inducement-contribution theory (March & Simon, 1958) [4], Stamper and Masterson think that for insiders, they have many resources and opportunities provided by the organization, and they will feel that they are very important and valuable to the organization; For those outside employees who get less resources and opportunities, they will feel that they are unimportant. Therefore, these insiders who get more resources and opportunities from the organization will form a strong sense of belonging to the organization, and they will feel strongly that they belong to the organization, that is, they will form a strong sense of insider identity proposed by Stamper and Masterson.

Chen & Aryee (2007) [10] defined insider identity perception as how an individual feels about his relationship with other members of the organization, which played an important role in employees' self-cognition. Relevant studies in Chinese culture also agree with this view. Wang Lin et al. (2009) [11] think that the internal identity cognition of Chinese family business employees is generally more reflected in employees' cognition of their own identity. Yin Jun et al. (2012) [12] pointed out that insider's identity perception is the employee's perception of the owner of the organization or the membership of the inner group. In addition, Marie et al. (2009) [13] discussed the concept of insider's identity perception, which is from the perspective of socialization. They think that insider's identity perception is a very important outcome variable, and the research object of this outcome variable is the socialization of new employees. On the other hand, insider's identity perception is also how individuals feel their contribution to the organization.

4.1.2 Dimension and measurement

The empirical research of Stamper & Masterson (2002) [9] shows that insider's identity perception is single dimension variable, and the research results show that the reliability and validity of the measurement scale used in this research are relatively good. In addition, according to the available literature, no other research has been found on this subject. In view of this, this study defines insider's identity perception as a single dimension variable.

In this study, the dimensions and measurements of insider's identity perception are summarized in Table 1 below:

Table 1. Overview of dimensions and measurements of internal identity perception

Dimensions	Year of researcher	Scale name
Single dimension	Stamper & Masterso (2002)	Internal Identity Perception Scale (6 items)
Single dimension	Chen & Aryee (2007)	Chinese version of internal identity perception scale (6 items)
Single dimension	Wang et al. (2009)	Chinese version of internal identity perception scale (6 items)

As can be seen from the above table 1, scholars at home and abroad have done little research on insider's identity perception. On the dimension division of insider's identity perception, researchers generally divide it into single dimension according to Stamper and Masterson's point of view. As for the measurement of insider's identity perception, Stamper & Masterson (2002) [9] compiled a questionnaire of insider's identity perception, which consists of six items. In this study, the results show that the reliability and validity of the questionnaire are relatively good. This scale has been verified by many foreign researches on insider's identity perception, and many related researches under the Chinese cultural background have also adopted its developed insider's identity perception scale. For example, Chen & Aryee (2007) translated the Internal Identity Perception Scale, and got the Chinese version of the Internal Identity Perception Scale. At the same time, it also verified that the scale is also applicable in Chinese cultural context. The results show that the reliability of the scale is relatively good (the reliability coefficient is 0.87). Lin et al. (2009) reached the same conclusion (the reliability coefficient α is 0.84). This research is aimed at 21 Chinese family enterprises in China. Up to now, many domestic and foreign scholars' questionnaires about insider's identity perception generally adopt the scale of insider's identity perception developed by Stamper &

Masterson (2002).

4.2 Organizational Identification

4.2.1 Concept

On the research of organizational identity, March and Simon put forward the idea of organizational identity for the first time in 1958, and later researchers have done a lot of research on organizational identity from different angles. Mael and Ashforth's research [14] on organizational identity is relatively systematic and mature. They are the first researchers to use the knowledge of organizational psychology to study employees' organizational identity, and social identity theory and self-classification theory are the foundation of organizational identity. Mael & Ashforth (1992) [14] pointed out that organizational identity means that the members of the organization keep the same pace with the organization or that the members of the organization are an important part of the organization, and the components and special forms of social identity are organizational identity. Graen & Scandura (1987) [15] thinks that organizational identity is a relatively dynamic process in which an individual accepts and recognizes the organization and other things related to the organization, and this process is mainly reflected in emotion and psychology, that is, a dynamic process in which an individual connects his related elements with the organization in a certain social situation. It pays attention to the relationship between individuals and organizations, so that people can know what kind of process organizational identity is.

