Inclusion through optimal distinctiveness:
Local workgroup identification in a global organisation

Sarah Lindsay

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Faculty of Business and Economics

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Abstract

In large subsidiaries of a multinational enterprise (MNE), workgroups typically provide the mechanism to channel individual action towards attaining organisational goals. However, individual membership in subsidiary workgroups and outcomes stemming from subsidiary workgroup membership have received little attention in international human resource management (IHRM) research to date. The research at hand addresses that gap and investigates how the cultural/national background of the subsidiary workgroup supervisor impacts on employee workgroup identification, and resultant attitudes and behaviour.

This research also responds to calls for a more nuanced understanding of subsidiary workers. The thesis takes a geocentric view by proposing that workers in MNE subsidiaries today expect both a local and a global dimension to their workplace. The extent to which this expectation is met will impact workgroup identification and subsequently inform attitudes and behaviour. As a first step in exploring this geocentric view, the thesis focuses on subsidiary workers as professional white-collar workers operating in a developed economic environment.

Drawing from social identity theory, including the construct of optimal distinctiveness, the argument is made that individuals in subsidiary workgroups have dual needs for both inclusion and distinctiveness. The workgroup is associated with the need for inclusion; the national/cultural background of the workgroup supervisor, or supervisor outgroup categorisation, is associated with the counter need for distinctiveness. It is proposed that when these dual needs are met, optimal distinctiveness is enhanced, resulting in changes to attitudes and behaviour. However, as supervisor group prototypicality increases, it is expected that the influence of supervisor outgroup categorisation on attitudes and behaviour weakens. Due to their importance in MNE subsidiaries, turnover intention and workgroup knowledge sharing are investigated as an attitude and behaviour influenced by workgroup identification. The aim of the current research therefore, is to investigate supervisor categorisation and prototypicality as influential on turnover intention and workgroup knowledge sharing through workgroup identification.

The sample for this study is comprised of 306 participants from an Australasian subsidiary of a MNE headquartered in Europe. Data collection occurred in May 2011 through an online survey. Four hypotheses are addressed in the research. Each hypothesis is supported. The results show that workgroup identification is enriched by the presence of a distinctive element in the form of a national/cultural outgroup supervisor, flowing on to decreased turnover intention and increased knowledge sharing among workgroup members. In addition, the more a supervisor is perceived as prototypical of the group, the weaker the effect of supervisor outgroup categorisation on both turnover intention and knowledge sharing.

There are two major implications of this study arising for IHRM. First, this research indicates the workgroup is a salient social identity in MNE subsidiaries and workgroup identification is a predictor of attitudes and behaviour important in this environment. This implies a need to carefully structure and manage subsidiary workgroups. Second, the research suggests that the national/cultural background of the supervisor provides an opportunity for an enriched organisational experience. The IHRM practice of localising subsidiary workplaces may paradoxically hamper workgroup identification and valuable attitudes and behaviour that flow from identification.

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List of Acronyms

ATS	Administrative and technical services
CFA	Confirmatory factor analysis
CIIM	Common ingroup identity model
CMV	Common method variance
EHCN	Ex-host country national
FDI	Foreign direct investment
GEM	Group engagement model
GI	Global, HQ or MNE organisational level identification
HCN	Host country national
HQ	Head-quarters
HRM	Human resource management
IB	International business
IHRM	International human resource management
MLE	Maximum likelihood estimation
MNE	Multinational enterprise
ODT	Optimal distinctiveness theory
OI	Organisational identification
PCN	Parent country national
SCT	Self-categorisation theory
SDS	Social desirability scale
SI	Subsidiary level identification
SIC	Social identity complexity
SIT	Social identity theory
SITA	Social identity theoretical approach
STA	Short-term assignment
TCN	Third country national
WI	Workgroup level identification

<center>**Glossary of Terms**</center>

A number of key terms are used throughout this thesis. These terms are defined below.

Distinctiveness: The human need for differentiation from others, for uniqueness and individuation (Brewer, 1991).

Dual identity: The term applied to an identity that is optimally distinctive – that includes a balance between inclusiveness and distinctiveness (Brewer, 2009).

Inclusiveness: The human need for inclusion with others, for similarity and to belong (Brewer, 1991).

Ingroup: A group to which a person perceives they belong (Stets & Burke, 2000).

Local environment: The immediate environment in which an MNE subsidiary operates. Can also be referred to as the national, domestic or subsidiary environment (Dowling, Festing, & Engle, 2008).

Knowledge sharing: The receipt of task information, know-how and feedback on a product or procedure (Hansen, 1999; Minbaeva, 2012).

Optimal distinctiveness: A social identity that meets human needs for both inclusiveness and distinctiveness (Brewer, 1991).

Organisational identification: A specific form of social identification in which people define themselves in terms of their membership in a particular organisation (Mael & Ashforth, 1995, pp. 311-312).

Outgroup: A group to which a person perceives they do not belong (Stets & Burke, 2000).

Prototypicality: The extent to which an individual target, operationalised in this thesis as a participant's immediate supervisor, is perceived to represent "the features that describe and prescribe attributes of the group" (Hogg, 2001, p. 123).

Salience:	The potential of a social category to help employees classify and systematise their environment and help orient themselves within a given context (Chattopadhyay, Tluchowska, & George, 2004).
Social categorisation:	A cognitive tool for segmenting and ordering a given social context thereby creating ingroups and outgroups (Hogg, 2001; Hogg & Ridgeway, 2003).
Social identity:	A salient group classification (Mael & Ashforth, 1995, p. 310).
Social identification:	The perception of belonging to a group (Mael & Ashforth, 1995, p. 310).
Subsidiary worker (in this thesis):	A professional white-collar worker operating in a developed economic environment.
Supervisor categorisation (in this thesis):	A supervisor perceived as belonging to a national and/or cultural outgroup by the subsidiary worker participating in the study.
Turnover intention:	A conscious and deliberate desire to leave the organisation within the near future (Kalemci Tuzun & Kalemci, 2012).
Workgroup:	An intact, bounded social system with interdependent members and differentiated member roles for pursuing shared, measurable goals (Chattopadhyay et al., 2004). A workgroup is comprised of a supervisor and at least one subordinate member (Hirst, Van Dick, & van Knippenberg, 2009).
Workgroup identification:	An individual's perception of oneness with the workgroup, along with the tendency to internalise the group's successes or failures (Stewart & Garcia-Prieto, 2008, p. 657).

Chapter 1: Introduction

Chapter Introduction

This chapter introduces the current research by providing the background information to, and justification for, the study. The research aim is explained, followed by presentation of the hypotheses for this study. The research design is briefly outlined, and the chapter concludes with an overview of the thesis structure.

Background to the Research

International trade and migration across the globe has existed for thousands of years (Collings, Scullion, & Curran, 2009), bringing with it an awareness, or wariness, of 'others'. However, people today operate in an environment that has experienced an exponential rate of change in this regard, one that has significantly increased the extent of global human interaction (Buchan et al., 2009; Czinkota & Ronkainen, 2008; Janssens & Steyaert, 2012; Thomas & Inkson, 2009). Multinational enterprises (MNEs) have been both a driver for, and recipient of, globalisation yet the academic focus appears to have focused largely on the former.

Multinational enterprises.

The MNE provides the organisational context for the current research. A widely-used definition of an MNE is "an enterprise that carries out transactions in or between sovereign entities, operating under a system of decision making that permits influence over resources and capabilities, where the transactions are subject to influence by factors exogenous to the home country environment of the enterprise" (Sundaram & Black, 1992, p. 733). MNEs comprise a headquarters (HQ) and one or more subsidiaries located in, and spread throughout, different countries from the HQ. MNE subsidiaries have been conceptualised as "a semi-autonomous entity, with entrepreneurial potential, within a complex, competitive arena, consisting of an internal environment of other subsidiaries, internal customers and suppliers, and an external environment consisting of customers, suppliers and competitors" (Birkinshaw, Hood, & Young, 2005, p. 227). According to

the World Investment Report (2009) there are more than 889,000 MNEs around the world, comprised of 82,000 HQ, or parent corporations, and 807,000 subsidiaries positioned in local or national contexts (UNCTAD, 2009). This research focuses on the MNE subsidiary environment because the majority of individuals working in MNEs are concentrated in the subsidiary environment. Furthermore, as the volume of subsidiaries above indicates, subsidiary performance is critical to the overall achievement of an MNE's goals.

Human resource management in multinational enterprises.

Interest in people at work in terms of why they do what they do and how it can be done 'better', occupies considerable attention from researchers and practitioners alike (Michailova, 2011). Theoretical and empirical research has demonstrated how an organisation manages people will significantly impact organisational success and competitive advantage in MNEs (Collings & Scullion, 2009; Collings, Scullion, & Dowling, 2009; Farndale et al., 2010; Fey, Morgulis-Yakushev, Paark, & Björkman, 2009; Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009).

An examination of scholarly work in six leading IB journals (*Journal of International Business Studies, Management International Review, Journal of World Business, International Marketing Review, Journal of International Marketing and International Business Review*) (Griffith, Cavusgil, & Xu, 2008) between 1996 – 2006 revealed that almost a quarter (23.4%) of published articles related to human resource management (HRM) in MNEs. Ten per cent of articles were concerned with managing employees in MNEs and industrial relations, and a further 13.4% of articles concerned the associated organisational culture where the dominant theme was the national culture's influence on management strategy and organisation. There are multiple influences on individuals working in MNEs, for example the institutional context and national business systems. The focus in this research are national and cultural differences because these characteristics are highly salient for individuals working in MNEs (Cooper, Doucet, & Pratt, 2007; Salk & Shenkar, 2001; Toh & DeNisi, 2003, 2007; Vaara, Tienari, & Säntti, 2003; Varma, Pichler, & Budhwar, 2011; Varma, Toh, & Budhwar, 2006), which explains its dominance in the literature. The point of difference in the current research is that national and cultural differences are examined from a fresh perspective.

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International human resource management.

International human resource management (IHRM) is the field concerned with managing people working in MNEs. Over time, IHRM has become established as a specialised field, one that is distinct from HRM (De Cieri & Dowling, 2006; De Cieri, Fenwick, & Hutchings, 2005; Dowling, 1999; Dowling et al., 2008). MNEs operate in an environment with unique and complex external and internal dimensions that are distinct from single-country firms (Almond, 2011; De Cieri & Hutchings, 2008; Dowling et al., 2008; Farndale & Paauwe, 2007; Peterson & Thomas, 2007; K. Roth & Kostova, 2003). Collings, Scullion and Curran (2009) argue that managing people in IHRM is more complex and challenging than HRM.

Scullion (1995) defined IHRM as "the HRM issues and problems arising from the internationalisation of business, and the HRM strategies, policies and practices which firms pursue in response to the internationalisation of business" (p. 325). This definition indicates a focus on "control for the organisation instead of as a functional response to individual, organisational and environmental needs" (Peltonen, 2006, p. 523) whereby difference, including national and/or cultural difference, is an implied impediment to achieving the organisational goal (Janssens & Steyaert, 2012). More recently, Björkman and Stahl (2006) defined IHRM as a mechanism to "cover all issues related to the management of people in an international context" (Björkman & Stahl, 2006, p. 1). The term IHRM is applied in this thesis according to Björkman and Stahl's (2006) more recent definition in which the focus has shifted from the organisation to the individual. The constraint is that IHRM theorising has not yet experienced a similar shift.

The purpose behind IHRM is the effective utilisation of all MNE human resources. To that end, IHRM comprises activities to attract, develop and retain MNE employees. These include activities such as: workforce planning, staffing, performance management, training and development, compensation and benefits, and industrial relations (Dowling et al., 2008) across an MNE's headquarters and its subsidiaries. The field of IHRM has largely focused on the functional requirements of managing people across national contexts according to organisational needs derived from global integration and local responsiveness (Collings, Scullion, & Dowling, 2009; Rosenzweig, 2006). The term 'global' relates to the HQ or MNE parent. The term 'local' refers to the national subsidiary environment or context.

The global integration-local responsiveness framework has been applied as a means to achieve internal or global organisational consistency and adaptation of IHRM policies and practices at the local level (Caligiuri & Stroh, 1995; Rosenzweig, 2006) concerned with "the appropriate balance between control from the centre and autonomy for the subsidiaries" (Rupidara and McGraw, 2011, p. 175). A substantial amount of macro, or strategic organisational level research, has been conducted in the field of IHRM (Evans, Pucik, & Björkman, 2011; Macky & Boxall, 2007; Paauwe, 2009; Paauwe & Boon, 2009) largely through studies of local HR practices with data provided by the subsidiary HR manager (F. L. Cooke & Saini, 2010). However, the MNE micro level is underrepresented in the field of IHRM (Foss & Pedersen, 2004).

Micro level research.

Micro level research focuses at the level of individuals working in MNEs (Minbaeva, 2012). What happens at the micro individual level ultimately contributes to macro organisational level outcomes (Foss, Husted, & Michailova, 2010; Minbaeva, Mäkelä, & Rabbiosi, 2012). The contribution of micro level research is that it can assist in shaping organisational learning, knowledge transfer and integration (Caligiuri, Lepak, & Bonache, 2010; Foss & Pedersen, 2004; Ma & Trigo, 2012) by judging the soundness and implementation of organisational policies and practice (Caligiuri et al., 2010; Collings, Scullion, & Curran, 2009; Collings & Wood, 2009; Foss, Minbaeva, Pedersen, & Reinholt, 2009; Foss & Pedersen, 2004; Minbaeva, Foss, & Snell, 2009). Micro level research is an important complement to macro level research in that it contributes towards the establishment of an environment whereby practitioners and academics can develop and implement theory, policies and practices that fulfil the needs of both strategists and individuals (Caligiuri et al., 2010; De Cieri & Hutchings, 2008; Peltonen, 2006; Van Buren III, Greenwood, & Sheehan, 2011; Vance, 2006).

While micro level research in MNEs emerged in the mid-1980s (Vance & Paik, 2011; Peltonen, 2006) the focus has been limited (Foss et al., 2010) in two major respects. First, the focus has largely concentrated on expatriates (Collings, Morley, & Gunnigle, 2008; Tarique & Schuler, 2008; Vance & Paderon, 1993; Vance, Vaiman, & Andersen, 2009). Second, there has been a lack of empirical attention paid to how perceptions of organisational membership result in workplace behaviour (Bartel, Wrzesniewski, &

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Wiesenfeld, 2007; Nishii, Lepak, & Schneider, 2008; Wright & Nishii, 2007), which contributes to aggregated organisation level outcomes (Foss et al., 2010). This is perhaps due to the pace of internationalisation (Michailova, 2011) by which the MNE focus has shifted to developing contexts (Caprar, 2011; F. L. Cooke, Wood, Psychogios, & Szamosi, 2011; Leung, Zhu, & Ge, 2009; Zhu, Cooper, De Cieri, Thomson, & Zhao, 2008) and perhaps because the "soft", or people, issues in IB do not fit "neatly" into a basic diagram (Rosenzweig, 2006, p. 39), whereby they can be easily measured.

The first major limitation of extant micro level research in the field of IHRM concerns the narrow focus which has largely been concerned with expatriates. Global staffing categorises individuals into organisational staffing classifications that centre on differing national categories of workers (Rosenzweig, 2006) and has primarily focused on parent-country expatriates (Toh and DeNisi 2003; 2007; Collings & Scullion, 2009) particularly in terms of expatriate adjustment (Björkman, Ehrnrooth, Mäkelä, Smale, & Sumelius, 2013; Black & Gregersen, 1992; Brock, Shenkar, Shoham, & Siscovick, 2008; Caligiuri, 2000b; Caligiuri, Hyland, Joshi, & Bross, 1998).

The narrow focus of extant micro literature suggests that achieving subsidiary performance predominantly rests in the hands of a critical few, being a select group of individuals in the form of expatriates (Colakoglu & Caligiuri, 2008; Colakoglu, Tarique, & Caligiuri, 2009; Toh, DeNisi, & Leonardelli, 2011; Vance et al., 2009). Such attention has encouraged an ethnocentric focus in the field of IHRM (Caprar, 2011), defined as being "parent-country orientated" (Collings, Scullion & Curran, 2009, p.298). The ethnocentric focus of MNE micro level research (Tsui 2007, Caprar, 2011) has predicated research whereby national and cultural differences among people is positioned as problematic, 'foreign', inherently difficult and, perhaps, implicitly unwanted (Michailova 2011). The result is an ethnocentric application of the global integration–local responsiveness framework (Caprar, 2011) aimed at preserving control and to serve particular interests. For example, that 'higher' positions within the organisation, and the nationalities and cultures of individuals representing them, may be viewed as better than others (D. P. Berry & Bell, 2012; F. L. Cooke et al., 2011). Peltonen (2006) argues that "national culture tends to be represented as an uncontaminated fact on which IHRM systems can be built" (p. 526). By way of example, Rosenzweig (2006) argues:

the forces for integration and responsiveness do not affect all [organisational] levels equally … for employees at lower levels of the organisation, where the great majority are likely to be local nationals, hired from the local population, working locally, the forces for local responsiveness are likely to be strongest" (p. 41).

Rosenzweig (2006) suggests a 'likely' position in terms of the local micro level because the micro environment is underrepresented in IB literature (Foss & Pedersen, 2004), especially in terms of the broader local subsidiary community. This is arguably in part due to the debate over what comprises 'international' research in that deep contextual or foreign domestic studies have not been encouraged (Michailova, 2011; Tsui, 2007, see Caprar (2011) for a recent exception). Nonetheless, it is unsurprising that "the challenges of localisation continue to be problematic to many MNEs" (Collings, Scullion, & Curran, 2009, p. 300). While Rosenzweig's (2006) argument holds in terms of the local institutional context and employment legislation, it can also be interpreted as a justification for a narrow theoretical and methodological focus. Imitation and repetition are important learning methods (Tsui, 2007). However, theoretical isomorphism, whereby research mimics thinking already prevalent (Michailova, 2011; Griffith et al., 2008; Rosenzweig, 2006), represents a constraint in terms of IHRM theoretical extension.

The second major limitation of extant micro level research in the field of IHRM concerns a lack of empirical attention paid to how perceptions of organisational membership result in workplace behaviour (Bartel et al., 2007; Nishii et al., 2008; Wright & Nishii, 2007). Investigating a collective explores an individual's emotional attachment to a group as a target, as opposed to an individual's relationship with other group members (Van Der Vegt & Bunderson, 2005). Micro level research in the field of IHRM has focused on individual characteristics such as personality (Caligiuri, 2000a, 2000b), cultural intelligence (Thomas & Inkson, 2009), and cross-cultural competence (Black & Mendenhall, 1990; Brock et al., 2008; J. P. Johnson, Lenartowicz, & Apud, 2006) primarily drawing on the cultural dimensions offered by Hofstede (1980, 1997) and, more recently, the GLOBE studies (House, Hanges, Javidan, Dorfman, & Gupta, 2004). The term 'cross-cultural' suggests a divide. Yet cross-culturalism has substantially informed IHRM as both a practice and field of academic interest, particularly as it relates to the practice of global staffing (Caligiuri et al., 2010; Collings & Wood, 2009; De Cieri & Dowling, 2006; Dowling et al., 2008), without attention to the complementary

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perspective that people, although different in some respects, are united by their needs as individuals working in the unique MNE social context.

In summary, IHRM has been identified as an issue "central to IB scholars" (Griffith et al., 2008 p. 1225). However, "extant literature has failed to adequately explore the micro level contextual factors which contribute to the complexity and difficulty of building organisational knowledge across borders" (Collings, Scullion, & Dowling, 2009, p. 1255). For the field of IHRM to advance as a field of research that remains relevant to practice (Michailova, 2011) more extensive, in some ways exploratory, micro level research (Chung, Bozkurt, & Sparrow, 2012; Minbaeva, 2012) from broader theoretical, interdisciplinary, frameworks in novel contexts is required (De Cieri et al., 2005; De Cieri, Wolfram Cox, & Fenwick, 2007 ; Griffith et al., 2008; Kostova, Roth, & Dacin, 2008; McDonnell, Stanton, & Burgess, 2011; Michailova, 2011; Peltonen, 2006; Zhu, Thomson, Hutchings, & De Cieri, 2011).

