

National Research  
University  
Higher School of Economics  
Moscow, Russia

# Organizational Performance and Social Identity Approach

*Prof. Natalia Ivanova*  
*sinec@inbox.ru*

# Civil service: needs and problems

- Needs in good professionals **but** strong fluctuation people, problems with professional identity, values, statuses and roles
- Needs in balance, optimal interaction with different people and organizations **but** problems with communications, distrust of people
- Needs in good image **but** problems with marketing, PR, information exchange process **etc.**

**Needs in good collaboration **but** problems with **personnel** which is able to keep important values, attract people, build efficient relationships**

# Organizational efficiency factors

- There are many factors which can influence on the organizational performance and efficiency.
- Very important factors are relate with social and psychological aspects of organizational life.
- **Problem of organizational efficiency in social and psychological perspectives**

# Organizational factors

+



*Organization as a social system*



*Organizational structure and culture*



*Aims and norms in organizations*



*Communication and leadership*

# Psychological factors

+



*Potential space: creativity, synergy*



*Personality:  
values, meanings, motivation*



*Communication and leadership*



*Professional efficiency, development*

# SIA – important recourse for



# SIT: Theory

- ◉ **SIA** is focused on the problem of self-determination in different social groups (G. Andreeva, H. Tajfel).
- ◉ **Social Identity** is considered to be a part of individual self-concept, which arises from the knowledge of an individual about his own belonging to social group or groups and axiological and emotional demonstration of this belonging (H. Tajfel, J. Turner)

# **SIA: Motivation**

- ◉ **Main motivations** of identification: self-esteem (Hogg M., Abrams)
- ◉ **Others motives:** self-actualization, self-defense (N. Lebedeva, N. Ivanova, V. Gricenko etc.)



# SIA: Model of Self

- ◉ Main question of human in own life: “Who am I?”
- ◉ The self is context-dependent and can be defined at different levels of abstraction: personal, social, organisational, national, human etc.
- ◉ Each person determines his place in the social environment by means of comparing himself to the others and by determining who he is and who belongs to his community and who does not.

# SI importance

- ◉ SI is a basis for personal interpretations and understanding of the reality
- ◉ SI is a basis for activity in organization and society

# SI research: main issue

- ◉ The causes and consequences of different forms of identity for personal motivation, behaviour and interaction
- ◉ The consequence of identity for organizations functioning and leadership

# Shared Identity

*A. Haslam, N. Ellemers, S. Lipatov etc.*

- ◉ Situations/ structures that emphasise shared identity will facilitate organisational functioning
- ◉ Situations/ structures that highlight non-shared identities will impair organisational functioning

# Identity crisis

- **Identity crisis:** the person perceives themselves as a stranger to other members of the organization, he or she loses self-conception about own values and place in the society (organization or society).
- Any social change leads to IC. Example: Russia during last 20 years.
- Organizational changes lead to identity crisis. Example: modification of the org. structure leads to replacement of roles and statuses; modification of the org. culture leads to new values, traditions in behavior, communication, symbolic etc.

# Identity crisis

- ◉ **Identity crisis is a real challenge** for the people in the society and organizations (Andreeva, Lebedeva, Drobijeva, Ivanova, Pavlenko etc.).
- ◉ System of public administration in Russia stays under the strong reforms.
- ◉ Organizations stay in the condition of changing the approaches to human resources management, staff moving, values etc.

# We study

- how the social identity approach can help in the performance management
- what is better to do for the people in organization to help them to receive new values and to be more effective in organization.

# Case: program for RA

## **Regional Administration in Vologda**

### **Situation:**

Reform of PA system, situation of organizational changes

Changes of organizational structure and culture.

### **Problems:**

In custom service, image of organization, resistance of GA on organizational changes .