Therefore, organizational identity is divided into three aspects: organizational cognition, emotional closeness and positive evaluation. Van Dyne, Jehn & Cummings, (2002) [16] pointed out that organizational identity consists of four aspects, including cognition, emotion, evaluation and behavior. Guo Jingjing (2007) [17] thinks that organizational identity is a comprehensive meaning. Guo Jingjing thinks that organizational identity means that members of an organization reach the same psychological perception process as the organizations to which they belong, and there are corresponding behaviors. Members of an organization feel that they not only have a deep understanding of the organization and emotional sustenance for the organization, but also have a relatively rational comparison and evaluation, as well as behaviors such as maintaining the organization on this psychological basis.

4.2.2 Dimension and measurement

Different researchers study organizational identity from different angles, so there are many different ways to divide the dimensions of organizational identity. There are mainly one-dimensional, two-dimensional, three-dimensional and four-dimensional dimensions. The following mainly summarizes the dimension division and measurement of organizational identity from these dimensions.

Table 2. Overview of structure and measurements of organizational identity

Researcher and Year	Scale name	Structural element
Mael (1992)	Organizational Identity Scale (6 items)	Cognition
Liu (2008)	——	Evaluation, Emotion
Miller (2000)	——	Emotion, Cognition, Evaluation
Chenney(1983)	Organizational Identity Scale (25 items)	Loyalty, Similarity, Membership
Wang (2004)	Organizational Identity Scale (13 items)	Survival, Belonging, Success
Dick (2004)	Organizational Identity Scale (30 items)	Cognition, Emotion, Evaluation, Ehavior
Guo (2007)	Organizational Identity Scale (28 items)	Cognition, Emotion, Evaluation, Ehavior
Zhan (2011)	Organizational Identity Scale (14 items)	Cognition, Emotion, Evaluation, Ehavior

In order to further study the variables related to organizational identity, scholars at home and abroad have divided organizational identity structures from different research angles on the basis of relevant theories put forward by previous scholars, and put forward corresponding measurement scales for different organizational identity structures. The results are shown in Table 2.

As can be seen from Table 2, Mael & Ashforth (1992) [14] are the first scholars to study organizational identity, and define it as a single dimension (cognitive component), which has nothing to do with specific emotions and behaviors. The scale is composed of six questions, and Likert's 5-grade scoring method is adopted. Mael scale, Cheney scale and Dick scale are widely used and recognized in existing research. However, each has its own shortcomings. For example, Mael scale has a high degree of explanation, but it is relatively simple and cannot reflect the overall meaning of organizational identity. Cheney has good reliability and validity, but the proposed organizational identity questionnaire is similar to the measurement of organizational commitment, so there is still great uncertainty about the quality of the questionnaire. Dick scale has good reliability and validity, but it also has some defects, because there may be some repetition in the measurement of behavior dimension and the content of organizational citizenship behavior scale, which may affect the accuracy of the measurement of the relationship between organizational identity and organizational citizenship behavior.

After reading, summarizing and referring to the organizational identity questionnaire compiled by researchers at home and abroad about organizational identity, this study holds that organizational identity can be divided into four aspects according to Dick's research results, including organizational recognition, emotional closeness, positive evaluation and autonomous behavior.

4.2.3 Antecedent variables

Through reading and summarizing the relevant literature on organizational identity, previous researchers pointed out that there are many factors that affect organizational identity. In summary, there are mainly personal factors and organizational factors. The antecedent variables of identification are classified and summarized in the following table.

Table 3. Summary of Antecedent variables of organizational identity

	Researcher and Year	Antecedent variables
	Mael & Ashforth (1992)	Working years, Job satisfaction, Sentimentality
	Tyler (1996)	Employees' perception of organizational justice
	Smidts et al. (2001)	Employees' perception of the organization's external reputation
Personal factors	Bamber & Iyer (2002)	Job autonomy, Job effectiveness, professional identity based on professional image
	Kreiner & Ashforth (2004)	The degree of need for individual identification
	Johnson et al. (2005)	Extroversion, Neuroticism
	Michael et al. (2006)	Employee's identity and status in the organization, Nature of the organization
	Brown (1969)	Personal development
	Reade (2001)	Boss's support and appreciation, Perceived career promotion opportunities and achievements
	Larson (2003)	Organizational strategy, Communication mode
	Benkhoff (1997)	Leadership support
	Epitropaki et al. (2003)	Transformational leadership
	Han Xuesong (2007)	Based on organizational characteristics
Organizational factors	Mael & Ashforth (1992)	Organizational differences, Competition among organizations
	Dutton (1994)	Organizational image
	Smidts et al. (2001)	Organization reputation
	Schrodt (2002)	organizational culture
	Dukerich et al. (2002)	Organizational recognition, Attractiveness of external image of the organization
	Fuller & Hester (2006)	Organizational prestige, Perception of internal respect

As can be seen from Table 3, previous researchers studied organizational identity from different angles, which can be roughly divided into individual factors and organizational factors. Individual factors include employees' job satisfaction, employees' job autonomy, employees' working years, etc. Organizational factors include the organization's own culture, the external image of the organization and the transformational leadership style.