Justification for the Current Research

This section expands on the theoretical and methodological constraints introduced above by explaining the approach selected for the current study by establishing a fresh perspective for empirical examination. First, the current research examines subsidiary workers involves a more inclusive unit of analysis. Second, the theoretical approach selected for this study positions the MNE as a unique social context that can be investigated through collective, or social, identity and identification. The justification for the approach utilised in this research is explained below.

    Unit of analysis: Subsidiary workers.

While it is important to focus on a critical few to lead and drive an organisation, it is also necessary to focus on the critical mass (Vance & Paik, 2011) operating in the MNE local subsidiary environment. If the majority of workers are not understood, motivated and aligned in their efforts to work towards a common goal, then the MNE is unlikely to be successful in achieving its objectives (Collings, Scullion, & Dowling, 2009; Peterson & Thomas, 2007). Criticism of research in the field of IHRM has arisen concerned with the focus on control of the local environment according to the needs of a few individuals,

rather than to understand the local level for its own sake (Peltonen, 2006). The dominant narrow focus on expatriates in particular has resulted in silent voices pertaining to the local subsidiary environment (Peltonen 2006; Vance & Paderon, 1993; Vance & Ring, 1994), such that there are groups of voices missing in IHRM research. This represents a constraint in terms of the information on which to base IHRM policy and practice. Millar and Choi (2010) echo the view of Vance and Paderon (1993) that MNEs have an ethical obligation to give equal value to all workers. According to Briscoe (2008), it is critical to consider all employees in today's business environment as being important. There are now growing calls for IHRM research in the "local voice" (Janssens & Steyaert, 2012, p. 69), research that takes the perspective of the other and positively considers local knowledge and values.

While it is timely to consider subsidiary workers as an inclusive group given the high levels of global interconnectedness experienced in and out of subsidiary local environments today (Delmestri, 2006; Peterson & Thomas, 2007), there is a lack of empirical research from the perspective of inclusive conceptualisations of workers (Vance & Paik, 2011). The current research attempts to address this gap by adding a complementary perspective to extant literature in the field of IHRM in an attempt to establish a more holistic view of individuals working in MNEs. As a first step towards complementing existing literature with a more nuanced understanding of subsidiary workers (D. P. Berry & Bell, 2012; Briscoe, 2008; Peterson & Thomas, 2007; Vance & Paik, 2011), the subsidiary workers investigated in this thesis are professional white-collar workers operating in a developed economic environment.

The social identity theoretical approach.

There is growing recognition of social relationships in determining workplace behaviours that lead to knowledge transfer, learning and integration as key to organisational performance and competitive advantage for MNEs (Collings, Scullion, & Dowling, 2009; Colakoglu et al., 2009). Researchers have become interested in ways of managing MNEs from a social perspective including organisational climate, social agents, corporate identity and employee identification with their organisation (Caligiuri et al., 2010; Evans et al., 2011; Hogg, 2007).

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Research that considers how social contexts, such as organisations, are interpreted and enacted by actors has been suggested as a valuable approach to the study of IHRM (Chung et al., 2012). According to Rupidara and McGraw (2011), social processes regulate behaviour. As such, it is as important to understand the social context as it is to understand the architectural components of human resource management systems in the form of policy and practice. It is this understanding that forms the rationale for the current study. Wide recognition that the organisation is itself a social context that can be investigated is a recent development in the literature (Chung et al., 2012; King, Felin, & Whetten, 2010; Whetten, 2007; Whetten & Mackay, 2002). According to Kostova et al. (2008) social agents, which can be organisations or individual alike, are:

> influenced by social processes involving norms and values and that these norms and values arise largely from localised or national settings. However, in the MNE context social agents must reconcile such preferences at collective levels above the level of a particular national environment, thereby confronting institutional complexity, contradictions and even voids (p. 1002).

However, there is currently a lack of IHRM micro empirical research that examines the individuals comprising the MNE in terms of its unique social context. Concurrently, the influence of national culture on MNEs is being empirically challenged (Chevrier, 2009; Nelson & Gopalan, 2003). Caprar (2011) refers to MNEs as "cultural incubators", as sites of cultural redefinition, arguing that "MNE culture is very different to the culture in which the subsidiary is located" (p. 209). Ailon-Souday and Kunda (2003) have also challenged the widely-held view of national cultural identity as an "objective, cognitive essence" (p. 1089) as conceptualised by Hofstede (1980, 1997). Instead, Ailon-Souday and Kunda (2003) argued that identity is a social construct symbolically mobilised in creative and diverse ways for a given context. These researchers found that national identity is a flexible social construct, not an imposed cultural template, underpinning the need to consider the unique MNE context in research conducted in MNEs (K. Roth & Kostova, 2003), including the field of IHRM.

Based on the rationale that *if you feel strongly about your identity at work, you work accordingly and feel good about yourself*, this thesis draws on the field of social psychology, specifically the social identity theoretical approach (SITA) (Hogg & Terry, 1998; Sluss & Ashforth, 2007; Tajfel, 1974; Tajfel & Turner, 1979) to systematically

examine IHRM at the micro level (Caligiuri et al., 2010; Collings & Scullion, 2009). In this research, the SITA is considered through social identity theory (SIT) (Tajfel, 1974), self-categorisation theory (SCT) (Tajfel & Turner, 1979), organisational identification (OI) (Ashforth & Mael, 1989; Brewer, von Hippel, & Gooden, 1999) and optimal distinctiveness theory (ODT) (Brewer, 1991; Pickett & Brewer, 2001).

SIT (Tajfel 1974) focuses on perceptions of the self as a group member (Schmitt, Silvia, & Branscombe, 2000) where the individual or self is understood in terms of a shared group or collective membership (Hogg, van Knippenberg, & Rast III, 2012). Chung et al. (2012) argue that understanding individual perceptions is vital because perceptions relate to attitudes and behaviour and, by association, individual action inside MNEs. SCT concerns the cognitive process individuals undertake in order to identify with a group (Brewer, 1995). OI is a specific type of social identification that is concerned with workplaces. ODT posits that the reason for social identification is that individuals have dual needs, one for inclusion or belonging and one for distinctiveness. Consequently, the strength of an individual's identification for a particular social identity target is determined by the extent to which an individual's needs for belonging and distinctiveness are achieved by the social identity (Brewer, 1991), known as optimal distinctiveness. While inextricably linked, the terms social identity and social identification as they apply to organisations are distinct constructs. Both of these terms are important to the current study which examines the organisation as a collective identity available to individuals through social identity and identification. In the present research, a social identity is defined as "a salient group classification" and social identification is defined as "the perception of belonging to a group" (Mael & Ashforth, 1995, p. 310).

The SITA makes a valuable contribution to an understanding of organisational behavior through group dynamics, particularly group cohesion, deviance, leadership, structure, socio-demographic aspects and group structure (Hogg, 2001). In addition, it provides a social psychological account of the reasons for, and the consequences of, group involvement (Brewer & Gardner, 1996), whereby individuals act in accordance with their group membership. In other words, when an individual identifies with a group, his/her attitudes and behaviour are influenced by the group membership such that an individual 'deindividuates' themselves and instead acts as a group member. This is important to the current study because the SITA provides a mechanism by which the unique MNE environment can be investigated.

The SITA has been applied in the field of IHRM in both developed and developing economic contexts. The current research extends application of the SITA in the developed economy context and seeks to address gaps identified in the extant literature. Most empirical research has been conducted at higher organisational levels. In the case of MNEs, at the global and subsidiary level (refer to Table 2.2 for full details), giving rise to the possibility "that outcomes associated with lower levels of self, have been mistakenly attributed to the organisational level" (Ashforth, Harrison, & Corley, 2008, p. 354). Furthermore, application of the SITA in the field of IHRM has largely focused on individual needs for inclusion instead of individual needs for both inclusion and distinctiveness (Reade, 2001a, 2001b, 2003, being the exception).

Organisational research studying collective group identification such as workgroup identification, is also of benefit to the SITA because research to date has largely relied upon laboratory experimentation (Ellemers, Spears, & Doosje, 2002). In summary, the current study is an attempt to further develop the field of IHRM (Delmestri, 2006) by examining the under-researched subsidiary worker micro level context in MNEs (F. L. Cooke et al., 2011; Fey et al., 2009; Katou & Budhwar, 2010; Zhu et al., 2008) through the lens of the SITA.

Research Aim and Hypotheses

Increasing our understanding of the MNE micro level through social identities and identification is important because the outcome of a social identity is that individuals deindividuate themselves to work for the group – where 'I' becomes 'we' (Brewer & Gardner, 1996). In other words, individuated attitudes and behaviours make way for attitudes and behaviours that are 'deindividuated' or in line with the social or group identity. The influence of collective identity as social identity and identification on individual attitudes and behaviour has strong support (Hogg & Abrams, 1999; Terry, Hogg, & Duck, 1999; Terry, Hogg, & White, 1998), yet it has received surprisingly little attention to date in the MNE context particularly at 'lower levels' of identification, such as the workgroup.

For the current research, a workgroup is defined as an intact, bounded social system with interdependent members and differentiated member roles for pursuing shared, measurable

goals. It consists of all employees reporting to a particular supervisor and engaged in tasks that require some degree of coordination (Chattopadhyay et al., 2004). A workgroup is comprised of a supervisor and at least one subordinate member (Hirst et al., 2009). This definition of workgroups includes co-located and virtual workgroups. For example, the procurement workgroup in a subsidiary of an MNE would be comprised of a manager and a subordinate team of specialists.

Workgroup identification concerns the extent to which a person defines themselves in terms of their workgroup and is a nested identity within, or subset of, OI (Cooper & Thatcher, 2010). Workgroup identification is defined as "an individual's perception of oneness with the workgroup, along with the tendency to internalise the group's successes or failures" (Stewart & Garcia-Prieto, 2008, p. 657). Considered a 'lower level', or first in the collective levels of nested identification (Sluss & Ashforth, 2008), workgroup identification has been empirically examined under different labels such as team identification, collective team identification, work unit identification and workgroup identification (Cooper & Thatcher, 2010; Hirst et al., 2009; Van Der Vegt & Bunderson, 2005). While different labels have been applied in empirical examinations of workgroup identification, the terms are interchangeable. The current study uses the term workgroup identification.

It is important to examine workgroup identification because workgroups are an underexplored, yet important, component of organisations (Foss et al., 2010) that likely determine the response of individuals belonging to that group (Blader, 2007; Chattopadhyay et al., 2004; Ellemers et al., 2002). The workgroup is of particular importance in subsidiaries of large MNEs, where attachment to the organisational core, or HQ, is both psychologically and physically distant. It is argued that as a 'tribe' the workgroup is more salient to an employee than is the organisation (Ashforth & Rogers, 2012). Initial empirical evidence in the field of IHRM supports this view (Marks & Lockyer, 2005) indicating the workgroup is pivotal in the employee-organisation relationship. To understand the employee-organisation relationship, it is necessary to first understand what happens at the workgroup level (Ashforth & Rogers, 2012). Workgroup identification is the focus of the current study. Critical to this, workgroup identification is expected to mediate between individual perceptions and responses to identification in the form of attitude and behaviour (Ashforth & Rogers, 2012; Simon, 2009).

According to the SITA, the influential components for identification relate to salience, social categorisation and prototypicality. Salience is the potential of a social grouping, such as the workgroup, to help employees classify and systematise their environment and help orient themselves within a given context (Chattopadhyay et al., 2004). Social categorisation is a cognitive tool for segmenting and ordering a given social context thereby creating ingroups and outgroups, typically according to socio-demographic characteristics including but not limited to nationality, culture, gender, age, religion and (dis)ability (Hogg, 2001; Hogg & Ridgeway, 2003). Prototypicality concerns the extent to which an individual group member is perceived to represent "the features that describe and prescribe attributes of the group" (Hogg, 2001, p. 123).

The current study also investigates two selected individual responses to workgroup identification. MNE strategic goals are achieved through the attitudes and behaviour of individuals (Bartlett & Ghoshal, 1989; Caligiuri & Stroh, 1995), which in the case of MNEs is particularly complex to manage given the complexities of the unique MNE environment. The SITA has been linked to numerous attitudinal and behavioural outcomes in organisations, including in-role and extra-role behaviour, job satisfaction, turnover intentions (for recent meta analyses, see Riketta, 2005; Van Dick, 2004) and, more recently, creativity (Hirst et al., 2009) and pro-change behaviour (Fuchs & Edwards, 2012).

Turnover intention and workgroup knowledge sharing are of particular relevance to MNE subsidiaries because "in a world where retention of people is more difficult, it is particularly important to retain and transfer their knowledge" (Evans et al., 2011, p. 29). Although this view is widely shared (Caligiuri et al., 2010; Foss & Pedersen, 2004; Michailova & Mustaffa, 2012; Noorderhaven & Harzing, 2009; Reiche, 2011; Schuler, Jackson, & Tarique, 2011; Scullion, Collings, & Caligiuri, 2010; Vaiman & Vance, 2008; Vance et al., 2009), the individual bases for knowledge transfer and retention through knowledge sharing (Carmeli, Atwater, & Levi, 2011; Foss & Pedersen, 2004) and turnover intentions (Reiche, 2007, 2009) are understudied at the micro level, resulting in gaps in our understanding. Bringing all of the above elements together, **the research aim for this study is to investigate supervisor categorisation and prototypicality as influential on turnover intention and workgroup knowledge sharing through workgroup identification**.

Following on from the research aim, an outline of the SITA as applied in the current thesis is now provided, whereupon the hypotheses for the current study are stated. Figure 1.1 presents a conceptual model of social identification as applied in this thesis. As mentioned, there are three core components to social identification: salience, categorisation and prototypicality. Figure 1.1 positions the focus for this study, the workgroup, as a salient basis for identification which mediates between the individual perceptions – response relationship. The selected individual perceptions concern supervisor categorisation and prototypicality as influential in determining workgroup identification. The selected responses to identification, as previously discussed, are turnover intention and workgroup knowledge sharing. Through workgroup identification, perceptions of the supervisor are expected to influence subsidiary worker attitude and behaviour.

Figure 1.1 Research model for this thesis
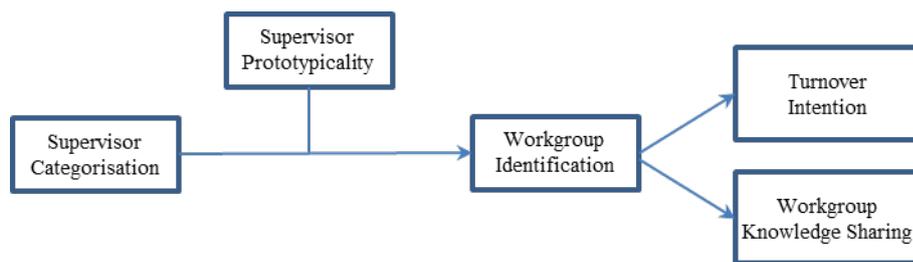
In this study, the workgroup is comprised of a supervisor and a number of subordinate co-workers. Within the workgroup, this research focuses on the supervisor as being highly influential (Hirst et al., 2009). Co-workers would offer a different focus (Cooper & Thatcher, 2010). Supervisors are seen by group members as a key resource (van Knippenberg, 2011). The subordinate-manager relationship is one of the most salient organisational role relationships for any worker (Van Dick, Hirst, Grojean, & Wieseke, 2007) and has a significant influence on an employee's collective organisational identities. A supervisor plays an important formative and sense making function for the subordinate (Sluss & Ashforth, 2008), and is the entrepreneur of, or gatekeeper to, OI (Ashforth & Rogers, 2012; Ashforth, Rogers, & Corley, 2011). The research focus on supervisors and their ability to lead has occurred because leaders can have a profound influence on individuals in groups and organisations (Cicero, Pierro, & van Knippenberg, 2010). This relationship is integral to one's work experience and organisational identity.

However, the influence of the supervisor on OI, the immediate workgroup in particular, has been "virtually ignored" (Sluss, Ployhart, Cobb, & Ashforth, 2012, p. 964). The current study focuses on the supervisor in terms of their social categorisation determined by national or cultural difference. It also considers their prototypicality as a workgroup member as being influential in determining workgroup identification for a subsidiary worker, drawing on ideas of geocentrism.

Social categorisation is the cognitive process by which an individual segments themselves and others into ingroups and outgroups. In considering this, the current study moves beyond Perlmutter's (1969) concept of ethnocentrism by drawing on ideas of a geocentric or world-oriented mind-set or perspective (Kobrin, 1994). A geocentric mindset indicates "a flexible organisational strategy, responsive to emerging development within the business environment, one that de-emphasises national culture to emphasise and integrate corporate culture" (Collings, Scullion, & Curran, 2009, p. 298). According to a geocentric perspective "HQ and subsidiaries see themselves as parts of an organic world-wide entity" (Heenan & Perlmutter, 1979, p. 29). The geocentric mind-set is aligned with Bartlett and Goshall's (1989) transnational view of the firm. The current study draws on ideas of geocentrism in that the MNE is, at its core, global and this represents a unique social construct that can be studied through the lens of the SITA.

In this research, the motivation for social identification is that a person has dual needs for inclusion and distinctiveness. Collective identities are better placed to offer satiation of this need than are individual identities, because they provide a basis for comparison (Brewer, 1991). Dual needs for inclusion and distinctiveness are specified by ODT. In the current study the workgroup is expected to meet the need for inclusion. Supervisor categorisation, based on national and cultural difference, is expected to meet the need for distinctiveness, as the supervisor represents the distinctive MNE environment which individuals choose to work in (Shin, Morgeson, & Campion, 2007). It is possible that in the social context of a global organisation, national and cultural difference is expected, perhaps even desired, by the individuals that have chosen to work in that environment. Therefore, national and cultural difference of a supervisor could be seen to provide an element that distinguishes the local workgroup for a subsidiary worker, increasing identification and having a positive effect on individual attitudes and behaviour.

According to Brewer (1995), "in large diverse organisations, for any given workgroup, individual group members are likely to be closely identified with their subgroup differentiations" (p. 59). However, according to the SITA, subgroups can co-exist within a superordinate group (Hornsey & Hogg 2000), such as a workgroup. National and cultural difference are considered together in the current study as in previous studies because these terms can be used interchangeably by individuals and have, when investigated together, been shown to reliably measure categorisation based on national and cultural difference (Varma, Pichler, et al., 2011; Varma et al., 2006). In the current study, national and cultural difference is positioned as expected (Reade, 2001a), perhaps even desired, by individuals that choose to work in the uniquely global social context offered by MNEs (Janssens & Steyaert, 2012). This is not to suggest that national and cultural difference is not a potential source of conflict. It does nonetheless suggest that individuals working in MNE subsidiaries while nationally and culturally different to the organisational parent and, possibly, to each other, may view this difference positively. Czinkota and Ronkainen (2008) refer to this as 'cultural adjustment' whereby individuals become increasingly tolerant of national and cultural difference at the local level.

The SITA "has direct relevance for the study of socio-demographic diversity in organisations" (Hogg & Terry, 2000, p. 132). For the current study, supervisor categorisation is defined as possessing "obvious characteristics causing subgroup identities," in this case national or cultural difference, to become salient in the context (Varma et al., 2006, p. 114). In the distinctive overall social context of an MNE within which the workgroup is nested, the SITA says that I becomes we, in that an individual may identify with a particular nationality or culture, but in the social context of the MNE an identifying individual would deindividuate in line with the global social context and expect national and cultural difference.

That national and cultural difference could be positively construed by individuals in MNE subsidiary environments represents a "new idea" (Michailova, 2011, p. 302) in IHRM research that could influence and shape the field. According to Janssens and Steyart (2012) "how national and cultural groups of employees are talked about and defined is missing in the IHRM literature" (p. 65). Brewer (2009) suggests that in a globalised world that has seen traditional group boundaries transcended, the conditions under which intergroup differences, such as national and cultural difference, can be accepted even celebrated, needs to be considered. In doing so, IHRM and social identity theorising will

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evolve from identification to one group or category to social identity as a complex representation of nested and cross-cutting group memberships (Ashforth et al., 2008).