# Case: program for RA

## **Training aims:**

- ◉ Professional development of GA according with mission, aims, strategy of VA

## **Practical result:**

- ◉ Program of carrier development of staff in VA.
- ◉ Images of organization and staff

# Research: Identity and Org. Analyses

## Research aims:

- Self-concept
- **Representatives:** N=58 – GA (different levels).
- **Psychological techniques:** self-descriptions, interview, document's content a analyses etc.
- **Organizational Analyses** (Popova, Sherbina)

# Research: Identity and Org. Analyses

- **Results:**
- Contradictions in SI structure. Identity crisis.
- Stress and conflicts in organization
- Organizational culture and shared identity
- Problems of efficiency in clients services

# Research: Social identity

Identity Index	2005	2010
Reflexive self	2.6	<b>4,3</b>
Family	2.6	<b>5.3</b>
Statuses and roles	1.9	<b>2.1</b>
Place (local)	0.9	1.1
Civil	<b>0.7</b>	<b>0.9</b>
Gender	1.1	0.7
Religion	0.9	0.3
Ethnic	0.9	0.8
Professional	1.2	<b>2.4</b>

## Meanings (consolidate features) of CI

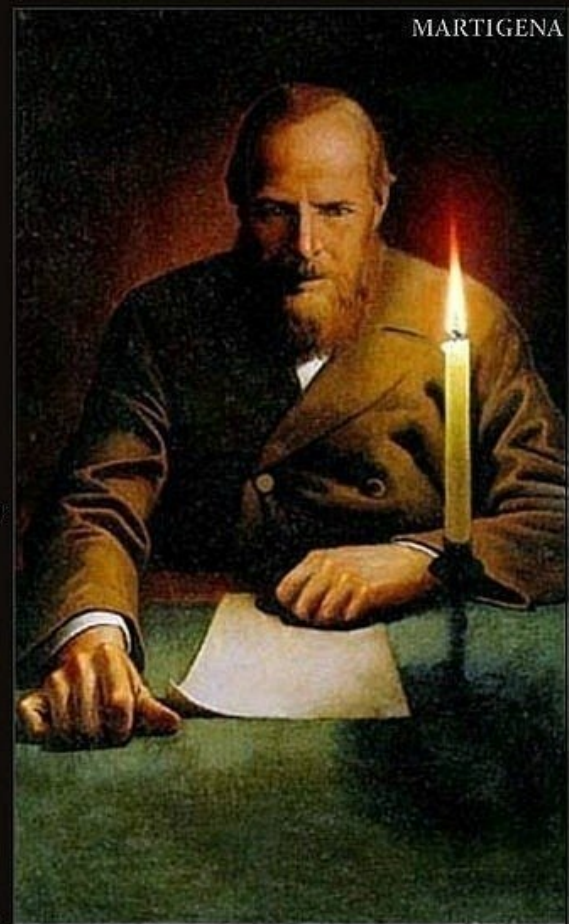
Consolidate features of CI	2005	2010
Love, respect (country, people)	45	<b>62</b>
Worrying about country	87	<b>43,1</b>
Proud of history, culture patriotism	28	<b>41,3</b>
Future	53	20,1
Life and work	28	27
Rights (human, civil)	<b>23</b>	<b>13,8</b>
Responsibility	<b>34</b>	<b>22,4</b>
Symbols and status	<b>32</b>	<b>15,5</b>
Law and order	23	<b>41,3</b>
Political life	15	<b>13,8</b>
Comparisons	13	<b>25,9</b>

# Love one's country



Ежели русский  
вам скажет,  
что не любит  
Родину,  
не верьте ему,  
он не русский.

Фёдор Михайлович Достоевский  
1821-1881 гг.





# Symbols and status



# Officials and symbols





# Identity model / units in education

- ◉ **Cognitive** (meanings, attitudes, purposes, knowledge) / knowledge about organization strategy and mission, clients, new tendencies, demands; legal aspect of the society, social and political life, State functions etc.
- ◉ **Emotional** (feelings, positive feedback etc.) / common feelings in organizational change, coping strategies; respect a legal norm, of people's rights, ability to argue own point of view etc.
- ◉ **Behavioral** (skills, patterns) aspects identity process / patterns of supporting communication, images; participation in social life, ability to be opposed to asocial and unlawful **actions responsibility**

# Results of the training program for people in PA

- Clear understand new demands, mission, values of organization.
- Pay attention on own self-images and image of organization
- Better overcome stress influence
- Demonstrated productivity in service of clients.

# Conclusions

- ◉ Organizations is more successful when individuals cooperate to a greater degree taking into account shared identity.
- ◉ SI is important basis for development organization and people.

**Thank You**