4.2.4 Outcome variables

Employees' organizational identity will inevitably lead to changes in employees' psychology (attitude), behavior and performance. By combing the relevant literature, this study mainly analyzes and summarizes employees' turnover intention, organizational citizenship behavior, job involvement, job performance and willingness to cooperate. Table 4 shows that different researchers choose different variables as outcome variables of organizational identity, that is, there are many outcome variables of organizational identity.

Table 4. Summary of Outcome variables of organizational identity

Researcher and Year	Outcome variables
Cheney (1983)	Employee's sense of belonging, Organizational performance, Working hours, Cooperative behavior
Bergami & Bagozzi (2000)	Organizational self-esteem, Organizational commitment, Organizational citizenship behavior
Dukerich et al. (2002)	Internal cooperation, Organizational citizenship behavior
Bamber et al. (2002)	Cooperation intention, Turnover intention
Oukerich et al. (2002)	Organizational citizenship behavior, Cooperation within the organization

Kreiner & Ashforth (2004) [18] shows that employees' organizational identity can reduce employees' turnover intention; Albert et al. (2000) [19] found that employees with higher organizational identity have lower turnover intention; According to Guo (2007) [17], organizational citizenship behavior is positively related to employees' organizational identity. Bernardin (1995) [20] & Dukerich (2002) [1] show that there is some correlation between employees' organizational identity and employees' job performance; Organizational identity will affect employees' behavior, and organizational identity can be used as an intermediary variable between some organizational or individual variables and organizational citizenship behavior (Dukerich, 2002) [1]; Among the relationships among employee's organizational identity, organizational culture and relationship performance, organizational identity is the intermediary variable between organizational culture and relationship performance, and employee's organizational identity can well predict employee's relationship performance.

4.3 Job Performance

4.3.1 Concept

The quality of employees' job performance directly determines the quality of organizational performance, so if we want to improve organizational performance, we should first pay attention to employees' job performance. Although many scholars at home and abroad have studied job performance, they haven't reached a consensus on the definition of job performance. Through combing the relevant literature on job performance, it is concluded that previous studies mainly hold three views, one is to regard performance as results, the other is to regard performance as behavior, and the other is to regard performance as value, that is, the value that employees' personal characteristics and abilities bring to the organization. Bernardin (1995) [20] pointed out that performance is the result of certain activities and behaviors, as well as employees' own job functions, and this process is carried out in a specific time period. This view holds that performance is a product of results, which is objective, and this view holds that performance can be measured. Borman & Motowidlo (1997) [21] also thinks that performance is actually a behavioral phenomenon, and a performance behavior is related to the organization's goals, and this behavior can also be measured.

According to the amount of employees' contribution to the organization, the relevant measurement of performance mainly emphasizes the comparison between employees' work performance and the expected employee contribution value of the organization. At the same time, there are good measurement quantitative standards as the measurement method of performance. Motowidlo. S. J (1997) [21] shows that the definition of value performance will have a great influence on job performance. He believes that job performance is the sum of employees' behaviors in a certain period of time, and behavior is what employees do to the organization that is beneficial to the organization.

4.3.2 Dimension and measurement

It can be seen from Table 5 that different researchers have different understandings of the connotation and definition of job performance, coupled with different social backgrounds, selected sample objects and numbers, and different research methods, which make the research on the structural dimension of job performance not yet form a unified view. Through the review of relevant literature, it is found that the previous scholars divided the dimensions of job performance into single dimension, two-dimension, three-dimension, four dimension and five dimensions. The following table is a detailed summary of each dimension of job performance.