In terms of supervisor prototypicality, according to van Knippenberg and van Knippenberg (2005) all members of a workgroup, that is supervisor and co-workers alike, are subject to the same prototype. In this research, prototypicality is defined as the extent to which an individual target, operationalised in this thesis as a participant's immediate supervisor, is perceived to represent "the features that describe and prescribe attributes of the group" (Hogg, 2001, p. 123). Group members are very sensitive to changes in the prototype, with even a small difference influential in determining the optimal distinctiveness of an identity (Leonardelli, Pickett, & Brewer, 2010). As a result, the influence of supervisor prototypicality is also examined in the current study as a moderator. It is expected that the more prototypical the supervisor, the less distinctive they are to a subsidiary worker.

Four hypotheses are required to examine the influence of supervisor categorisation and prototypicality on subsidiary worker turnover intention and workgroup knowledge sharing through workgroup identification. These hypotheses are presented below.

Hypothesis 1:　Workgroup identification mediates the relationship between supervisor categorisation and turnover intention.

Hypothesis 2:　Supervisor prototypicality will moderate the strength of the mediated relationship between supervisor categorisation and turnover intention through workgroup identification, such that the mediated relationship will be weaker under high supervisor prototypicality than under low supervisor prototypicality.

Hypothesis 3:　Workgroup identification mediates the relationship between supervisor categorisation and workgroup knowledge sharing.

Hypothesis 4:　Supervisor prototypicality will moderate the strength of the mediated relationship between supervisor categorisation and workgroup knowledge sharing through workgroup identification, such that the mediated relationship will be weaker under high supervisor prototypicality than under low supervisor prototypicality.

Method

This thesis follows a quantitative research design. The population for the study was subsidiary level workers employed by a subsidiary of a large MNE. Australia was selected as a suitable country for study of subsidiary level workers based on the substantial number of MNE subsidiaries located in Australia (McDonnell et al., 2011) and the heterogeneous nature of the Australian workforce. The subsidiary of a European-headquartered MNE agreed to participate in the research. This subsidiary organisation employs more than 1,200 people, which was considered sufficiently large for this study. In May 2010, online surveys were emailed to all subsidiary workers, inviting their confidential and anonymous participation.

A total of 306 submitted surveys formed the database for analysis. A Cronbach alpha of .70 and confirmatory factor analysis (CFA) were utilised to determine the reliability and validity of the measures used in this study. To test for effects according to the hypotheses, two analytical techniques were utilised. The first technique tested for an indirect, or mediated, effect (MacKinnon, Fairchild, & Fritz, 2007). The second technique tested for a conditional indirect, or moderated mediation, effect (Preacher, Rucker, & Hayes, 2007). Drawing on the work of Tharenou, Cooper and Donohue (2007), the choice of these techniques over other techniques was made because they provided a means to assess the process of 'how' one variable mediated a relationship between two other variables (the indirect effect), and 'when' a moderator further influences the mediated relationship (the conditional indirect effect).

Thesis Overview

This thesis contains five chapters, including the present chapter. This chapter highlighted the significance of the study for IHRM research, introduced the research aim and specified the research questions addressed in this study. This micro level study measures responses from individuals about their perceived attachment to their workgroup and what motivates that attachment. This study also measures the influence of that attachment on turnover intention and workgroup knowledge sharing, whereby the individuals are an inclusive group of subsidiary level workers that are employed by a global organisation.

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Chapter 2 presents an overview of the theory and empirical studies relevant to this study in three sections. In the first section, subsidiary workers in MNEs are discussed and critiqued. The second section, through the lens of the SITA identification in organisations, focuses on the field of IHRM, highlighting gaps in the literature. In the third and final section, the SITA as applied in this thesis is explained. Four hypotheses are proposed to test the theorised relationships.

Chapter 3 presents a detailed discussion of the research design and method used in this study. The justification for a quantitative approach is provided first, with the research context and instrument each subsequently examined. The measures selected to address the hypotheses are discussed, which includes all variables and controls contained in the survey instrument. The analytical techniques for validating the measures and testing the hypotheses are detailed.

Chapter 4 presents the results of the data analysis. The results of preliminary analysis are presented first, including procedures to validate the measures and consider the potential for common method variance to be an issue in the study. The results of the hypothesis testing are then presented.

Chapter 5 concludes the thesis by discussing the research findings. The results for the hypotheses are considered in the context of the literature and the contributions of this study are presented. Theoretical, empirical, and practical implications of the study are then considered, followed by the limitations of this research and directions for future research. Concluding comments complete the thesis.

Chapter Summary

This chapter outlined the background to, and justification for, the current study. The intention of this study is to address a gap in IHRM literature by researching the MNE micro level environment, through the lens of the SITA. The study aims to investigate the workgroup identification in a mediating role for subsidiary workers. The following chapter examines the SITA as the mechanism through which the research model will be examined, as well as presenting a review of the SITA literature related to the field of IHRM. Together, the theoretical framework and review of empirical research lead to the development of the hypotheses to be tested in this study.

Chapter 2: Literature Review

Chapter Introduction

The objective of this chapter is to review relevant theoretical and empirical IHRM and SITA literature, highlighting gaps in our understanding that can be addressed by the current study. The chapter is structured into two sections. The first section considers subsidiary workers as individual members of a MNE. The second and most extensive section of this chapter examines the theoretical perspective selected for this thesis in detail. Known as the SITA, seminal theory and key extensions are explained followed by a critical examination of extant IHRM literature. The SITA as applied in the current thesis is then discussed, whereupon the hypotheses arising from the literature review are stated. The chapter concludes with a summary.

Subsidiary Workers in Multinational Enterprises

Complex and often enormous, MNEs are both a driver of, and recipient in, today's globalised world economy (Evans et al., 2011; Weisinger & Trauth, 2003; Yagi & Kleinberg, 2011; Zhu et al., 2011). MNEs differ from domestic firms both in degree and in kind (Kostova et al., 2008), presenting in the form of profit and non-profit based organisations, multiple entities located across the world and in various phases of maturity (F. L. Cooke et al., 2011; Evans et al., 2011; Farndale et al., 2010; Merlot & De Cieri, 2012). The term MNE is used in this thesis. It is acknowledged that this term is used interchangeably in the literature with other terms (Aggarwal, Berrill, Hutson, & Kearney, 2011). Most notably, multinational corporations (MNCs) (Michailova & Minbaeva, 2012; Reiche, 2007; Vance & Paik, 2011; Zhang, George, & Chan, 2006) and the transnational corporation (Bartlett & Ghoshal, 1989).

Multiple terms for MNEs are accompanied by multiple definitions. As mentioned in the introductory chapter, Sundaram and Black's (1992) definition of MNEs has been widely applied. However, there is no one agreed definition of an MNE. Cowling and Sugden (1987) developed a broader conceptualisation of an MNE that emphasises strategic control of productive operations, rather than legal ownership, across national borders.

Examples of this are evident in manufacturing supply chains, where an MNE may have a relatively small number of employees, yet have many more workers in suppliers and subcontracted suppliers who are reliant on the firm's management strategy and practices for their employment. Highlighting the dynamic and evolving nature of IB, other researchers have more recently conceptualised and defined MNEs as a knowledge-sharing network that can be understood in terms of the ability to create, transfer and utilise knowledge efficiently (Foss & Pedersen, 2004; Noorderhaven & Harzing, 2009; Phelps, Heidl, & Wadhwa, 2012). Most recently, a flexible matrix classification system has been developed that defines MNEs according to their degree of multinationality, based on data regarding the international distribution of firm sales and subsidiaries (Aggarwal et al., 2011). Irrespective of which definition is applied, Foreign Direct Investment (FDI) is the defining act of an MNE, based on the rationale that some extent of ownership over organisations in other countries brings opportunity (W. N. Cooke, 2006). In 2011 global FDI exceeded the pre-financial crisis average, reaching $1.5 trillion comprised of FDI increases to both developed and developing economies (UNCTAD, 2012), indicating the continued growth of MNEs in the global economy.

Opportunities arising largely from technological advances (Vance & Paik, 2011; Weisinger & Trauth, 2003) and constraints in the form of labour cost minimisation and reduced world market prices (UNCTAD, 2010), ultimately determine the strategic goals of MNEs. Yet critically, the realisation of these strategic goals is constrained by the extent to which individuals, typically located in subsidiaries, contribute to achieve them (W. N. Cooke, 2006). In IHRM, the positioning of individuals in different contexts, across various organisational requirements, is known as global staffing (Scullion & Collings, 2006).

Global staffing traditionally holds that individuals are placed into one of three categories. These categories are host-country nationals (HCNs), parent-country nationals (PCNs) and third-country nationals (TCNs) (Dowling et al., 2008). HCNs are defined as employees from the subsidiary location. PCNs are defined as employees from MNE headquarters (HQ) transferred to a subsidiary operation (Collings, McDonnell, Gunnigle, & Lavelle, 2010). TCNs are defined as "employees from a country other the home or host country but operating in the host (Collings, Scullion, Dowling, 2009, p. 1253).

Expatriates are also recognised in the literature and are defined more broadly, as "employees of business organisations who are sent to another country on a temporary basis to complete a time-based task or accomplish an organisational goal" (Olsen & Martins, 2009, pp. 312-313). Under this definition, an expatriate could be a PCN or a TCN. Expatriates can be assigned to the foreign location either by their employer or through self-initiation (Toh et al., 2011). Self-initiated expatriates, conceptualised as a person initiating their own geographical move without organisational support, have also been studied. (Altman & Baruch, 2012) Other emerging trends in micro level IHRM research include studies of inpatriates, conceptualised as subsidiary employees temporarily transferred to HQ (Reiche, Kraimer, & Harzing, 2011), ex-host country nationals (EHCNs), conceptualised as MNE employees living and working in their motherland after having lived abroad for an extended period of time (Tung & Lazarova, 2006), and repatriates, which are expatriates that return to the home country upon completion of their assignment (Wittig-Berman & Beutell, 2009).

Moving beyond the growing number of internal global staffing categorisations, international labour in MNE subsidairies today is comprised of increasing heterogeneity and complexity (Collings, Scullion, & Dowling, 2009; W. W. Lewis, 2003). This includes increasing levels of employees in the form of external labour, such as contractors and other contingent workers, expert advisors in the form of consultants (Caligiuri et al., 2010; Gallagher & Connelly, 2012) and the rapid growth in the offshoring of Administrative and Technical Services (ATS). ATS offshoring involves the functions of information technology, call centres, procurement, research and development, and engineering services provided by workers residing in low-wage developing nations (Kenney et al., 2009). The growing focus on global supply chain management (Ballinger, 2011; Czinkota & Ronkainen, 2008; Yagi & Kleinberg, 2011) further contributes to the increasing heterogeneity and complexity at the subsidiary level and to MNEs overall.

The impact of information and communication technology developments in the last 15 years has also increased the number of structural options available to IHRM practitioners in order to minimise costs and increase innovation (Kenney, Massini, & Murtha, 2009). Alternative approaches to long-term expatriate international assignments are becoming more widely utilised and include short-term assignments (STAs), frequent business trips, commuting, rotations, virtual teams, telecommuting (Bartol & Dong, 2012; Collings et al., 2010; Holland, Sheehan, Donohue, Pyman, & Allen, 2012), video conferencing and

real time data uploads (Morley, Heraty, & Collings, 2006). These alternative approaches are considered both lower in cost and more successful than expatriate assignments (Collings, Scullion, & Morley, 2007; Hutchings, Lirio, & Metcalfe, 2012).

Concurrent to changing conditions in the MNE internal environment, cosmopolitanism is becoming a strong component of everyday life for people in many parts of the world due to increasing technological, demographic, economic, ecological, political and military interconnections on a global scale (Janssens & Steyaert, 2012). Never before have people, both in and out of work, been so interconnected with each other (Ballinger, 2011; Buchan et al., 2009; Tung, 2008). Scroggins and Benson (2010) suggest that the effects of technological change and the internet effectively make all firms – whether global or local – multinational. While there is variation in the extent to which internationalisation affects different countries (Tayeb, 2006), according to Delmestri (2006), "in the tension between the local and the global, the local cannot be conceived as autonomous anymore; the local has a meaning in which various influences converge" (p. 1517).

MNEs have been both a driver for and recipient of globalisation, yet the academic focus in particular appears to have concentrated largely on the former. Global staffing research is at the forefront of micro level IHRM research. However, the main interest has been, and to a large extent remains, on expatriates (Takeuchi, 2010; Toh & DeNisi, 2005; Toh & Srinivas, 2012; Vance & Paderon, 1993; Vance et al., 2009). The increasing number of IHRM employee classifications demonstrates that academic research into global staffing depicts MNE employees as an increasingly divergent group of workers. Research examining HCNs is becoming more established in the literature (Herrman & Werbel, 2007; Toh & Srinivas, 2012; Vance & Paderon, 1993; Vance & Paik, 2002, 2005; Vance & Ring, 1994; Vance et al., 2009; Vo, 2009). However, TCNs are particularly underrepresented (Collings et al., 2010). While the extension beyond the expatriate to other organisational groups has been valuable in establishing our current level of understanding, there remains a gap in the literature in terms of empirical research that considers all employees in the analysis. Peterson and Thomas (2007) recognise the need to consider all employees in MNE research, not just expatriates. Other researchers agree (D. P. Berry & Bell, 2012; Vance & Paik, 2011).

Extant IHRM literature applying the SITA has examined expatriates (Ishii, 2012), HCNs (it is noted typically in relation to, or in conjuction with, expatriates) (Caprar, 2011;

Lauring, 2008; Toh & DeNisi, 2003, 2005, 2007; Varma, Pichler, Budhwar, & Biswas, 2009; Varma et al., 2006), senior managers (Reade, 2001a, 2001b, 2003; Reiche, 2009; Salk & Shenkar, 2001; Vaara et al., 2003), managers and professionals (Björkman et al., 2013), and selected teams within one department of an MNE subsidiary (Hirst et al., 2009). However, employees at the subsidiary level have received scant empirical attention as an inclusive group (Briscoe, 2008; Vance & Paik, 2011). Instead, they have been examined in terms of the parts that make them up. A continued narrow focus dilutes the richness of the overall picture by assuming people can be narrowly categorised to suit co-ordination and control functions established prior to such global interconnectedness (Peltonen, 2006; Janssens & Steyaert, 2012). The current study marks, to the best of this researcher's knowledge, a first step towards developing a more nuanced understanding of the individuals working in the MNE local subsidiary environment (D. P. Berry & Bell, 2012; Briscoe, 2008; Peterson & Thomas, 2007; Vance & Paik, 2011) to complement existing knowledge. This research considers all workers within an MNE subsidiary local environment as the unit of analysis. The study focuses on professional white-collar workers operating in a developed economic environment as a conglomerate mass, connected by working in an MNE subsidiary.

The Social Identity Theoretical Approach

Identity is a construct that unites people, wherever and whoever they are. According to Ashforth, Rogers, and Corely (2011), identity is a root construct in organisational behaviour because the extent of identification correlates to attitudes and behaviour (Terry et al., 1998), and is derived by the social construct in which the individual is located. Identity is a cornerstone in an employee's relationship with the organisation they work for, as it is the means with which employees, as social actors, make sense of the social context that comprises their environment (Delmestri, 2006). As a result, a person's relationship with the organisation they work in is considered critical in the study of organisational behaviour (Ashforth & Mael, 1989). It is partly because organisations have become more dynamic and complex that individual identity and identification have become so important to employees, top-level managers (Pratt & Foreman, 2000) and organisational researchers alike (Albert, Ashforth & Dutton, 2000; Brickson, 2000; Chattopadhyay et al., 2004; Hogg & Ridgeway 2003).

Identification in organisations takes a number of forms (J. W. Berry, Poortinga, & Pandey, 1997; Pullen & Linstead, 2005; Shen & Hall, 2009). Identification has been viewed through a number of different lenses, such as Allport's Contact Hypothesis (Hornsey & Hogg 2000), identity theory (Deaux & Martin, 2003; Stets & Burke, 2000; Stryker & Burke, 2000), the social identity theoretical approach (Tajfel 1974, Tajfel & Turner 2004, Hogg 2001), relational demography (Chattopadhyay 2004) and the multiple cultures perspective (Sackman & Phillips 2004). Extensions and combinations of identity perspectives have been, and remain, hotly debated (Deaux & Martin 2003, Hogg & Ridgeway 2003, Sluss & Ashforth 2007). As noted by Ashforth (2007), "given the elasticity of identity when applied to organisational studies and the adolescence of the field, we are still determining what this particular animal is, or, indeed, whether it's even one animal!" (p. 94). Ashforth et al. (2011) suggest that the different levels of identity analysis and theoretical frameworks make an all-inclusive definition of identity problematic. What can be said however, is that identity serves to define individuals (usually positively) and locate them in a network of related entities, providing a basis for action or behaviour.

Global interdependence since the end of World War II has enormously increased the diversity and complexity of intergroup relations (Tajfel, 1982a). Globalisation has contributed to more information being made available to organisations in terms of best practice, but it has also made more information available to employees about 'others'. This additional exposure gives individuals working in MNEs a heightened opportunity to compare themselves to others, in the process answering important questions such as 'Who am I?', 'Who are we?' and 'Who are they?' (Ashforth & Mael, 1989). Analysis of this phenomenon originated in the field of social psychology and is known as the SITA, which focuses on the individual as a group member. The SITA makes a valuable contribution to our understanding of organisational group dynamics, particularly group cohesion, deviance, leadership, structure, socio-demographic aspects and group structure (Hogg, 2001), and provides a social psychological account of the reasons for, and consequences of, group involvement (Brewer, 1996).

Identification becomes more complex in the context of coordination and integration across geographically dispersed business units and hence achieving the benefits of identity are more difficult in MNEs (Li, Xin, & Pittulta, 2002; Vaara et al., 2003; Vora, Kostova, & Roth, 2007). Feeling a sense of connectedness through identification and

multiple identities is fundamental to how people see themselves and respond. According to Reade (2001a), "individuals look for groups that compare favourably with, and are distinct from, other groups" (p. 1271). The study of social identity and identification is an ideal basis from which to increase current understanding of the unique MNE social context (Ailon-Souday & Kunda, 2003) as a precursor to individual attitudes and behaviour. Social identities are important because the outcome of a social identity is that individuals deindividuate themselves to effectively act on behalf of a social identity, instead of as an individual.

In this research, the SITA is considered through social identity theory (SIT) (Tajfel, 1974) and several key extensions, being self-categorisation theory (SCT) (Tajfel & Turner, 1979), organisational identification (OI) (Ashforth & Mael, 1989; Brewer et al., 1999), and optimal distinctiveness theory (ODT) (Brewer, 1991; Pickett & Brewer, 2001). To explore the issues researched and the quantity of research recognising the SITA in international literature, a search was conducted. The search comprised a review of the ProQuest database, a separate search in the six leading IB journals (*Journal of International Business Studies, Management International Review, Journal of World Business, International Marketing Review, Journal of International Marketing and International Business Review*) (Griffith et al., 2008) and individual website searches from researchers publishing in this area over the period 1995-2013. The terms used in the search were "MNE" (or equivalent), "social identities", "social identity theory", "self-categorisation", "organisational identities" and "organisational identification". The search yielded 36 conceptual and empirical research papers applying at least one aspect of the SITA as applied in the current research conducted in, or in the context of, the field of IHRM. More than half of the studies located have been published in the last five years which demonstrates not just the applicability of the SITA to the MNE context, but also the growing interest in the SITA in the MNE context. This literature is summarised in Appendix A.

Appendix A is comprised of a table which presents the researcher/s and year the research was published, the research type and design (whether conceptual, quantitative or qualitative), the SITA theoretical focus, the unit of analysis, key constructs or variables investigated in the research and a summary of the findings/ key points. A review of this literature revealed that the SITA has been applied in the field of IHRM in primarily two ways. The first concerns SIT together with SCT. The second concerns one or more

levels of OI. The extant literature in the field of IHRM is therefore discussed according to these different theoretical foci, highlighting gaps. The review begins with an explanation of SIT together with SCT and a review of extant literature in the field of IHRM which focuses on these theories together.

Social identity theory.

Identity, also referred to as the self-concept, is an interpretive mechanism that mediates an individual's attitudes and behaviours in a given social context (Dutton, Dukerich, & Harquail, 1994). Identity is a psychological attachment that is highly influential on attitudes and behaviour (Terry et al., 1998). Identity is comprised of three levels, individual identity (idiosyncratic, individual qualities and attributes), relational identity (the result of important relationships) and collective identity (also referred to as the collective self) which is defined by group membership and the value attached to that membership (Brewer & Gardner, 1996).

The first level of the self-concept is the individual, which relates solely to personal identity whereby one perceives themselves as individuated, or unique (Brewer, 1991). The second level of the self-concept is the relational level, which is an extension of SIT (Brewer & Gardner, 1996). At the relational level, the self is understood in terms of relationships with significant others. (Hogg et al., 2012). Relational identities involve the influence of important role-relationships on individuals and sits on the line between intra and intergroup relations, for which much is currently unknown or blurred. Theory regarding relational identification is emerging in the literature (Hogg et al., 2012; Shapiro, 2010; Sluss & Ashforth, 2007, 2008; Yuki, 2003). The third level of the self-concept is the collective level of identification, based on the work of Tajfel (1974), known as a social identity. At the collective level, the self is understood in terms of a shared group membership (Hogg et al., 2012). Social identity theory (SIT) (Tajfel 1974) focuses on the self as a group member (Schmitt et al., 2000).

Although often interpreted in the literature as an aspect of the self-concept, SITA is more accurately conceptualised as an extension of the self beyond the level of the individual to the collective, whereby an individual moves from the perception of being a unique individual to a perception of being a characteristic member of a collective, whereupon

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they are 'deindividuated' (Brewer, 1991; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Figure 2.1 presents a conceptual model of the SITA as applied to this thesis and suggests some likely identity targets for a subsidiary worker in an MNE. The arrows represent the type of identity from the self outwards through the relational to the collective levels. Each dot distinguishes a target identity, whereby each level of identity is a distinct construct nested within another. At the relational level likely relational identity targets are presented as the supervisor and co-workers. At the collective level the social identities suggested for subsidiary workers are the workgroup, the subsidiary organisation and the HQ, or global, organisation.

Figure 2.1 Conceptual model of nested identities for subsidiary workers in MNEs
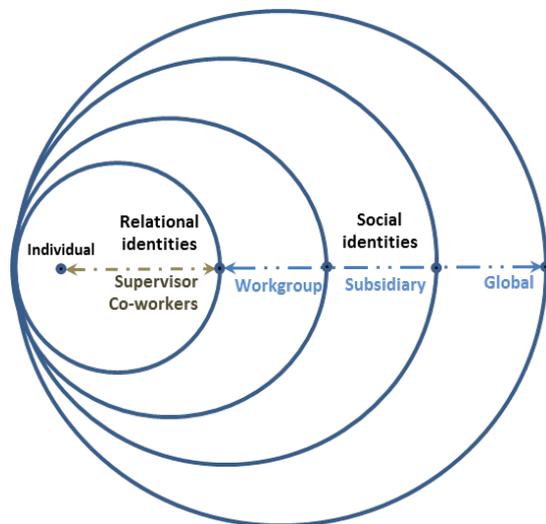
Source: Adapted from Brewer (1991); Brewer and Gardner (1996); Sluss and Ashforth (2007, 2008)

It is acknowledged that while Figure 2.1 depicts collective connections in an outward fashion, it is possible that the model may be three-dimensional whereby identities, whether relational or collective, are nested and cross-cutting. However, these three dimensional connections are beyond the scope of the current discussion as research in this area has not yet been reported. The purpose of the model is illustrative, not definitive. It is further acknowledged that the number of social identities depicted in Figure 2.1 would likely extend beyond those presented.

A social identity as defined by Tajfel (1982b) is an individual's self-concept derived from a cognitive (Ashforth & Mael, 1989; Dutton et al., 1994) attachment or membership of social groups, and the importance and emotional significance attached to the membership.

Social identities influence how people see themselves, their own group and other groups. Social identities influence both intergroup and intragroup relations (Turner, 1982) because group members, through attitudes and behavior, act on behalf of their group membership. As a result, inter and intragroup processes operate in conjunction (Abrams, 2009).

Although linked, the terms social identity and social identification have different meanings. A social identity is defined as "a salient group classification", whereas social identification is "the perception of belonging to a group" (Mael & Ashforth, 1995, p. 310). Social identity is connected with the groups that you are a member of and often you have no choice over, for example, nationality. Identification on the hand is the choice that you make to accept that grouping. The distinction between identity and identification highlights that group membership alone does not result in group identification (S. Freeman & Lindsay, 2012). This reveals that social identification is an individual's choice, it cannot be not assigned (Brewer, 1991).

General features that influence identification or attachment to a group are high or low group status, stability of the group, permeability of group boundaries and the legitimacy of status relations (Ashforth & Mael, 1989; Ellemers et al., 2002). Status refers to the prestige and distinctiveness of a group relative to other groups. Stability refers to whether the social identity is under threat, for example the potential for workgroup change through an organisational restructure, or in the case of mergers and acquisitions. Permeability relates to the potential for movement between groups, for example, the potential for a subordinate in a workgroup to become a supervisor, or a HCN to become an expatriate. Legitimacy is concerned with perceptions that components of the social identity are valid, for example having a supervisor in a workgroup.

In terms of group distinctiveness, having an external supervisor could be seen to increase status and identification with the workgroup identity. As another example, the extent to which a person perceives ingroup and outgroup membership boundaries to be permeable, which refers to the extent to which an individual considers a boundary open or closed, is a cornerstone concept of SIT in terms of explaining someone's subsequent action (Terry, 2003). This has been shown to be important for HCNs in MNE subsidiaries who aspire to work in the global HQ (Reade, 2001b, 2003). In this way, the social context, rather than specific group features, can be seen to determine the evaluative flavour and subsequent

identification of any given group membership (Ellemers et al., 2002), justifying calls for organisational research investigating the social context (Chung et al., 2012). The discussion now turns to how social identification occurs through self-categorisation.

Self-categorisation theory.

An important extension of SIT in the social identity theoretical approach is SCT (Turner, 1985). SCT extends SIT by stressing the strategy individuals use to achieve and then maintain social identification (Schmitt et al., 2000). Through self-categorisation an individual selects a social identity as a target for social identification, which creates and defines the individual's place in a social context and subsequently influences the individual's attitudes and behaviour.

A group is the result of a cognitive (Brewer, 1995) categorisation process actively made by the individual (Tajfel, Billig, & Bundy, 1971) that creates ingroups, which are groups to which individuals perceive they belong, and outgroups, which are groups to which a person does not perceive s/he belongs (Stets & Burke, 2000). In this way, categorisation is a tool that segments and orders a given social context. It underlies group dynamics by producing outcomes such as normative behaviour, stereotyping, ethnocentrism, positive ingroup attitudes and cohesion, co-operation and altruism, empathy, collective behaviour, shared norms and mutual influence (Hogg, 2001; Hogg & Ridgeway, 2003). Through self-categorisation, social identities see the individual self depersonalised, or deindividuated, such that "I" becomes "we" inside layers of nested identities (Brewer, 1991). There are three components central to SCT (Olsen & Martins, 2009). The first is salience, the second is depersonalisation and the third is the group prototype. Each of these components is explained.

The first core component of SCT is salience. Social identities are not fixed therefore they do not uniformly predict behaviour. People also have multiple social identities. A particular social identity is dependent on the context and a group's salience in that context (Van Dick, Wagner, Stellmacher, & Christ, 2005). Salience refers to the potential of a social category to be evident and help a person classify and systematise their environment and orient themselves within a given context (Chattopadhyay et al., 2004). Group salience occurs when a strong perception of a grouping becomes apparent for an

individual (Turner & Brown, 1978). When a group identity is salient, liking other ingroup members is determined by depersonalised social attraction. When it is not salient, liking other members is determined by personal attraction which may fragment the group into friendships, cliques and stereotypes, and undermine its purpose (Hogg & Terry, 2000).

The second core element of SCT is self-categorisation. This involves categorising the self and others into groups to provide a basis for comparison (T. Lewis, 2011; Olsen & Martins, 2009). Self-categorisation occurs through a cognitive process termed depersonalisation, where people are matched to a relevant ingroup or outgroup typically based on socio-demographic characteristics such as nationality/culture, gender, age, religion, and (dis)ability (Olsen & Martins, 2009). In other words, depersonalisation entails a shift from the individuated 'I' to a deindividuated 'we', transforming the self-concept such that the individual acts to positively discriminate in favour of a group (Brewer, 1991; Vaara et al., 2003). Self-categorisation depersonalises self-perception by transferring all attitudes, feelings and behaviours to the ingroup prototype. Ultimately, a person's perceptions are made real through depersonalised self-categorisation in such a way that an individual identifies with the category per se, for example 'I am a …'. As a result, an individual acts on behalf of the collective, not as an individual (Mackie, Devos, & Smith, 2000). Self-categorisation is the mechanism that underpins social identification or 'choice'.

This research focuses on only one form of social categorisation, namely social categorisation according to national/cultural difference. National and/or cultural difference has been conceptualised and empirically demonstrated as a basis for social categorisation in MNEs (Alderfer & Smith, 1982; Cooper et al., 2007; Lauring, 2008; Toh & DeNisi, 2005, 2007; Van Dick et al., 2005; Varma, Budhwar, & Pichler, 2011; Varma, Grodzicki, Pichler, Kupferer, & Ramaswami, 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, Budhwar, & Kupferer, 2012; Varma et al., 2006). The current study is in no way definitive; it could be considered as a starting point for investigating the complex phenomenon of social categorisation as a basis for social identification within the MNE context.

Through self-categorisation, social identification leads to attitudes and behaviour that are congruent with the identity (Ashforth & Mael, 1989) based on the third and final core

element of SCT, which concerns the group prototype. A prototype is defined as a "cognitive representation of features that describe and prescribe attributes of the group" (Hogg, 2001, p. 123), including beliefs, attitudes, feelings, behaviours, similarities within, and differences between, distinct entities. When an individual deindividuates him/herself they view themselves and others in the group in terms of their group prototypicality "rather than as individuals" (Olsen & Martins, 2009, p. 314). The group prototype then specifies how group members will think, feel and behave. The group prototype largely determines group dynamics in both intragroup and intergroup situations (Hogg, 2007; van Knippenberg, 1998). Ingroup members are so highly sensitive to the prototype that even small differences between ingroup members will be noticed and responded to (van Knippenberg, 1998). The most effective prototypes are ones that are clearly and unambiguously defined, and clearly distinguish "us" from "them" (Hogg, 2007).

Application of social identity and self-categorisation theories in IHRM research

Social identities are comparative in that individuals see themselves as being similar to, or different (better or worse) from, 'others' (Tajfel & Turner, 1979) which is highly influential on the attitudes and behaviours of group members (Hogg & Terry, 1998; Terry et al., 1999; Terry et al., 1998). SCT specifies social identification processes in groups through self-categorisation (Van Dick, 2004). Together, SIT and SCT predict when individuals are likely to engage a social identity and which group memberships are likely to be most salient (Whetten, 2007). SIT (Tajfel, 1974), together with SCT (Turner, 1982), has become an important framework for analysing the psychology of individuals in organisations in the context of MNEs (Lauring, 2008).

In terms of application of social identity and self-categorisation theories in the field of IHRM, the search yielded 12 results. Table 2.1 presents this literature, which is a subset of the literature summarised in Appendix A, as a basis for discussion. Table 2.1 displays the research according to the author/s and year the research was published. The research type, that is, whether the research is conceptual or empirical, is then indicated. Table 2.1 also specifies for empirical research whether the research design was qualitative or quantitative.

Table 2.1 Summary of social identity and self-categorisation literature in IHRM research

Author (Year)	Type		Design	
	Conceptual	Empirical	Qual	Quant
Blazejewski (2012)	√			
Cooper et al. (2007)	√			
Lauring (2008)		√	√	
Olsen and Martins (2009)	√			
Toh and DeNisi (2003)	√			
Toh and DeNisi (2007)	√			
Varma, Budhwar, et al. (2011)		√		√
Varma, Grodzicki, et al. (2012)		√		√
Varma, Pichler, et al. (2011)		√		√
Varma, Pichler, Budhwar, et al. (2009)		√		√
Varma, Pichler, et al. (2012)		√		√
Varma et al. (2006)		√		√

Out of the 12 studies located that had applied social identity and self-categorisation theories in the field of IHRM, there were five examples of conceptual research (Blazejewski, 2012; Cooper et al., 2007; Olsen & Martins, 2009; Toh & DeNisi, 2003, 2007) and seven examples of empirical research. The empirical research comprised one qualitiative study (Lauring, 2008) and six quantitative studies (Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, et al., 2012; Varma et al., 2006).

In terms of the quantitative research, it is noted that that the research conducted by Varma and colleagues (Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, et al., 2012; Varma et al., 2006) has been conducted in the MNE context with an experimental research design. Although this research has not been conducted in an MNE per se, it has

been included in this literature review because the studies were conducted in the context of MNE micro level research and investigate social categorisation, which is relevant to the current study.

Analysis of this specific body of literature reveals three major findings. First, the MNE as a salient and unique social context in the form of collective social identification has not been considered. Second, outgroup social categorisation is consistently assumed to result in conflict or cause a negative effect. Third, prototypicality is not considered in this literature.

The first major finding is that the MNE as a salient and unique social context in the form of collective social identification has not been considered. Instead, the literature contained in Table 2.1 may be interpreted as research for which social identification is considered to be an aspect of the self-concept, as discussed earlier in this chapter. However, the SITA is more accurately conceptualised as an extension of the self beyond the level of the individual to the collective. In this situation an individual moves from the perception of being a unique individual to a perception of being a characteristic member of a collective, whereupon they are 'deindividuated' (Brewer, 1991; Turner & Brown, 1978; Turner et al., 1987). Brewer (1991) refers to such an application of SIT & SCT as an "American" conceptualisation in that the SITA has been applied as an aspect of individual identity. It is possible the American conceptualisation of SIT & SCT stems from application of the SITA in diversity research which largely arose in the USA (Nishii & Özbilgin, 2007) and focused on individual demographic characteristics particularly as they related to categorisation based on race or ethnicity (Brewer et al., 1999; Brickson, 2000; Gelfand, Erez, & Aycan, 2007; Terry, 2003; van Knippenberg & Schippers, 2007). As IB emerged, again largely from the USA, the individualistic focus of social identity diversity research may have informed emergent, and subsequently ethnocentric, cross-cultural research, extending the individual focus of categorisation based on race and ethnicity to the national culture of individuals working in MNEs.

The second major finding is that outgroup social categorisation has been consistently assumed to result in conflict or negative effects (Cooper et al., 2007; Toh & DeNisi, 2003, 2007; Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, et al., 2012; Varma et al., 2006). This literature concerns HCN social categorisation of expatriates to

an outgroup based on national or cultural differences across developed and developing national contexts including the USA, the UK, Poland, India and China. Within these largely conceptual and experimental environments, outgroup social categorisation of the expatriate based on national or cultural differences has been demonstrated as negatively influential in terms of the provision of role information and social support from a HCN to an expatriate. Negative effect is a potential outcome of inter and intragroup relations through social categorisation (Brown & Hewstone, 2005). However, the SITA does not suggest that social categorisation to an outgroup automatically results in conflict (Brewer, 1991; Turner & Brown, 1978). The assumption that national and cultural difference as a basis for outgroup categorisation consistently equates to negativity can be challenged. This idea will be discussed later in this chapter in the section concerning optimal distinctiveness.

The third finding, concerning application of social identity and self-categorisation theories in the field of IHRM, concerns prototypicality. In the 12 studies considered in the analysis of this specific body of literature, protoypicality is not investigated. The current research aims to address the three findings highlighted above, which can be considered as gaps in the literature. To further specify these gaps, the discussion now turns to the SITA IHRM literature which considers the individual as a group member in the context of the unique MNE environment. This type of social identification is known as organisational identification.

Organisational identification.

Social identities are influenced by perceptions (beliefs) about groups relevant to a social structure, or context, which includes organisations as a social category (Ashforth & Mael, 1989). As such, a person's relationship to an organisation has long been considered critical in the study of organisational behaviour (Ashforth & Mael, 1989). According to Ashforth et al. (2011) identity is a root construct in organisational behaviour because identity in an organisational context provides a means for understanding "human action within an organisational framework" (Albert et al., 2000, p. 14) and "makes group behaviour possible" (Ashforth & Mael, 1989, p. 26). Identity and its importance to organisational behaviour has seen the construct receive wide acceptance and this area of research continues to develop through recent explorations of the emergence (Alvesson,

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2010; Fiol & Romanelli, 2012; Gioia, Price, Hamilton, & Thomas, 2010) and maintenance (Anteby & Molnar, 2012; Ashforth, 2007) of identities in organisations and the impact of globalisation on them (Hermans & Dimaggio, 2007). Hogg (2007) argues that in this globalised environment where incessant technical and social change is normalised while increasingly complex, organisations need to be highly entative or distinct in order to counter identification fragmentation or disassociation with the organisation.

As a form of psychological attachment or bond to an organisation, identity in organisations has been linked to (Van Dick, van Knippenberg, Stellmacher, & Christ, 2004; Vora et al., 2007), or used interchangeably with (Reade, 2001a), organisational commitment (OC), most often affective commitment (Van Dick, 2001). However, there is now sufficient empirical evidence demonstrating that, while related, identity in organisations and OC are distinct constructs (Edwards, 2009; Edwards & Peccei, 2007; R. E. Johnson, Chang, & Yang, 2010; Klein, Becker, & Meyer, 2009; van Knippenberg & Sleebos, 2006). There is more to be understood about the nature of the potentially reciprocal relationship between these constructs. Nonetheless, it is clear that the constructs are "empirically discriminable" (Ashforth et al., 2008, p. 333). In the current study, the position that identity in organisations and OC are distinct constructs is accepted and the study focuses solely on identity in organisations from this point on.

While understanding the sense-making process associated with identity in organisations is considered central in the analysis linking people to the organisations they work for (Ashforth et al., 2011; Vough, 2012), there is no agreed definition in the literature in terms of the precise meaning and nature of the construct (Edwards & Peccei, 2007). Identity in organisations has been conceptualised in three ways, all based on different interpretations of the SITA. Each conceptualisation is now briefly explained and the rationale for selecting the conceptualisation for the current research is provided.

The first conceptualisation of identity in organisations involves the recategorisation of individuals into more inclusive groups and is called the Common Ingroup Identity Model (CIIM) (Dovidio, Gaertner, Shnabel, Saguy, & Johnson, 2010; Gaertner & Dovidio, 2000; Gaertner, Dovidio, Anastasio, Bachman, & Rust, 1993). The second conceptualisation investigates identity in organisations from a values-based, organisational justice perspective and is called the Group Engagement Model (GEM)

(Blader & Tyler, 2009; Tyler & Blader, 2000, 2003). Organisations relevant to both the CIIM and the GEM may include, but are not focused on, an individual's workplace. The third conceptualisation views identity in organisations as a particular form of social identification, termed organisational identification (OI) (Albert, Ashforth, & Dutton, 2000; Ashforth & Mael, 1989; Hogg & Terry, 2000; Kreiner & Ashforth, 2004). OI specifically relates to a sense of belonging and value attributed to a person's workplace (Ashforth & Mael, 1989; Hogg & Terry, 2000) as opposed to a sense of inclusion as argued by CIIM or an alignment of values as forwarded by the GEM.

This research focuses on OI as a conceptualisation of identity in organisations. The current study is concerned with individuals working in the context of MNE. OI, as a specific form of social identification, is theoretically sound as organisations, including MNEs, can be considered actors in a social context (King et al., 2010; Whetten & Mackay, 2002). It is not only individuals that can be viewed as actors but also the organisation (Edwards & Peccei, 2007; Vora et al., 2007). Further, OI is a multiple foci construct (Van Dick, 2004; Van Dick et al., 2005) meaning that an individual working in an MNE would hold more than one level of OI (Reade, 2001b). This is important in the current study, which seeks to investigate a lower level focus of organisational identification specifically as it relates to the workgroup (van Knippenberg & van Schie, 2000).