Borman & Motowidlo put forward a two-dimensional model of job performance, and revised the two-dimensional job performance scale of task performance and relationship performance. On this basis, Meng Xiaobin (2004) [22], a domestic scholar, revised the job performance questionnaire. The revision of the job performance questionnaire was based on the Chinese cultural background. Meng Xiaobin deleted the ineffective items in the empirical research, and finally got a new job performance scale, which contains 9 measurement items. Murphy (1990) [23] compiled a job performance scale with 15 topics, which measures task performance and interpersonal promotion of job dedication. The scale uses six-point scoring method. Wen Zhiyi (2005) [24], a domestic researcher, divided the work performance into four dimensions, namely, hard work performance, task performance, adaptive performance and related performance. Using Likert's 7-point scoring method, they proved the reliability of the work performance measurement questionnaire in their research.

Table 5. Summary of Job performance structure research

Dimension	Researcher and Year	Structural element
Single dimension	Ben jamia (20 before 1970s)	Task performance
	Borman & Motowidlo	Task performance, Relationship performance
	Yu Decheng (1996)	Task performance, Relationship performance
Two dimensions	Meng Xiaobin (2004)	Task performance, Relationship performance
	Zhao Wenlu (2012)	Task performance, Relationship performance
	Griffin et al. (2000)	Task performance, Relationship performance
	Borman & Brus (1993)	Task performance, Relationship performance
Three dimensions	VanScotter & Motowidl (1996)	Task performance, Job dedication, Interpersonal promotion
	Sun Jianmin et al. (2002)	Interpersonal performance, Individual trait performance, Task performance
	Liu lihua et al. (2006)	Task performance, Relationship performance, Remote performance
Four dimensions	Han Yi et al. (2006)	Task performance, Relationship performance, Learning performance, Innovation performance
	Wen Zhiyi (2005)	Task performance, Related performance, Adaptive performance, Effort performance
Five dimensions	Liu Lou (2008)	Task performance, Interpersonal promotion performance, Job dedication performance, Anti-productivity performance, Adaptive performance

4.3.3 Antecedent variables

Job performance is the most common outcome variable in research, which mainly involves human resources, marketing, organizational behavior and other fields. Many researchers have studied the influencing factors of job performance. Chen Cheng (2016) [25] research shows that both leader-member exchange and insider's identity perception have an impact on employees' job performance, and insider's identity perception plays an intermediary role; Sun Haiou(2013) [26]research shows that work-life balance has a significant impact on employees' job performance.

4.4 Organizational Identity and Employee Performance

The degree of employees' recognition of the organization will affect their own psychology and behavior, which will finally be shown by their job performance. Many researchers have found that organizational identity has an important impact on organizational performance through their own research (Chen, 2007 [27]; Armstrong-Stassen, 2011[28]). Duan Junqiang (2015) [29] showed through research that the dimension of emotional identity of employees' organizational identity not only has a good predictive effect on employees' relationship performance, but also has a very important influence. Moreover, the research object of this research is employees in Chinese enterprises. In Duan Junqiang's research, organizational identity has a positive correlation with employees' active work attitude, employees' behavior and other variables. Organizational identity can also make employees more loyal to the organization and improve their own job performance. Riketta also studied organizational identity, and the results show that related performance is not only affected by organizational identity, but also by employees' job engagement.

Some scholars have conducted direct research on organizational identity and job performance. For example, Zeng Huiling (2009) [30] conducted related research on the relationship between organizational identity and job performance of employees. The results show that organizational identity has a direct impact on employees' job performance, and all dimensions of organizational identity can also predict the dimensions of job performance. Duan Junqiang (2015) [29] studied the influence of the organizational identity of the new generation employees on their job performance. The results showed that the job performance of the new generation employees was significantly affected by the organizational identity of the new generation employees; Guo Zhichao (2014) [31], after studying the relationship between employee organizational identity and job performance, found that employee organizational identity can significantly affect their job performance.

Some scholars also study organizational identity as an intermediary variable between an individual or organizational level variable and job performance. For example, Zhan studied the relationship among the new generation of employees' subjective well-being, organizational identity and employees' job performance. The research shows that the four dimensions of organizational identity-organizational cognition, emotional closeness, positive evaluation and independent behavior can significantly predict employees' job performance, among which organizational identity is the intermediary variable between employees' subjective well-being and employees' job performance. Ceng Meiling (2013) [32] conducted research on the influence of employees' perceived leadership emotional intelligence on employees' performance, in which organizational identity is an intermediary variable. The research shows that organizational identity plays an intermediary role between all dimensions of employees' perceived leadership emotional intelligence variables and all dimensions of employees' job performance variables, and the intermediary role of relationship performance is stronger than task performance. This mediation mainly comes from employees' perception of the influence of leadership's ability to use emotions on relationship performance and its various dimensions. Lu Juan (2013) [33] studied the relationship between transformational leadership, organizational identity and employees' job performance. Among them, organizational identity is the intermediary variable between transformational leadership and employees' job performance. The results show that organizational identity has a significant positive impact on employees' job performance.