OI is considered "essential for the cooperation, coordination and long-term effort of employees" (Marks & Lockyer, 2005). As a "psychological attachment to their employing organisation" (Edwards & Peccei, 2010, p. 17) OI is viewed as an employee's "perception of oneness with or belongingness to" (Ashforth & Mael, 1989, p 34) their workplace. Edwards & Peccei (2007) define OI as a specific form of social identification that explains the "psychological linkage between the individual and the organisation whereby the individual feels a "deep, self-defining" (p. 30) bond with their workplace. OI is closely related to organisational culture and these ideas are often used in overlapping ways, however, they are distinct. Organisational culture is defined as the values, beliefs, business principles, traditions, ways of doing things and the nature of the internal environment within an organisation (Daniels, Radebaugh, & Sullivan, 2009). Whereas the concept of OI is based in social identity theory which places "self-conception as a group member at the heart of its analysis of group life" (Hogg, 2007, p. 37).

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A person's OI informs their organisational behaviour (Ashforth & Mael, 1989; Hogg, 2007), which contributes to organisational performance (Riketta, 2005; Van Dick, 2004). An organisation's culture would likely influence an individual's OI. According to Michel et al. (2010) employees engage with, and cooperate in, organisational groups because they need the feedback of a favourable OI. Capturing an individual's perceived oneness with the organisation (Hogg & Terry, 2000; Reiche, 2009) helps to explain how identification influences individual attitudes and behaviour in the workplace. Individuals who identify with an organisation may adopt its goals, values and practices as their own by sharing the views of the organisation. They are therefore likely to act in ways congruent with the organisation's interests (Vora et al., 2007). Behaviour is an outcome of identification, "not a necessary component of it" (Ashforth et al., 2008, p. 331).

The range of outcomes associated with OI has seen it emerge as an important construct to both researchers and practitioners alike (Evans et al., 2011). In addition to affective OC, OI has been positively associated with job satisfaction and involvement, organisational satisfaction and loyalty, and extra-role behaviour (Jones & Volpe, 2011). OI is negatively related to turnover intention (see Ashforth et al., (2008) and meta-analyses by Riketta (2005) and Van Dick (2004) for a review). More recently, empirical studies have shown that OI is positively related to organisational behaviours such as creativity (Hirst et al., 2009) and in-role performance (Liu, Loi, & Lam, 2011). While there are many positive outcomes associated with OI as outlined above, OI can also result in negative outcomes. The "dark side" of organisational identification, that is very high levels of identification, can result in tyrannical behaviour (Dutton et al., 1994), over-identification resulting in resistance to change (Kreiner, Hollensbe, & Sheep, 2006) and psychological disassociation from the organisation resulting in reduced organisational behaviour (Hogg, 2007). Evidence of both positive and negative responses to organisational identification suggests that there is likely an optimal level of organisational identification. However, research in this area has not yet been reported.

Application of organisational identification theory to the field of IHRM.

In terms of application of level/s of OI in the field of IHRM, the search for literature yielded 24 results. Table 2.2 presents a summary of this literature. Similar to Table 2.1, Table 2.2 presents the research according to the author/s and year the research was

published. The type of literature, whether conceptual or empirical, is indicated. The research design, whether qualitative or quantitative, is also identified. Table 2.2 also contains a column indicating the level/s of OI investigated in the research. The level/s of OI are classified according to whether the research examined one or more levels of OI, being the workgroup (WI), the subsidiary (SI), and/or the global organisation (GI), which represents studies concerning head-quarters or the overall organisational level of identification with the MNE.

Table 2.2 Summary of organisational identification literature in IHRM research

Author (Year)	Type Conceptual	Type Empirical	Design Qual	Design Quant	Level/s of OI WI	Level/s of OI SI	Level/s of OI GI
Björkman, et al. (2013)		√		√		√	√
Blader and Tyler (2009)		√		√			√
Caprar (2011)		√	√				√
S. Freeman and Lindsay (2012)		√	√				√
Fuchs and Edwards (2012)		√		√			√
Harzing and Feely (2008)	√						√
Hirst et al. (2009)		√		√	√		
Ishii (2012)		√	√	√		√	√
Leonardelli and Toh (2011)		√		√			√
Lewis (2011)	√				√		
Li et al. (2002)	√						√
Liu et al. (2011)		√		√			√
Marks and Lockyer (2005)		√		√	√		√
Reade (2001a)		√		√		√	√
Reade (2001b)		√		√		√	√
Reade (2003)		√		√		√	√
Regnér and Zander (2011)	√						√
Reiche (2007)	√					√	
Reiche (2009)		√	√			√	
Salk and Shenkar (2001)		√	√				√
Toh and DeNisi (2005)	√						√
Vaara et al. (2003)		√	√				√
Vora and Kostova (2007)	√					√	√
Vora et al. (2007)		√		√		√	√

Note: OI = Organisational identification; WI = Workgroup level identification; SI = Subsidiary level identification; GI = Global, HQ, or Organisation level identification;

Of the 24 studies located that had applied organisational identification theory in the field of IHRM, there are seven examples of conceptual research (Harzing & Feely, 2008; T. Lewis, 2011; Li et al., 2002; Regnér & Zander, 2011; Reiche, 2007; Toh & DeNisi, 2005; Vora & Kostova, 2007) and 17 examples of empirical research. The empirical research is comprised of five qualitative studies (Caprar, 2011; S. Freeman & Lindsay, 2012; Reiche, 2009; Salk & Shenkar, 2001; Vaara et al., 2003) and 11 quantitative studies (Björkman et al., 2013; Blader & Tyler, 2009; Fuchs & Edwards, 2012; Hirst et al., 2009; Leonardelli & Toh, 2011; Liu et al., 2002; Marks & Lockyer, 2005; Reade, 2001a, 2001b, 2003; Vora et al., 2007). One study utilises a mixed-method approach (Ishii, 2012). OI has been identified and developed in the 'Western' or developed economy context (Ashforth & Mael, 1989). The current study extends empirical OI research conducted in the context of a developed economy (for example, Björkman et al., 2013; Ishii, 2012; Reiche, 2009). However, OI has also been applied in empirical IHRM research in the context of developing economies (for example, Caprar, 2011; S. Freeman & Lindsay, 2012; Reade, 2001a, 2001b, 2003). There is also one empirical example of OI empirical research in MNEs for which the economic context was not specified (Vora et al., 2007).

Of the quantitative studies, two were conducted in an MNE although the MNE context was not considered in the research. Instead, the research was set in the context of creativity (Hirst et al., 2009) and change intervention literature (Fuchs & Edwards, 2012). In such research, Roth and Kostova (2003) consider the MNE context as being non-essential. Instead, respondents just happen to work for a large MNE. However, these studies have been included for consideration due to the relevant research foci, that is, both studies investigated levels of OI, which is relevant to the current study.

Analysis of the body of literature concerning application of OI theory in the field of IHRM reveals three major findings. First, the MNE as a salient and unique social context in the form of collective social identification is clearly investigated. However, there is a lack of empirical attention to the workgroup level of OI and, more specifically, to the mediating role of workgroup identification between individual perceptions and responses. Second and third, empirical investigation of social categorisation and prototypicality is emerging. However, social categorisation as an antecedent to workgroup identification has not yet been studied. Furthermore, the moderating role of prototypicality on the categorisation to workgroup identification relationship is yet be studied. Each of these major findings, representing gaps in the literature, is now discussed.

This section is structured according to research examining salient organisational level/s of identification. The levels of OI reported in the field of IHRM to date are: global or organisational identification (GI), subsidiary level identification (SI) and/or workgroup identification (WI). The most prevalent level of organisational identification research (42%) focuses on one level of OI, being GI (Blader & Tyler, 2009; Caprar, 2011; S. Freeman & Lindsay, 2012; Fuchs & Edwards, 2012; Harzing & Feely, 2008; Leonardelli & Toh, 2011; Li et al., 2002; Liu et al., 2011; Regnér & Zander, 2011; Salk & Shenkar, 2001; Toh & DeNisi, 2005; Vaara et al., 2003). Reiche (2007, 2009) focuses on SI and turnover as an outcome of subsidiary level identification. This research will be discussed further in the section of this literature review concerning turnover intention as an outcome of organisational identification. The theme common to all other OI papers is the establishment of OI as a multi foci construct in MNEs (Ishii, 2012; Reade, 2001a, 2003; Vora, et al., 2007), with a focus on OI as a dual level construct.

Black and Gregersen (1992) first alluded to the idea of an identity as a dual construct in conceptual research that concerned in part "dual citizens" seen as "expatriate managers who are highly committed to both the parent *and* the local operation" (p. 67, italics the original authors). This idea of a duality has subsequently been adopted in OI research in the field of IHRM. However, it requires some clarification. "Dual identification" (Bjorkman et al., 2013; Ishii, 2012; Reade, 2001a, 2001b, 2003) involves the investigation of two identity foci, typically the global and subsidiary levels of OI. Whereas "dual organisational identification" (Vora & Kostova, 2007; Vora et al., 2007) refers to a sense of simultaneous identification or oneness with two organisational identities, for example the MNE and the subsidiary. The current research focuses on support in the literature for the theory that each foci of identification are unique and that, as a consequence, what happens at one level of OI level cannot be assumed to apply to another level (Ashforth et al., 2008; van Knippenberg & van Schie, 2000).

Reade (2001a) predominantly investigated antecedents to SI and GI and empirically demonstrated that the antecedents most proximal to the level of identification were the best predictors of that level of identification. The antecedents investigated were prestige and distinctiveness (examined together), support and appreciation of local supervisors, opportunity for career advancement and fulfilment, nationality access to the organisational hierarchy, positive interpersonal relations, shared sense of fate and cultural similarity preference. The results indicated antecedents to SI were prestige and

distinctiveness of the local company, support and appreciation of the immediate boss, career opportunity at the local company and no nationality barrier to promotion at the local company and within the MNE. In addition antecedents to GI were prestige and distinctiveness of the local company, prestige and distinctiveness of the MNE, support from superiors at MNE HQ and career opportunity within the MNE. Prestige and distinctiveness was the greatest enhancer of both SI and GI. The finding that the antecedents most proximal to the level of identification were the best predictors of that level of identification is important to the current study which investigates perceptions of the immediate supervisor as antecedents to workgroup identification. The finding that prestige and distinctiveness were the strongest predictors of SI and GI supports the investigation of distinctiveness in the current study. The finding that cultural similarity was not significantly related to SI and GI is also important because this suggests that subsidiary workers may be open to cultural and national difference in the context of a global workplace, which is the rational underpinning the current study.

As with social identities generally, it is now widely recognised that an individual holds multiple foci of OI (Ashforth & Johnson, 2001; George & Chattopadhyay, 2005; Hornsey & Hogg, 2000; Sluss & Ashforth, 2007, 2008; Van Dick et al., 2005). However, very little attention has been paid to lower levels of identification (Sluss & Ashforth, 2007). As noted by Ashforth et al. (2008) "existing OI research has focused largely on the organisational level of self overshadowing several particularly important loci of lower level identification" (p. 348). In this regard, the field of IHRM proves no exception.

Three studies were located that investigate WI, one conceptual (Lewis, 2011) and two empirical (Hirst et al., 2009). All studies investigate WI as a basis for motivating employees to perform. Based on these three studies, what can be said about WI literature in the field of IHRM is that it is emerging. Marks and Lockyer (2005) found that WI was more salient than was OI. According to Ashforth and Rogers (2012), the workgroup is pivotal in the employee-organisation relationship. In order to understand the employee-organisation relationship it is necessary to first understand what happens at the workgroup level. Furthermore, workgroup identification plays an important mediating role in the perception to attitude and behaviour relationships. The current study aims to address this gap.

The second major finding following the review of literature applying OI theory to the field of IHRM shows that research investigating prototypicality is also emerging (S. Freeman & Lindsay, 2012; Hirst et al., 2009). S. Freeman and Lindsay (2012) explored prototypicality in a qualitative study concerned with GI. Hirst et al. (2009) investigated prototypicality as a moderator in the motivating relationship between workgroup identification and creativity. This research establishes prototypicality in the context of MNEs. However, there is still much to learn with regards to the role of prototypicality in OI. Sluss and Ashforth (2008) forward the theory that the prototypicality of key individuals, such as the supervisor of a workgroup, moderates the extent of OI. Based on this, investigation of the moderating role of prototypicality research that examines a level of OI is warranted. The current study aims to address this gap.

Two studies have considered social categorisation (Vaara et al., 2003; Leonardelli and Toh, 2011). In qualitative research, Vaara et al. (2003) demonstrate the influence of national and/or cultural differences in relation to organisational identification. Of particular interest to this study in quantitative experimental research, Leonardelli and Toh (2011) demonstrate that although the literature on intergroup relations indicates social categorisation can result in conflict, this is not always the case. Using the example of intergroup aid, the authors show that in situations where there is a perception of fair treatment within an organisation, social categorisation to an outgroup based on national and/or cultural differences predicted a more effective transfer of resources from one group to another. The authors concluded that outgroup "social categorisation can have a positive effect by facilitating resource transfer" (p. 115). This is of interest to the current study which seeks to investigate the influence of outgroup social categorisation on attitudes and behaviour through workgroup identification.

Outside the field of IHRM, Van Der Vegt and Bunderson (2005) also found "social category diversity", referring to categorisation along a broad spectrum of demographic characteristics, is positively related to outcomes of workgroup learning and performance in the context of a salient organisational identity. They reported that "social category diversity can be associated with team effectiveness, but only when members identify with their team" (p. 544). This finding underlines the critical influence of the social context on individuals (Chung et al., 2012; King et al., 2010; Whetten, 2007; Whetten & Mackay, 2002), highlighting the importance of exploring the social context in organisational research (Caprar, 2011; Rupidara & McGraw, 2011). In considering today's MNE

environment as a unique context for social identification, this research draws on ideas of geocentrism (Kobrin, 1994) tied to an extension of SIT and SCT known as optimal distinctiveness (Brewer, 1991).

Ideas of geocentrism, which implies both a local and global dimension to MNEs, provide a pathway to explore the notion that workers in MNE subsidiaries today expect, and perhaps desire, both a local and a global dimension in their immediate operating environment or workgroup. Czinkota and Ronkainen (2008) identified what they term micro level 'cultural adjustment' as one of five key issues emerging in IB - the four others being globalisation, terrorism, corruption and information. The term cultural adjustment refers to individuals who have become increasingly tolerant of national and cultural difference at the local level. Czinkota and Ronkainen argue that "opening up to others on such a gigantic scale as the world has done in a relatively short time, will bring some individual xenophobia, but also the reward of growing flexibility, better understanding and rising tolerance levels" (p.256). Research suggests such an adjustment is becoming more prevalent in the literature (Caprar, 2011; Reade, 2001a, 2001b, 2003; Reiche, 2009; Toh and DeNisi, 2005; Toh and Srinivas, 2012). The notion that workers in MNE subsidiaries today expect, and perhaps desire, both a local and a global dimension in their immediate operating environment or workgroup is linked in this study to an extension of social identity theory known as ODT (Brewer, 1991). ODT posits that people are motivated to identify with groups in a social context based on dual needs for inclusion and distinctiveness. It postulates that achievement of these needs will be beneficial to an individual's response to identification.

Optimal distinctiveness theory.

This section begins with an overview of ODT, followed by an explanation of mechanisms that determine optimal distinctiveness. The application of ODT, focusing on IHRM, is then discussed. Brewer (1991) has expanded upon the notion of outgroup categorisation that is broader than outgroup categorisation results in outgroup 'hate'. This extension of SIT and SCT is known as ODT, and is concerned with why social identification occurs. In terms of what drives social identification, Brewer's position is that:

social identity derives from a fundamental tension between human needs for validation and similarity to others (on one hand) and a countervailing need for uniqueness and individuation (on the other) … where the need for deindividuation is satisfied within groups, while the need for distinctiveness is met through intergroup comparisons (1991, p. 477).

According to ODT, individuals search for moderately inclusive groups that provide for optimal distinctiveness, in which needs for belonging and distinctiveness are balanced (Leonardelli, Pickett, Joseph, & Hess, 2011). For example, *I want to be included in a group that I value, but not to the extent that I don't matter as an individual*. As such, an optimally distinct identity is dualistic - it meets needs for both inclusion and distinctiveness, and is subsequently termed a dual identity (Brewer, 2009).

The relationship between social identification and self-esteem is regularly referred to in organisational literature, including MNE literature, whereby social identification is positioned as a response to the need for self-esteem (Hogg, 2001). Social identities do contribute to positive self-esteem and positive self-concept. However, an important point of clarification is that, in this thesis, positive self-esteem is an outcome of social identification, not a motivation for social identification (Brewer, 1991, 2009; Michel, Stagmaier, & Sonntag, 2010). Brewer (1991, 2009) posits that self-esteem, often referred to in the literature as the motivation that explains social identification, is more a product of identification rather than a driver for it. Uncertainty reduction as a motivation for social identification has also been explored, whereby social identification meets needs for certainty, meaning and structure (Hogg, 2007; Tajfel, 1981). However, because group identification alone does not account for all the ways uncertainty may be reduced (roles, values and laws also provide for this need), Brewer (2009) argues against this reasoning as a satisfactory explanation.

While a consequence of ingroup identification is that individuals modify their behaviour when encountering outgroups, empirical evidence demonstrates no systematic correlation between ingroup positivity in other words, social identification and negativity towards outgroups. For example, while the ingroup boundary does mean that intergroup relations display a lack of trust, it is not automatic distrust (Brewer, 2009). "Ingroup love" does not equate to "outgroup hate" (Brewer, 2009, p. 10), stereotypicality and conflict, although it can. Outgroup categorisation per se is unlikely to result in outgroup hate

(Tajfel, 1982a). Empirical evidence has demonstrated that ingroup favouritism is relatively independent of outgroup attitudes, such that ingroups do not necessarily evaluate outgroups more negatively than their own group. As such, when an ingroup becomes salient, an individual operates to positively discriminate, or work for, the ingroup (Brewer et al., 1999). Discrimination occurs towards the ingroup, but not necessarily at the expense of the outgroup. "Optimal identities are those that satisfy the need for inclusion *within* the ingroup, and simultaneously serve the need for differentiation through distinctions *between* ingroups and outgroups" (Brewer, 2009, p. 6, italics the author's). Ingroups and outgroups exist as a necessity in order to achieve a dual identity. It is more an issue of balance, not necessarily conflict. Hornsey and Hogg (1999) found that under conditions of high inclusivity, identification with the group weakened such that the group fragmented into individuals. According to Brewer (1991):

> as self categorisation becomes more individuated or personalised, the need for collective identity becomes more intense. By contrast, arousal of self-differentiation needs is directly related to level of inclusiveness. As self categorisation becomes more depersonalised, the need for individual identity is intensified (p. 478).

There are three principles to ODT. First, optimal distinctiveness is context specific in that both motivation and the relative distinctiveness of social categories are context dependent. For example, demographic category distinctions such as a person's national or cultural background may be more distinctive in the context of their workplace than in their home. Second, optimal distinctiveness is a dynamic equilibrium, in that for each context, optimality is not fixed because individual needs change over time. For example, a person new to a group may initially strive for belonging. However, over time differentiation motives may come to the fore once the individual's position in a group becomes established. Third, identity motives vary across culture and individuals in that some individuals are more sensitive to shifting levels of inclusiveness and distinction (Leonardelli et al., 2010). For example, the cultural perspective and/or personality of some individuals may heighten or lessen needs for differentiation and inclusion. ODT, centred on the theory of dual needs for inclusion and distinctiveness, has empirical support (Kreiner et al., 2006; Leonardelli et al., 2011). ODT has also been supported in laboratory experiments (Hornsey & Hogg, 1999; Leonora & Comello, 2011; Pickett, Silver, & Brewer, 2002) and field studies (Andrijiw & Hyatt, 2009; Kreiner et al., 2006).

Mechanisms that determine optimal distinctiveness.

The mechanism that underpins optimal distinctiveness occurs when group membership successfully satisfies both the need for inclusion and differentiation. Groups that successfully simultaneously satisfy both needs, provide optimal or dual identities. Leondardelli et al. (2011) established that identification is dependent on the extent to which superordinate and subgroup levels satisfy the need for inclusion and differentiation. If either level is too inclusive or differentiated, identification with that level is diminished. If both levels are satisfying the need for inclusion and differentiation, however, then a dual identity is more likely. Thus dual identity with both the subgroup and superordinate group is enhanced within nested structures when the superordinate group and subgroups are both optimally distinct. That is, when both levels satisfy inclusive and differentiation needs: subgroup identification is then not antagonistic to superordinate group identification.

Dynamics between subgroups in organisations belonging to the same superordinate groups reflect both intragroup (within group) and intergroup (between group) processes (Hornsey & Hogg, 2000; Schmitt et al., 2000). Organisational research provides a suitable basis from which to examine intra and intergroup processes that underpin social identification (Whetten, 2007). While SIT is applicable to both intergroup and intragroup contexts (Tajfel & Turner, 1979), the study of intergroup and intragroup processes has occurred independent of the other until recently (Dovidio, Saguy, & Shnabel, 2009). The most notable example of this is Hogg's (2001) social identity theory of leadership. The distinction between the intergroup and intragroup has become blurred in today's multicultural societies and organisations, such that they are tightly interwoven. For example, dynamics between subgroups belonging to the same superordinate group reflect both intragroup and intergroup processes (Schmitt et al., 2000). While inter and intragroup processes operate in conjunction (Abrams, 2009), a better understanding of the relationship between intragroup dynamics and intergroup relations is both theoretically and practically valuable (Dovidio et al., 2009).

Building on the constructs of ingroups and outgroups, nested categories refer to memberships in exclusive categories positioned within superordinate social categories. An example of this is a functional area such as marketing and finance within a broader organisation that represents the superordinate category. Within the nested categorisation

context it is more likely that the superordinate group, by virtue of its relatively larger size, will be more inclusive and the nested category be more distinctive. This is particularly the case when a superordinate category, such as an organisation, increases.

Brewer (1991) explains that group size determines level of inclusiveness. In the case of an MNE, excessive inclusiveness, or deindividuation, is likely as the organisational group is so large. A large group leads to an 'overindulgence' of assimilation that inhibits the need for inclusion and activates the need for differentiation. In response to the over-assimilation, a sub collective level, such as a workgroup within an organisation, may seek differentiation (Leonardelli et al., 2011). The impact of a highly inclusive superordinate category that creates stronger subgroup identification can setup duelling identities. A consequence of this is that one social category, dominantly the subgroup that provides differentiation, is preferred over the other. However, Brewer (1991) has also argued that the reverse can occur. Where a subgroup becomes too differentiated, too individuated, the dynamic can activate the need for the inclusiveness offered by the superordinate group.

An underlying premise of ODT is that individuals will search for moderately inclusive group memberships that allow for both inclusion and distinctiveness. Looking for optimal identification at the workgroup level, when a workgroup becomes too inclusive it is no longer optimally distinctive and the need for differentiation will be activated (Brewer, 2009). Up until this point the discussion has included coverage of the subgroup seeking greater differentiation when the superordinate group is too inclusive as defined by size. Brewer and Leondardelli have both used group size as the determinant of inclusion or distinctiveness; the larger the group (as in the example of the superordinate group) the more inclusive the group becomes. Brewer (1991) also notes, however, that group heterogeneity can contribute to optimal distinctiveness. For the study at hand that considers MNEs, heterogeneity becomes relevant to meeting distinctiveness needs.

Application of optimal distinctiveness theory in IHRM research.

Kostova et al.'s (2008) conceptual paper suggests "optimal distinctiveness" as a mechanism potentially suitable for the MNE organisational level. This research takes a critical look at institutional theory as it has been applied to the study of MNEs. The paper

does not extend application of optimal distinctiveness to organisational identification. Kostova et al. (2008) argue that despite extensive application, a narrow view of institutionalisation – neoinstitutionalism - has been adopted, representing a theoretical constraint. The key criticism was that 'old' institutionalisation, which focused on internal agents in terms of dynamics, change, social construction and values, thereby emphasising a more subjective view, was being overlooked by the concentrated focus on external agents. This was a concern because to these researchers the process of legitimation was considered different from the one being narrowly examined under the framework of neoinstitutionalism. Recommendations for enriching the institutional approach were proposed by moving towards a blended institutional perspective that combined 'old' with 'new' institutionalisation. The proposition was openly dualistic and was based on the notion of optimal distinctiveness (citing Alvarez, Mazza, Pedersen, & Svejenova, 2005). The notion, as described by Kostova et al. (2008), was that social actors such as organisations, "strive for a balance between seeking legitimacy through isomorphism, or similarity, and maintaining unique identities that differentiate themselves" (p. 1002) and would be a valuable contribution to the literature.

The need or motivation for identification according to ODT specifies that a sense of belonging is established by the extent to which an identity meets the need for inclusion *and* distinctiveness. Despite acknowledgement that OI is theoretically underpinned by ODT (Ashforth, 2007; Blader, 2007; Leonardelli et al., 2011), to the best of this researcher's knowledge, ODT has not yet been considered research in the field of IHRM. The current study aims to address this gap.

In summary, the discussion of the SITA to this point has explained all theoretical components relevant to the current study and critically evaluated extant literature applying the SITA to the field of IHRM. Gaps have been identified throughout the discussion, which the current study will attempt to address. Having completed the literature review concerning social identities and the mechanisms that determine social identification, the discussion now focuses on the individual responses to social identification selected for this study. The individual responses to identification selected for this study are attitudes towards turnover intention and workgroup knowledge sharing behaviour. Turnover intention is discussed first.

Turnover intention.

Turnover intention is an important construct in MNE subsidiaries from both a theoretical and a methodological viewpoint (Evans et al., 2011). The following discussion on turnover intention commences with an overview of this construct in the field of IHRM, followed by an examination of the literature linking the SITA to turnover intention.

Turnover intention in the field of IHRM.

Given the potentially critical consequences for both the individual and organisation when an individual chooses to leave the organisation that employs them, a substantial amount of research has been conducted in this area which remains a concern today (Maertz & Boyar, 2012; Mobley, 1982; Porter & Steers, 1973; Reiche, 2007, 2008, 2009). Turnover intention is defined as "a conscious and deliberate desire to leave the organisation within the near future (Kalemci Tuzun & Kalemci, 2012, p. 518). Employee turnover is beneficial to organisations in terms of "displacement of poor performers, creation of promotion opportunities, and infusion of new people with new ideas" (Mobley, 1982, p. v). However, turnover is also associated with negative and expensive organisational investment and replacement costs (Mobley, 1982), particularly in terms of voluntary or premature turnover (Reiche, 2009; Vance & Paik, 2011). Voluntary turnover occurs when an employee leaves an organisation of their own volition (Price, 1977), or in other words, "quits" the organisation (Price, 2004).

At the individual level, turnover intention is used in organisational research as an indicator of potential employee turnover, operationalised as the "last step prior to actual quitting" (Mobley, 1977, p. 237). Based on the theory of reasoned action, which suggests that intention to act is a precursory transitional link to actual behaviour, turnover intention has been incorporated into a process of turnover (Allen, 2004; Price, 2004; Steel & Ovalle, 1984; West, 2004; Wheeler, Gallagher, Brouer, & Sablynski, 2007; Zheng & Lamond, 2010) based on empirical research that has continually supported turnover intention as a predictor of actual turnover (Allen, 2004; Kalemci Tuzun & Kalemci, 2012; Mishra & Bhatnagar, 2010; Mobley, 1977). Turnover is defined as "the cessation of membership in an organisation by an individual who received monetary compensation from the organisation" (Mobley, 1982, p. 10).

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While the relationship between turnover intention and turnover has been repeatedly established, the strength of this relationship varies (Steel & Ovalle, 1984; Vandenberg & Barnes-Nelson, 1999) due to a number of intervening variables (Steel & Ovalle, 1984) including perceived risk, personality type, perceptions of control (Allen, 2004; Shaw, 1999), cost of quitting, alternative options (Mobley, 1977) and demographics (Huselid, 1995). A meta-analysis of the intention-behavioural link with regards to turnover conducted by Steel and Ovalle (1984) validated turnover intention as a predictor for actual turnover. However, the result showed a marked distinction between the results of field and laboratory studies, in that intent-turnover correlations in field studies were substantially smaller when compared to results produced in a laboratory context. Subsequent meta-analyses (Griffeth, Hom, & Gaertner, 2000; Hom & Griffeth, 1995) demonstrates that the intention to quit is not only a reliable predictor of actual turnover, but is one of the best predictors of actual turnover. However, turnover intention should not be considered a substitute for measuring actual leaving (Griffeth, Lee, Mitchell, & Hom, 2012).

Turnover intention is of interest to HRM generally because internal organisational factors controlled and coordinated through HRM policies and practices have been shown to more strongly influence an individual's decision to turnover than factors outside the organisation (Huselid, 1995; InsyncSurveys, 2012; Maertz & Boyar, 2012; Reiche, 2008). In the IHRM context, retention of valued workers is considered as necessary a condition for sustained competitiveness in MNEs as the attraction and development of them (Björkman et al., 2013; Sanchez Vidal, Sanz Valle, & Barba Aragon, 2007; Stahl, Chua, Caligiuri, Cerdin, & Taniguchi, 2009; Vaiman & Vance, 2008; Vance & Paik, 2011). When people leave an organisation, they take their knowledge and relationships with them (Reiche, 2008). Further, workforce instability resulting from voluntary turnover constrains the ability for remaining employees to develop and maintain effective relationships critical to knowledge transfer. The cultural and institutional distance unique to MNEs exacerbates the effect of voluntary turnover on organisational outcomes where valued, skilled workers that are scarce in the labour market are hard to replace (Vaiman & Vance, 2008), particularly given the rise of "job hopping", whereby demand for skilled workers outweighs supply (Zheng & Lamond, 2010). Retention of skilled subsidiary employees is considered necessary for the MNE to be competitive in IB today (Reiche,

2008, 2009; Sanchez Vidal et al., 2007), justifying the selection of turnover intention as an attitude of high relevance to the current study.

Notably, the IHRM focus at the micro level has been on 'important' international assignees in the form of inpatriates (Reiche et al., 2011), repatriates (Sanchez Vidal et al., 2007), expatriates (Pattie & Parks, 2011; Stahl et al., 2009; Tung, 1998), and the negative consequences of turnover in offshoring locations (Caligiuri et al., 2010). Turnover intentions of subsidiary workers as an inclusive group have not yet been considered, which is surprising given their contribution to organisational performance. Arguably, it is not only managers, expatriates, repatriates and inpatriates that receive and disseminate valuable knowledge.

Turnover intention has received initial empirical attention in IHRM research at both the macro and micro level. Zheng and Lamond (2010) conducted a quantitative study of subsidiaries of "Asian-bred" MNEs spread across six Asian countries. Participants were the subsidiary HR Manager, CEO and Financial Controller. The study investigated the relationship between six organisational variables: training, size, age of the subsidiary, industry, percentage of expatriate managers and the national base of the MNE HQ, on voluntary turnover. The results indicated training expenditure was positively related to turnover, as was the percentage of expatriate managers. The size of the subsidiary and the length of operation in the subsidiary location were negatively related to turnover. Although operationalised from the organisational level instead of the individual level, the finding that the proportion of expatriate managers is positively related to turnover is of particular interest to the current study because it suggests subsidiary level workers in general see themselves as important to MNEs not just those whose employment comprises a 'specialist' role such as an expatriate.

Of particular interest to the current study, in quantitative research of repatriated managers employed by Spanish MNEs, Sanchez Vidal et al. (2007) investigated the relationship between job satisfaction and turnover intention, finding a significant negative relationship between these two variables. Suitable job content, promotion and accurate work expectations about the job upon returning to Spain were found to be related to job satisfaction. Suitable job content was the most important predictor of job satisfaction. Compensation and job autonomy were not related to job satisfaction. The results of this study suggest that intrinsic and extrinsic rewards contribute to the perceived meaning and

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value a repatriated worker attributes to their employing MNE, and that this influences a repatriate's turnover intention. Other individual level research has also been conducted with a view to reducing the voluntary turnover of repatriates. In a broad-based quantitative study of international assignees in the form of expatriates, Stahl et al. (2009) found that perceived lack of company support, repatriation concerns and opportunities for career advancement were positively related to turnover intention. However, the extent of turnover intention varied, depending on whether the assignment was perceived as a developmental (learning based) or functional (demand-driven) placement. International assignees in developmental placements had significantly higher turnover intentions.

Research examining turnover intention as an outcome of organisational identification.

According to Mowday, Porter and Steers (1982), the basis of turnover intention is the extent of psychological attachment an employee has with the organisation that employs them. Which is to say, the more an employee feels attached to their employing organisation, the less likely an employee will want to leave it. Concurrently, the SITA, of which OI is an extension, holds that the more an individual defines him/herself in terms of their employing organisation, the more his/her attitudes and behaviours are governed by group membership (van Knippenberg & van Schie, 2000). This in turn will predict behaviour and attitudes, including the intention to leave (Olkonnen & Lipponen, 2006; Van Dick, 2004; Reade 2003; Edwards, 2009; Van Dick, Wagner, Stellmacher & Christ, 2005; Tyler & Blader, 2000; Cheung & Lau, 2008). In this way, the greater the magnitude of a person's identification, the less likely they will want to leave the organisation, as it contributes to self-esteem.

The negative relationship between OI and turnover intention has received wide empirical support (Van Dick, 2004; Van Dick et al., 2008; Van Dick et al., 2005). In Riketta's (2005) meta-analysis of work-related intentions and behavioural consequences considered in terms of OI, intention to leave showed the strongest (negative) correlation of the studies that used the Mael OI Scale (Mael & Tetrick, 1992). The magnitude of the relationship between OI scales generally and turnover intention indicates that OI is a useful predictor of turnover intention (Riketta, 2005). In addition to empirical research

concerning OI as collective identification, empirical research has also investigated turnover intention from a relational identity perspective (Cicero et al., 2010).

In the field of IHRM there are two related examples of literature comprising conceptual (Reiche, 2007) and empirical (Reiche, 2009) research investigating the SI – actual turnover relationship. In a qualitative study of MNEs based in Singapore, Reiche (2009) positioned turnover as an individual phenomenon related to an individual's level of psychological attachment to the wider organisational context through SI. The study found that ethnocentric global staffing practices are prone to increase voluntary turnover of HCNs by dividing the workforce into an ingroup of valuable PCNs and an outgroup of "second-class" local nationals (Bannai 1992). Reiche (2009) holds that global staffing not only influences the level of turnover mediated through staff identification with the subsidiary, "but could also be used to actively design organisational retention strategies to deal with turnover" (p. 1368). Research examining the relationship between identification at the workgroup level and turnover intention has, to the best of this researcher's knowledge, not yet been conducted in the field of IHRM. This study aims to address that gap.

Knowledge sharing.

Knowledge sharing is also an important construct in MNE subsidiaries from both a theoretical and a methodological viewpoint (Evans et al., 2011). In this section of the literature review, knowledge sharing is examined as an outcome of organisational identification. The following discussion on knowledge sharing commences with an overview of knowledge management in the field of IHRM, followed by an examination of the literature linking the SITA to knowledge sharing.

Knowledge management in the field of IHRM.

As capital and labour-intensive industries in developed economies have declined over the past 30 years, the relative importance of knowledge-based industries has increased such that the management of knowledge is now regarded as a necessary organisational capability (Minbaeva et al., 2009; Morris et al., 2009; Theodorakopoulos, Patel, &

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Budhwar, 2012) to the extent that knowledge management is considered by some researchers as a defining characteristic of MNEs today (Foss & Pedersen, 2004; Noorderhaven & Harzing, 2009). This view positions knowledge management as a central issue for IHR practitioners tasked with realising an organisation's strategic goals through individual performance (Minbaeva, Pedersen, Björkman, Fey, & Park, 2003; Vaiman & Vance, 2008). As a result, there is a growing academic focus on knowledge, in various forms, at different levels and as different constructs (Michailova & Mustaffa, 2012), such that it has also become a central component in a broad range of management research, including IB, organisational behaviour and strategic management (Foss et al., 2010; Minbaeva et al., 2009; Sparrow, 2012a; Theodorakopoulos et al., 2012).

Through a knowledge-based lens, organisations are conceptualised as a network that can be understood in terms of the ability to transfer, create, integrate and deploy certain types of knowledge (Foss & Pedersen, 2004). Known as the knowledge-based view (KBV) this perspective has been adopted in much MNE research. According to the KBV, knowledge is conceptualised as an asset that can be managed in the form of a stock, which form the basis for processes that deliver organisational benefits including innovation and productivity improvement (Foss et al., 2010; Foss & Pedersen, 2004; Minbaeva, 2012; Minbaeva et al., 2009; Theodorakopoulos et al., 2012). Knowledge processes consist of knowledge sharing, integration, creation and retention (Minbaeva, 2012). While the literature is still in the early stages of understanding the central aspects, the main research interests in the management of MNE knowledge processes has been on cognitive aspects such as absorptive capacity, tacitness, complexity, communities of practice and taxonomies of knowledge dimensions such as 'stickiness'(Foss et al., 2010; Foss & Pedersen, 2004). Initial empirical evidence has shown that the management of internal knowledge stocks and knowledge flows is a key determinant of MNE performance (Michailova & Minbaeva, 2012).

The base-level activity of IHRM is the management of employees, conceptualised as an organisational asset in the form of human capital. HR mechanisms and practices, such as recruitment, development and retention, are considered critical to establishing and increasing knowledge stocks (Minbaeva et al., 2009). Knowledge governance as a strategic approach to knowledge management in MNEs has recently been proposed as a means to further facilitate performance (Foss et al., 2010; Minbaeva, 2012). Knowledge governance mechanisms include organisational structures, information systems, standard

operating procedures, accounting systems and other coordination mechanisms. Knowledge governance is defined as choosing organisational structures and mechanisms that can influence the process of using, sharing, integrating and creating knowledge in preferred directions and towards preferred levels, or in other words, firm performance (Foss et al., 2010; Minbaeva, 2012; Minbaeva et al., 2009).

The current study focuses on knowledge sharing, research that is at the exploratory stage (Foss et al., 2010; Michailova & Minbaeva, 2012). This is because knowledge sharing is a precursor to integrating and creating knowledge, processes that are associated with organisational level outcomes (Foss et al., 2010). Therefore, the knowledge sharing process provides fundamental opportunities for organisational learning which may result in improved organisational performance (Reinholt, Pedersen, & Foss, 2011). According to Foss et al. (2010), focusing on knowledge sharing alone imposes some limitations but is justifiable and appropriate when considering knowledge governance. The limitation is that knowledge sharing is not mutually exclusive of other knowledge processes and so generalising findings from the knowledge sharing literature to other parts of the knowledge literature may be biased. However, focusing on knowledge sharing in its own right directly responds to the limitation of existing research as it forms a basis for other knowledge processes.

Knowledge sharing is a relational act based on a sender-receiver relationship, which involves simultaneous, multiple exchanges among individuals who are sending and/or receiving knowledge (Michailova & Minbaeva, 2012). As such, knowledge sharing is defined in the current study as the receipt and provision of task information, know-how and feedback on a product or procedure (Foss et al., 2009; Hansen, 1999). Knowledge sharing is determined by individual attitudes, needs, motivations and intentions (Foss et al., 2009; Minbaeva et al., 2009; Reinholt et al., 2011). The key behavioural element measured when examining knowledge sharing is the extent to which the receiver acquires potentially useful knowledge and utilises this knowledge in his/her own operations (Michailova & Minbaeva, 2012). Of note, knowledge sharing, knowledge exchange and knowledge transfer have been used in the literature interchangeably (Foss et al., 2010). This thesis focuses on knowledge sharing as defined above.