4.5 Moderating Effect of Internal Identity Perception

Through limited literature reading, it is found that there is almost no research to discuss the influence of organizational identity on employees' job performance with insider's identity perception as the moderating variable. This research mainly discusses the influence effect and change trend of organizational identity on job performance and two dimensions when insider's identity perception is high or low. Internal identity perception refers to employees' feeling that they are part of the organization, their personal development space and whether they are accepted by the organization. Previous scholars' related research has certain reference function for this study. Employees with the sense of insider identity usually think that they have a central and very important position in the organization. This kind of idea urges employees to engage in things that are beneficial to both the organization and individuals (Chen & Aryee, 2007) [10]. Zhang Haoyu (2016) [34] studied the moderating effect of leadership rights sharing, organizational self-esteem and employees' job performance, among which employees' job performance includes employees' job performance and employees' organizational citizenship behavior. The research results show that insiders' identity perception plays a significant moderating role in the process of the influence of leadership rights sharing behavior on job performance and organizational citizenship behavior through organizational self-esteem. Duan Jinyun (2015) [35] studied the influence of self-monitoring on voice behavior and the moderating effect of insider's identity perception. The results show that insider's identity perception has a negative moderating effect between self-monitoring and psychological security, and then affects employees' voice behavior. Wang Yongyue (2014) [36] studied the relationship among ethical leadership, instrumental ethical atmosphere and employees' unethical behavior, and defined insider's identity perception as a moderating effect. The results showed that insider's identity perception played a moderating role between instrumental ethical atmosphere and employees' unethical behavior. When insiders' identity perception is high, the relationship between instrumental ethical atmosphere and immoral behavior may be stronger. Studies have shown that insider's identity perception has an impact on job performance and innovative behavior. Duan Jinyun and Wang Yongyue's research did not directly relate to job performance, but to some extent, this kind of job performance is closely related to employees' job performance, and the research shows that insider identity perception can influence and regulate employees' job performance and behavior to some extent.

5. Research Review

Firstly, this study introduces four theoretical bases of this study, among which the internal identity perception is explained by leader member exchange theory and self-classification theory, the organizational identity is explained by social identity theory and self-classification theory, and the social exchange theory and inducement-contribution theory can explain employees' job performance to some extent.

Secondly, this study mainly summarizes organizational identity, insider identity perception and employee job performance, and studies the concept, structure and measurement of insider identity, organizational identity, antecedent variables and outcome variables, and employee job performance.

On the basis of combing the related literature in three fields: insider identity perception, organizational identity and employees' job performance, it is found that in the past, few scholars studied the direction of insider identity perception, and most of them took insider identity perception as an intermediary variable between an individual or organizational variable and the outcome variable, while a few researchers took insider identity perception as an independent variable and an adjustment variable. On the basis of literature review, this study is different from previous studies on employees' job performance. It studies the influence of organizational identity on employees' job performance by taking insider's identity perception as a moderating variable, so as to determine the relationship among the three, enriching and perfecting the existing research in three fields.

6. Future Research Prospect

Based on the research and combing of the variable literature of insider's identity perception, organizational identity and job performance, this paper found that scholars' research on employee's job performance is relatively mature, but the division of its specific concepts and structural dimensions has not yet reached a unified opinion, but this study only accepted the more recognized opinions of domestic and foreign scholars. Job performance is defined as a two-dimensional structure of task performance and relationship performance proposed by Borman & Motowidlo on the basis of previous scholars' research. Other aspects of job performance can be considered in future research, which will make the existing research more perfect and extensive.

There may be mediating variables or other moderating variables between organizational identity and employees' job performance. However, due to the lack of time and my limited energy, this study only introduces insider identity perception as the moderating variable of the relationship between organizational identity and employees' job performance, and does not add other variables for in-depth research. After that, we can try to add other moderating variables or mediating variables to make the research scope wider and get more accurate research conclusions.

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