The ability to identify and manage knowledge is particularly pressing in MNEs where diverse internal and external operating contexts exacerbate the complexity involved

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(Theodorakopoulos et al., 2012). According to Collings, Scullion, & Dowling, (2009) MNE success is "considered to be contingent upon the ease and speed with which valuable knowledge is disseminated throughout the organisation" (p. 1254). This, in part, involves recognising "the potential for knowledge to be created in subsidiaries as well as in the home country operations" (Collings, Scullion, & Dowling, 2009, p. 1261; Najafi-Tavani, Giroud, & Sinkovics, 2012; Reiche, 2009). While it is recognised that an MNE's ability to share knowledge from both the 'top-down' and 'bottom-up', is a key factor in creating competitive advantage (Collings & Scullion, 2009), empirical research has not kept pace with these claims.

Criticism of knowledge research in the field of IHRM largely falls into two linked categories: 1) micro level contributions are lacking (Foss et al., 2010; Michailova & Minbaeva, 2012; Minbaeva, 2012; Minbaeva et al., 2012); and 2) empirical research lacks a theoretical basis (Foss et al., 2010; Foss & Pedersen, 2004; Minbaeva, 2012; Minbaeva et al., 2009). First, and similar to IHRM overall, research into knowledge processes in organisations has mostly been at the macro level. According to Foss et al. (2010), this is a limitation because the knowledge processes most often examined to date are macro level constructs which relate to firm level outcomes, for example, absorptive capacity and dynamic capability. However, these processes are the aggregate of micro level behaviour, which is under-researched. As a consequence, the ability to target interventions aimed at improving these processes is constrained because the underlying behaviours are not understood (Foss et al., 2010; Michailova & Minbaeva, 2012).

Empirical examination of knowledge processes at the micro level has the potential to assist IHRM practitioners in becoming truly strategic (Minbaeva, 2012; Minbaeva et al., 2012; Van Buren III et al., 2011). Furthermore, micro level examinations of knowledge in MNEs have been undertaken for HCNs (Vance & Paik, 2005), inpatriates (Reiche, 2011), expatriates (Y.-Y. Chang, Gong, & Peng, 2012), employees classified according to organisational groupings (Moore, 2012) and organisational function (Foss et al., 2009), but little attention has been paid to subsidiary workers overall.

The second criticism of knowledge research in the field of IHRM is that "theoretical knowledge about which levers should be pulled under which conditions is scant and meagre, in fact we are pretty much in the dark about the extent to which MNC managers can pull levers of organisational control at all in order to successfully influence

knowledge processes" (Foss & Pedersen, 2004, p. 341). The management of knowledge processes through IHRM and associated HR policies and practices is largely ad-hoc. Furthermore, they are empirically, not theoretically, based resulting in a substantial gap (Foss & Pedersen, 2004; Minbaeva et al., 2009). Researchers recommend that bridging the gap will be best achieved through the use of different approaches (Foss & Pedersen, 2004; Michailova & Mustaffa, 2012), in particular, perspectives that consider the social context of the workplace (Moore, 2012; Noorderhaven & Harzing, 2009) in terms of "empirical evidence on the specific connections between HRM, social dimensions and knowledge outcomes in organisations" (Prieto Pastor, Perez Santana, & Martin Sierra, 2010, p. 2464). The present study aims to assist in addressing the gap identified above by investigating perceptions relating to the extent of knowledge sharing in the workgroup for subsidiary workers.

Research examining knowledge sharing as an outcome of organisational identification.

Evidence of a relationship between co-operative behaviour and common category membership (Turner, 1982) suggests that high levels of identity and identification will be particularly related to knowledge sharing because employees display rewarding behaviour when identification levels are high (H.-W. Kim, Zheng, & Gupta, 2011; Reade, 2003). Based on this, conceptual and empirical research linking social identity and identification to knowledge is emerging in the management, OB and technology literature. Moore (2012) conducted an empirical ethnographic study based on the identity approach of sociologist Erving Goffman, investigating the relationships between national identity, knowledge and power in a UK subsidiary of an Anglo-German MNE. The research found that power relations played-out through expressions of identity affected knowledge management in the organisations.

Regnér and Zander (2011) conceptualise relationships between multiple foci of organisational identification and knowledge flows in the distinct MNE context. However, to date empirical research investigating the relationship between OI and knowledge sharing in the field of IHRM has not yet been conducted, to the best of this researcher's knowledge. This is surprising given social identities and identification are considered a

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root basis for organisational behaviour, which includes knowledge sharing. The current study aims to address this gap.

Outside the field of IHRM, in conceptual identity research that includes the social identity theoretical approach in a broader view of identity, Gao and Riley (2010) argue that identification affects a person's willingness to share knowledge due to the psychological connection. They assert that "the maintenance and enhancement of knowledge is a social process involving group attachment procured though identity formation processes" (p. 325). Foss et al. (2010) echo this sentiment in the suggestion that "rather than 'stickiness' being an inherent property in knowledge, knowledge may *come to be* sticky because, for example, of ingroup-outgroup dynamics that build reluctance to share knowledge with other units" (p. 468).

Three empirical studies based on the social identity theoretical approach have examined the relationship between identification and knowledge (Carmeli et al., 2011; Kane, 2010; H.-W. Kim et al., 2011), finding a relationship between social identification and knowledge in different forms, including knowledge sharing. Kane (2010) researched the link between social identity and knowledge through an intergroup experiment with university students in the eastern United States. The experiment showed a positive relationship between social identities and knowledge transfer. Kim et al. (2011) conducted a study of the relationship between a blogger's online social identity and knowledge contribution for a blogging community in South Korea, whereby knowledge exchange through knowledge contribution is considered a key challenge in establishing and maintaining a blogging community. Knowledge contribution was conceptualised as a combination of knowledge transferring and sharing from one party to another. The study showed that as online social identity increased, so did knowledge contribution, and recommended that blogging community organisers seek to increase the stickiness of blogging communities so that members will have a stronger online social identity, thereby increasing their knowledge contribution.

Of particular interest to the current study, Carmeli et al. (2011) conducted research investigating leadership as a mechanism for knowledge sharing. The researchers created a leadership-based model connecting relational identification to organisational identification in accordance with Sluss and Ashforth (2007), and organisational identification to employee knowledge sharing at the organisational level. The study was

based on an assumption of leader-member exchange theory that quality work relationships predict knowledge sharing. The results showed a positive relationship between organisational level identity and identification and employee knowledge sharing for R&D workers in high-tech organisations in Israel.

The review of the SITA as applicable to the current research and examination of literature applying the SITA in the field of IHRM is now complete. This literature review has revealed that organisational research based on the SITA is an emerging and evolving field (Brewer, 1995; Ellemers et al., 2002), particularly as it relates to MNEs. Empirical application of the SITA in the field of IHRM is a recent development, with Reade's (2001a, 2001b, 2003) work published around 10 years ago. This is surprising given that in some ways the social identity theoretical approach is interwoven with the field of IHRM. Substantial theoretical similarities include the parallel use of key constructs such as ethnocentrism and legitimacy (Tajfel, 1982b), and more recently, optimal distinctiveness (Kostova et al., 2008). The discussion now turns to application of the SITA in the current study, to address the gaps identified in the literature through hypothesis testing.

Application of the Social Identity Theoretical Approach in the Current Study

This section applies the SITA to the current study. This section is structured according to the core components of social identification required for deindividuation, or responses to identification in line with group membership: salience, categorisation, and prototypicality. A discussion the individual responses to social identification selected for this study will follow. A number of gaps have been identified in the extant literature that the current study aims to address. In summary, the gaps concern: overall assessment of workgroup identification as a mediator between individual perceptions and responses to identification; the potential for outgroup categorisation of a supervisor based on national and/or cultural difference to positively predict workgroup identification; lack of attention to the moderating role of supervisor prototypicality as a determinant of workgroup identification; and gaps related to current understanding of the workgroup identification - turnover intention and workgroup knowledge sharing relationships. Each of these gaps is now considered as they relate to the current study.

The mediating role of workgroup identification.

Work for most people is a central component to their life as people draw a sense of themselves from the organisation for which they work. OI is integral to a person's understanding of 'Who am I?" (Ashforth & Mael, 1989). The workgroup is where organisational behaviour primarily takes place and organisations themselves may, from social psychology, be viewed as social groups. The SITA and specific types of social identities such as OI are relevant to the study of workgroup identity and identification (Hirst et al., 2009; Riketta, 2005; Riketta & Van Dick, 2005; van Knippenberg & van Schie, 2000). Empirical evidence has linked overall OI and workgroup identification in different (but potentially intertwined) ways to job satisfaction, in-role and extra-role behaviour (ERB), and turnover intentions (Van Dick, van Knippenberg, Kerschreiter, Hertel, & Wieseke, 2008; Van Dick et al., 2005; van Knippenberg & van Schie, 2000). In a study of Dutch organisations, van Knippenberg and van Schie (2000) argued that, in line with ODT, the workgroup is more likely than the overall organisation to meet individual needs for both inclusion and distinctiveness. It was also found that individuals are more likely to have things in common with workgroup members than the members of the entire organisation. The study demonstrated that workgroup identification was a stronger predictor of, among other things, turnover intention than was identification at the organisational level.

Particularly in complex organisations such as MNEs, workplaces today are oriented around workgroups (Ellemers, De Gilder, & Haslam, 2004). Workgroups come in many shapes, such as product development teams, cross-functional teams, brainstorming groups and management teams, and sizes (Van Der Vegt & Bunderson, 2005). The workgroup is conceptualised as the most proximal form of collective organisational identification for subsidiary workers. For social identification to occur, a social identity must first be salient to an individual (Tajfel, 1974; Tajfel et al., 1971). Workgroups are an important mechanism for controlling and coordinating work tasks, particularly in large, complex organisations such as MNEs. Due to the prevalence of workgroups throughout workplaces, particularly in large subsidiaries of an MNE, and the proximity of the immediate workgroup to an individual, the workgroup would likely be a salient identity for social identification purposes. Workgroups have been selected for this study on that basis.

In an assigned workgroup, the better the balance of inclusion and distinctiveness, the stronger the identification and the more an individual will work for the group in terms of their attitudes and behaviour. Drawing on ODT, the workgroup is expected to meet an individual's need for inclusion by being a salient workplace identity. In accordance with the SITA, individuals with higher levels of workgroup identification will likely adopt a workgroup perspective and perform for the benefit of the workgroup (Stewart & Garcia-Prieto, 2008). In other words, antecedents that increase identification with the workgroup will more likely result in deindividuated individuals, in which attitudes and behaviour are congruent with, or beneficial to, the workgroup identity. Workgroup identification "influences motivation to contribute to the success of the workgroup" (Hirst et al., 2009, p. 1964). While the workgroup has been shown to be related to creative performance, (Hirst et al., 2009), conceptual research has suggested that workgroup identification specifically plays a mediating role in the employee-organisation relationship (Ashforth & Rogers, 2012). Empirically, workgroup identification has been found to mediate the relationship between transformational leadership and OI (Carmeli et al., 2011), perceptions of justice and pro-change behaviour (Fuchs & Edwards, 2012) and the influence of justice perceptions on negative behaviours in the form of presenteeism and social loafing (Patel, Budhwar, & Varma, 2012). To address a gap in the IHRM literature, the current study also investigates workgroup identification as a mediator.

Supervisor categorisation as a predictor of workgroup identification.

The current study investigates the workgroup supervisor as influential on workgroup identification. The supervisor is the focus in the current study because the supervisor is the most salient day-to-day agent of the organisation (Ashforth & Rogers, 2012) and is highly influential in establishing the salience of the workgroup (Hirst et al., 2009). Ashforth et al. (2011) suggest that powerful individuals, such as a supervisor, exert "upward identity influence, such that those individuals who have greater potential to influence the thinking and actions of others are more likely to be involved in the process through which individual identities affect collective identities" (p. 1146). The influence of the supervisor on workgroup identification is investigated in two ways in the current study. First, the influence of the supervisor is investigated in terms of social

categorisation. Second, the influence of the supervisor is investigated in terms of being a prototypical group member.

In terms of social categorisation, this research considers the influence of outgroup social categorisation on workgroup identification as a means of contributing to the individual need for distinctiveness. Outgroup supervisor categorisation is used as a measure for investigating an aspect of supervisor distinctiveness because there can be no group behaviour without categorisation into social groups (Tajfel, 1982a) and it is likely that how a supervisor is categorised from a social identity perspective will influence the extent of a subsidiary worker's attachment to his/her workgroup. SIT and relational theorists argue that demographic dissimilarity in the form of social categorisations such as gender, nationality and culture can affect OI, including workgroup identification (Chattopadhyay, George, & Shulman, 2008; Chattopadhyay et al., 2004). In addition to this, empirical evidence demonstrates that individuals defer to the identity made salient by a situation (Ashforth, 2007). As discussed earlier, this study focuses on one form of social categorisation, namely social categorisation according to national and/or cultural differences. Research has demonstrated that national and cultural differences classifies others as outgroup members in the MNE environment (Alderfer & Smith, 1982; Cooper et al., 2007; Lauring, 2008; Toh & DeNisi, 2005, 2007; Van Dick et al., 2005; Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, et al., 2012; Varma et al., 2006).

The position in this study is that although the subsidiary worker's experience of a national and/or culturally different supervisor would allocate a supervisor to an outgroup, the categorisation will not necessarily equate to conflict (Brewer, 2009; Leonardelli & Toh, 2011). National and cultural workforce diversity is implicit in the distinct MNE environment. As a result, it is highly likely that a subsidiary worker would be exposed to national and cultural diversity, including within the MNE supervisory structure. As the 'gatekeeper' to the MNE, when a subsidiary worker's supervisor represents the global organisation by being nationally or culturally 'different', the supervisor may therefore be viewed as multicultural (Pattie & Parks, 2011) or global. It is possible that a supervisor displaying national and cultural difference, which represents the MNE's global profile, would actually be received positively as the supervisor is representative of the global organisation employing the subsidiary worker.

Social identities include an aspirational component (Ashforth, et al., 2008; T. Lewis, 2011) and a workgroup that includes a supervisor displaying national and/or cultural difference may satisfy the need for distinctiveness. OI is considered more attractive to an individual when it provides a sense of distinctiveness (Dutton et al., 1994). Drawing on ideas of geocentrism, it is possible that a local workgroup, or nested subgroup, will be more homogeneous than the diverse global, distinctive MNE social context the individual chose to work in. There is a danger therefore that local workgroups in an MNE subsidiary can become isolated and overly inclusive. In response, the differentiation offered by a national or cultural outgroup supervisor will provide balance and restore heterogeneity to the group, thereby contributing to the achievement of needs for both inclusion and distinctiveness, which is beneficial to social identification.

Consideration of ODT at the IHRM micro level allows for exploration of this key issue by providing a theoretical basis for exploring intergroup differences that in a globalised world have seen traditional group boundaries blurred, even transcended (Brewer, 2009). ODT suggests outgroup categorisation may help an individual towards optimal distinctiveness and subsequently inform attitudes and behaviours congruent with the workgroup identity. Therefore, the proposition of this thesis is that a national and/or cultural outgroup supervisor, who represents the global MNE, will likely have a positive influence on local workgroup identification. In turn, they will influence responses to identification by contributing to the need for distinctiveness, thereby balancing the inclusion offered by the workgroup.

The moderating role of supervisor prototypicality.

The influence of the supervisor in terms of being a prototypical group member on a subsidiary worker's workgroup identification is discussed in this section. Prototypicality concerns how a subsidiary worker perceives their supervisor when compared to a cognitive 'ideal' member of the workgroup. As a core component of social identification (van Knippenberg, 1998), prototypicality, or representativeness, is an important moderator (Sluss & Ashforth, 2007, 2008; Sluss et al., 2012). Empirical research in the leadership discipline lends clear support to positioning supervisor prototypicality in a moderating role. Empirical studies demonstrate that while an organisationally appointed supervisor has the power to maintain their position, the supervisor was better able to

motivate group members when they represented high prototypicality (Geissner, van Knippenberg, & Sleebos, 2009; Hirst et al., 2009; Hogg, 2001; Lipponen, Koivisto, & Olkkonen, 2005; van Knippenberg, 2011).   Research in this field has also demonstrated that supervisor prototypicality is central to a subordinate's self-concept (Van Quaquebeke, van Knippenberg, & Brodbeck, 2011), that subordinates see themselves in the prototypicality of the leader (Van Quaquebeke, van Knippenberg, & Eckloff, 2011) and that prototypical leaders are endorsed whether they are fair or not (Ullrich, Christ, & Van Dick, 2009).

Research that examines the effect of group member prototypicality on identification in organisations is in its infancy (Sluss & Ashforth, 2008; Sluss et al., 2012). In the current study, the supervisor is investigated as being prototypical, or representative, of the workgroup. According to van Knippenberg and van Knippenberg (2005) prototypicality is related to the prototypical workgroup member not a prototypical supervisor. ODT suggests that prototypicality can satisfy either an individual's need for inclusiveness by way of a shift towards an identity, or differentiation by way of a shift away from an identity (Leonardelli et al., 2010). Prototypical group members represent what group members have in common, and what sets them apart from relevant outgroups (Turner, 1987; van Knippenberg & van Knippenberg, 2005). In the current study, supervisor prototypicality is expected to moderate the positive relationship between outgroup supervisor categorisation and workgroup identification. The more a supervisor represents the workgroup in terms of their prototypicality offsets the distinctiveness of the supervisor in terms of outgroup categorisation.

In summary, this section of the literature review has focused on theoretically demonstrating the likelihood that the workgroup and the workgroup supervisor contribute to individual needs for both inclusion and distinctiveness. The next, and final, section in this literature review considers the attitudinal and behavioural responses to workgroup identification investigated in the current study. These responses are turnover intention and workgroup knowledge sharing, selected due to their particular relevance to the subsidiary context of an MNE.

Turnover intention as an outcome of workgroup identification.

Given research demonstrating that attachment to the workgroup is stronger than attachment to the organisation (Marks & Lockyer, 2005; Riketta & Van Dick, 2005), and the extent to which workgroups are utilised in MNEs, a gap exists in the IHRM literature. This inconsistency with regards to a relationship between workgroup identification and turnover intention warrants investigation. To date, organisation level attitudes linked to turnover intention have been the dominant research focus. Research has consistently supported the negative relationship between organisational level OI and turnover intention (Mishra & Bhatnagar, 2010; Reiche, 2009; Riketta, 2005; Van Dick, 2004). Some OI researchers hold to the theoretical position that turnover intention is an organisational level outcome (Olkkonen & Lipponen, 2006). However, Porter and Steers (1973) developed four categories of factors they considered instrumental in an employee's decision to withdraw from an organisation. They are organisation-wide factors, immediate work environment factors, job content and personal factors.

Research that considers the relationship between different levels of OI foci and turnover intention (Edwards & Peccei, 2010; van Knippenberg & van Schie, 2000) is beginning to examine and support the possibility that different identification foci also have differential outcomes (Van Dick, Christ, et al., 2004). Research investigating the immediate work environment, such as identification in the workgroup, has received the least amount of empirical consideration (van Knippenberg & van Schie, 2000). For example, in a study of English organisations, Edwards and Peccei (2010) investigated OI at the organisational and substructure levels. They considered the relationships between these different identification foci and, among other things, turnover intention. The findings from that study were that identification to the organisation was a stronger predictor of turnover intention than was identification to the substructure organisation. Reiche (2009) explored subsidiary level OI in a mediating role between organisational practices and structure, and turnover based on the rationale that subsidiary identification "can be assumed to have the most immediate effect on subsidiary staff turnover" (p. 1367). This SITA as applied in the current study suggests that such an assumption may see outcomes associated with lower levels of self mistakenly attributed to higher levels of OI (Ashforth et al., 2008), further justifying the selection of turnover intention for investigation in the current study.

The discussion on identity, identification and turnover intention to this point has concentrated on the theoretical likelihood of a relationship between workgroup identification and a subsidiary worker's turnover intentions. However, it is not just the relationship with identity that influences turnover intention. The extent of identification, determined according to needs for both inclusion and distinctiveness, likely influences turnover intention. Possible mediating mechanisms of important referents, such as attitudes to the workgroup, have been neglected in turnover intention research (Allen, 2004). Addressing this gap is important because "individuals develop a sense of who they are, what their goals and attitudes are, and what they ought to do from their group memberships" (Mael & Ashforth, 1995, p. 311). "It is the strength of one's identification that partially mediates the effects of group membership on attitudes and behaviour" (van Knippenberg & van Schie, 2000, p. 140). The position in the current study is that the need for inclusion or belonging would likely be met by the local workgroup. In addition, the need for distinctiveness would likely be met by having a supervisor belonging to a national or cultural outgroup and this would have a positive influence on perceptions of the workgroup as a dual identity. This distinctiveness element is positioned as important in the current study as it is expected to flow on to positive ingroup attitudes such as lower levels of turnover intention.

The current research argues that the influence of a number of factors, including but not limited to a subsidiary worker's supervisor, would likely contribute to a subsidiary worker's identification with their workgroup. Specifically, the current study focuses on the categorisation of a subsidiary level worker's supervisor to a cultural or nationality-based salient outgroup. In this way, the present micro level study attempts to extend current literature on turnover intentions by examining social identification as the result of dual needs for distinctiveness and inclusion, and the influence of realising these dual needs on turnover intentions. This literature review has demonstrated that the theoretical base for this study exists but has not been tested empirically. To summarise, as shown in Figure 2.2, workgroup identification as a collective identification is expected to mediate the relationship between a subsidiary worker's perceptions of supervisor distinctiveness, through national or cultural outgroup categorisation, and turnover intentions. In addition, the extent to which a supervisor is perceived to be a prototypical group member is expected to moderate the mediated relationship by restoring group homogeneity.

Figure 2.2 Path diagram for turnover intention
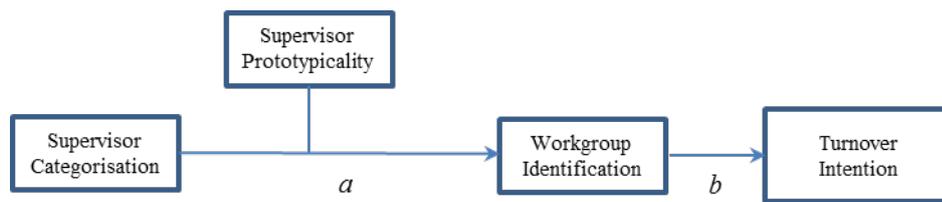
Based on the theoretical and empirical literature reviewed for the current study, the hypotheses developed to investigate this question are:

Hypothesis 1:   Workgroup identification mediates the relationship between supervisor categorisation and turnover intention.

Hypothesis 2:   Supervisor prototypicality will moderate the strength of the mediated relationship between supervisor categorisation and turnover intention through workgroup identification, such that the mediated relationship will be weaker under high supervisor prototypicality than under low supervisor prototypicality.

Workgroup knowledge sharing as an outcome of workgroup identification.

This final section of the literature review discusses the theoretical and empirical basis for the current study linking workgroup identification to workgroup knowledge sharing. The hypotheses, as they relate to workgroup knowledge sharing, are then presented. The emerging literature concerning identity and knowledge management indicates that the SITA is a suitable micro level mechanism for examining identification and knowledge in the MNE context. The intention is that application of this approach will likely be beneficial in supplying IHRM practitioners with an increased understanding of knowledge sharing behaviours for subsidiary level workers. In accordance with the notion of a reciprocal learning environment, an increased level of understanding provides the opportunity for development of more targeted knowledge governing IHRM policy and practice interventions.

According to Foss and Pedersen (2004), a key challenge is "how are individuals motivated to share knowledge, that is, what are the micro level foundations of knowledge sharing within and between MNC units?" (p. 343). Minbaeva, Makela and Rabbiosi (2012) expand on this by recommending research be undertaken that considers how individual and interpersonal factors influence knowledge sharing, at multiple organisational levels, including the workgroup. Others have also suggested that workgroups may help illuminate the employee-organisation relationship (Foss et al., 2010). As discussed, employees in large organisations such as MNEs are commonly organised by the IHRM function into workgroups, and research has demonstrated that when workgroups exist "they can have a strong effect on an organisational member's … behaviour" (Cammann, Fichman, Jennings, & Klesh, 1983, p. 99). However, the effect of the psychological attachment to the workgroup in the form of identification on knowledge sharing as a basis for overall knowledge governance is understudied.

In the current study, it is expected that the more a subsidiary worker identifies with their workgroup, the more they will act in accordance with their group membership, sharing knowledge with fellow workgroup members to see the workgroup succeed, and from that draw positive self-esteem. When viewed this way, underlying the extent of identification to a workgroup identity is the influence of a number of organisational factors including, but not limited to, the person placed by IHRM in the role of workgroup supervisor. As discussed earlier in the chapter, it is not just the link to identity that influences knowledge sharing in the workgroup, but the extent of identification, determined through achievement of needs for both inclusion and distinctiveness, which influences attitudes and behaviour such as perceptions of workgroup knowledge sharing.

Drawing from ODT, the position in the current study is that the need for inclusion or belonging would likely be met by the local subsidiary workgroup. In addition, the need for distinctiveness as operationalised in the current research, would likely be met by having a supervisor belonging to a national or cultural outgroup and have a positive influence on perceptions of the workgroup as a dual identity. This distinctiveness element is positioned as important in the current study as it is expected to positively influence workgroup identification and flow on to positive ingroup attitudes and behaviours.

The present study attempts to extend current understanding of knowledge sharing by examining the influence of workgroup identification on a subsidiary worker's perceptions of knowledge sharing behaviour in the workgroup. This literature review has demonstrated that the theoretical base for this study exists but it has not been tested empirically. To summarise, as shown in Figure 2.3, workgroup identification as a collective identification is expected to mediate the relationship between supervisor national/cultural categorisation and workgroup knowledge sharing behaviour. In addition, the extent to which a supervisor is perceived to be a prototypical group member is expected to moderate the mediated relationship.

Figure 2.3 Path diagram for workgroup knowledge sharing
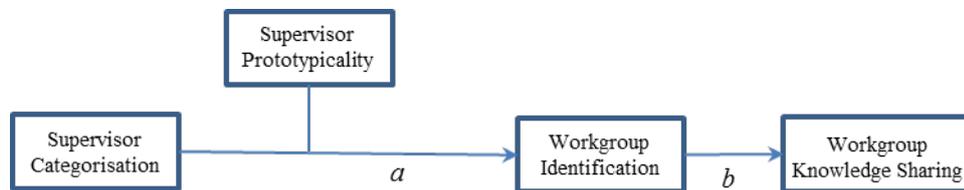
Based on the theoretical and empirical literature reviewed for the current study, the hypotheses developed to investigate this question are:

*Hypothesis 3***:**   Workgroup identification mediates the relationship between supervisor categorisation and workgroup knowledge sharing.

*Hypothesis 4***:**   Supervisor prototypicality will moderate the strength of the mediated relationship between supervisor categorisation and workgroup knowledge sharing through workgroup identification, such that the mediated relationship will be weaker under high supervisor prototypicality than under low supervisor prototypicality.

Chapter Summary

In this chapter, a review of the theoretical framework underpinning this study was presented as relevant to increasing current knowledge regarding the micro or internal environment in the field of IHRM. The theoretical perspective for the current study, the social identity theoretical approach, was presented in terms of social identity theory, self

categorisation theory, optimal distinctiveness theory and organisational identification. Within this discussion, attitudes and behaviour important to MNE subsidiaries, being knowledge sharing in the workgroup and turnover intention, were examined and linked to the social identity theoretical approach. The hypotheses for the current study were presented. The next chapter discusses the research method adopted for this thesis.

Chapter 3: Research Method

Chapter Introduction

The purpose of this chapter is to explain the research method for the study. The chapter begins by presenting a rationale for the chosen research design. The sample and data collection approach used in the study is then explained in terms of the sample choice and research instrument. A justification of the measures used in the study follows, which includes a discussion of variables and controls. The chapter concludes with an outline of the analytical methods applied to test the hypotheses.

Research Design

According to Erikson and Kovalainen (2008), a quantitative approach involving statistical analysis is suitable when the research question deals with hypothesis testing. Tharenou et al. (2007) expand on this by positing that statistical analysis is best used when the aim is to test theoretical predictions and the precise measures of variables. In relation to the present study, the key relationships exist theoretically but to the best of this researcher's knowledge, they have not yet been empirically tested. The approach taken in this study therefore consolidates the theory testing. A further advantage of a quantitative research design over other approaches is that the results can then be compared with other quantitative studies in the area to move the field of research forward (Bryman, 2008).

The method selected to test the hypotheses was a cross-sectional survey design, which involves data collected at a single point in time (Bryman & Bell, 2011; De Vaus, 2002). This approach has the benefit of a larger sample than is possible with interviews, providing the opportunity to test for reliability and validity of measures within economic and time constraints (Bryman, 2008; Scullen, Mount, & Judge, 2003).

Selection of an Australian subsidiary of an MNE as the research context.

The target population for the study was subsidiary workers employed by a large MNE. According to Colakoglu et al. (2009), conducting international research is challenging,

which is widely acknowledged. Although Colakoglu et al. (2009) focus on international research investigating expatriates, HCNs and TCNs in accordance with IHRM global staffing categories, the researchers acknowledge that there is a need to investigate "the potential influence of any given subsidiary manager as a possible liability or asset to the subsidiary" (p. 1291). Based on arguments of cosmopolitanism, inclusion and ethics discussed in the previous chapter, the present researcher extends this potential to all subsidiary level workers. Colakoglu et al. (2009) suggest that one suitable approach for international research is "to focus on a single country and test the subsidiaries of multinationals in that country" (p. 1302). Although there is a point of difference in the categorisation of subsidiary level workers, the research approach as recommended by Colakoglu et al. (2009) was considered appropriate and was consequently utilised in the current study.

Australia was selected as a suitable MNE subsidiary context for the current study. Australia represents a novel context for conducting MNE research (McDonnell et al., 2011) due to Australia's high level of inward (and outward) Foreign Direct Investment (FDI) and, as a developed economy, Australia has the transport and technological infrastructure which facilitates modern work practices representative of the growing cosmopolitanism of the international workforce.

Inward and outward Foreign Direct Investment (FDI) figures indicate Australia is a significant contributor as both a host and source of FDI (McDonnell et al., 2011). Australia has a level of inward FDI (ATC, 2009) that is 35% higher than the average for developed economies (UNCTAD, 2008) and continues to grow (ABS, 2010). Most inward FDI in Australia stems from the USA, followed by the EU, Japan and New Zealand. In addition, China and India are becoming increasingly important trading partners (McDonnell, et al., 2011). In terms of growing cosmopolitanism, workers in Australia largely experience very high levels of internet connectivity both in and outside of work (ABS, 2010). Australia's technological and transport infrastructure enables viable alternatives to the traditional reliance on long-term expatriates. These alternatives include for example, frequent business trips, commuter, rotational approaches to working, regular use of the internet through email, video conferencing and data uploads (Collings et al., 2010; Morley et al., 2006).

Random sampling (Bryman & Bell, 2011) was used to recruit an MNE for participation in the study. Having selected Australia as the country of study, MNEs with large subsidiaries employing 500 people or more were selected as the target based on the rationale that a formal IHRM function was more likely to be found in large MNE subsidiaries than small-to-medium MNE subsidiaries. A staged sampling strategy was utilised because the potential number of subsidiary workers was very large. The researcher accessed data through the online Australian 'yellow pages' public database to randomly select thirty MNEs operating in Australia. The researcher then accessed the publically available website of each of the thirty MNEs to verify firstly that the MNE had subsidiaries currently in operation in Australia; and secondly that the Australian subsidiaries employed more than 500 people. MNEs that did not meet both criteria were discarded as a potential participant in the study. Five of the thirty selected MNEs were discarded following this procedure, leaving twenty five potential subsidiary participants.

The twenty five subsidiaries represented a cross-section of industries with headquarters located in the Australian states of Victoria, New South Wales, or Queensland. Expression of interest invitations were mailed in the form of a letter to the subsidiary HR Director. Where possible, the letter was addressed to the subsidiary HR Director personally, dependent upon that information being publically available. The Expression of Interest letter inviting participation is presented in Appendix B.

Of the twenty five subsidiaries approached, one subsidiary organisation responded with a meeting request and subsequently agreed to participate in the study. The subsidiary is an affiliate of a European-based MNE operating in the telecommunications industry. In total, the MNE currently employs more than 100,000 people and operates in 175 countries worldwide. The participating organisation is headquartered in Melbourne, Australia, and has a number of offices in other locations around Melbourne, in each of the remaining Australian states, and also in New Zealand. The subsidiary is comprised of 1,247 professional white-collar workers. Just over one half of the subsidiary work focus concerned the local environment, one quarter concerned the regional environment, and one fifth of the subsidiary's work focus concerned global activity. That almost half of the local subsidiary work focus concerned regional or global work activity contrast to some extent with Rosenzweig's (2006) assumption that local environments have a local work focus. In line with a more inclusive description of international labour in today's global workforce (Caligiuri et al., 2010), the subsidiary workers in the participating organisation

comprised a mix of expatriates, HCNs, TCNs, workers on STA, frequent business travelers, contractors, casuals and consultants.

The total number of workers comprising the participating organisation was considered sufficient for the study (Fritz & MacKinnon, 2007). A power analysis (Maxwell, 2000) was conducted to determine "the smallest number of cases to have reasonable statistical power to test an effect" of a specified size (Tharenou et al., 2007, p. 225), and to assist in accounting for method bias (Williams, Hartman, & Cavazotte, 2010). Three factors affect power: alpha levels, the sample size, and the effect size (Tabachnick & Fidell, 2007). The larger the sample size, the more effective the outcome (Bryman & Bell, 2011). Lower alpha levels increase the probability of a Type I error – stating that the independent variable has had an effect when it does not. If a sample size is too small, it is difficult to detect the strength of a relationship or effect and can result in Type II error: determining the independent variable has not had an effect when it has (Tabachnick & Fidell, 2007). The recommended power is .80 (Cohen, 1992), which provides an 80% chance of returning a significant result if an effect exists (Tabachnick & Fidell, 2007).

The target sample size for this study was estimated based on Green's rule for detecting a medium-sized effect, where $r = .265$ (Cohen, Cohen, West, & Aiken, 2003), at the recommended power (Maxwell, 2000). Based on this rule, to detect a medium-sized effect, a sample size of 120 was the minimum required. It was further estimated that to detect a small effect, where $r = .14$ (Cohen et al., 2003), with the recommended power, would require an upper-bound sample size of approximately 400 cases. Similar research to the one proposed in the current study indicated a likely minimum response rate of 35% (Anseel, Lievens, Schollaert, & Choragwicka, 2010). Such a response rate would have comfortably achieved the upper bound sample size required for the current study. As a result, no further organisations were sought for participation in the study.

Ethics approval.

In accordance with Monash University research guidelines, prior to data collection approval to conduct a low risk project was obtained from the Monash University Human Research Ethics Committee (MUHREC). The approval letter is presented in Appendix C.

Sample and Data Collection

Commencing in January 2010, three meetings, roughly one month apart, were conducted with various combinations of the research team. The research team consisted of the researcher, two academic supervisors and two senior manager liasions from the participating subsidiary. The purpose of these meetings was to finalise the survey items and the online survey approach, pre-test item wording for appropriateness in the context of the participating organisation, and to determine the distribution approach, timeline, and communications for the project. The agenda for these meetings are presented in Appendix D.

Of note, during one of the meetings the researchers were made aware that in deference to the subsidiary's efforts to develop a cohesive subsidiary culture despite geographic distance of sub-units within the subsidiary it would be preferable if an item that sought to distinguish geographic location was not included in the survey. It was agreed that the survey would support this goal by remaining silent in this regard. In addition to wanting to support the participating organisation's goal, there were sound methodological reasons to acquiesce to this request. Given the relatively small number of subsidiary level workers in New Zealand and at some other office locations at the time the research was conducted, this strategy provided greater protection of participants' anonymity. The decision not to differentiate between subsidiary worker locations represented a departure from the approach recommended by Colakoglu et al. (2009). This decision subsequently imposed a limitation on the current study in terms of the approach recommended by Colakoglu et al. (2009). However, the request to adhere to the reporting and structural protocol of the participating organisation, in which all subsidiary workers are treated as one group, indirectly justified the decision to investigate subsidiary workers from a more inclusive perspective. In terms of local adaptation whereby a subsidiary is, in part, required to "face the demands of specific local environments" (Rosenzweig & Singh, 1991, p. 344), in the current study the demand of the local environment required the research to focus on the subsidiary as one unit.

Once the subsidiary management endorsed the survey, the questionnaire was piloted by eight people. The purpose of the pilot test was to check for layout, completion time, consistency, usability, and wording. The eight pilot testers comprised of one academic journal editor, one academic with expertise in quantitative research and six professionals

who had experience working in large MNE subsidiaries in Australia. Feedback from the pilot testing improved the survey format and reduced the expected completion time stated on the explanatory statement.

Data were collected in May 2011. The two subsidiary management liaisons remained involved with the study. Their role was to assist in developing a survey instrument suitable to their organisational context, distribute the online survey, and encourage data collection through subsidiary-wide communications. A document explaining the research and inviting participation in the study was created for distribution and forwarded to the subsidiary management liaisons for distribution. A link to the online survey was embedded in the document. The document, presented in Appendix E, outlined the purpose of the research and explained the voluntary nature of participation. Conditions of confidentiality and anonymity were also provided. The participating organisation's Communications group distributed the document explaining the research and inviting participation in the study via email to all 1,247 subsidiary level workers. A voice message from the CEO of the subsidiary broadcast to all subsidiary level workers that endorsed the project and encouraged participation accompanied the launch of data collection. Having read through the explanatory statement, a person choosing to participate in the research then clicked on the embedded link, which connected them to the web database to complete the online questionnaire. The survey explicitly stated who a participant should have in mind when responding to questions in an effort to address a current constraint in OI research, whereby research targets are not explicitly identified (Coyle-Shapiro & Shore, 2007). Computer access for all employees, involvement in and promotion of the research from the management of the participating subsidiary, and use of a secure Monash University-endorsed web database, minimised the potential for negative impacts associated with online data collection (Bryman, 2008). A print-out of the online questionnaire is presented in Appendix F.

The researcher kept the subsidiary management liaisons informed of data collection progress with weekly emails. These emails contained the number of surveys commenced and completed. Following these progress reports, reminder communications were created and distributed to all employees. The communications were in the form of notes on the participating organisation's intranet and voice mail messages. Consistent with other survey research (Anseel et al., 2010), communication and follow-ups provided a noticeable spike in the response rate. Within one day of the survey launch 173 surveys

(54%) were submitted, within a day of the first reminder 63 surveys (21%) were submitted, and within a day of the second reminder 36 surveys (11.3%) were submitted. A total of 391 surveys were started, yielding an overall 'click' rate (Albaum, Wiley, Roster, & Smith, 2011) of 32%.

The number of completed surveys was 306, yielding a completion rate of 78%, and returning an overall usable response rate of 25%. These 306 surveys became the usable data for the analysis. The 85 surveys (22%) commenced but not completed were not included in the analysis due to the high amount of missing data; with few exceptions, participants opted out of completing the survey (McDonnell et al., 2011) after the first one or two questions. When compared with other research in this area (Anseel et al., 2010), the response rate of the current study was slightly lower. For example, a recent micro level organisation-wide study utilizing a web-based survey returned a usable response rate of 36%, with a non-completion rate of 14% (Reinholt et al., 2011). However, the proportion of 'break-offs' in the current study is similar to other recorded online organisational research (Albaum et al., 2011). Discussion with the subsidiary management liaisons indicated that although opting out was a contributing factor, the most likely reason for the lower than expected response rate was over-surveying (Rogelberg & Stanton, 2007), whereby employees experience survey fatigue from having been invited to participate in numerous surveys and subsequently refusing to respond to non-essential questionnaires (Baruch & Holtom, 2008).

While the response rate was lower than expected, arguably response representativeness is more important in survey research (Baruch & Holtom, 2008; Cook, Heath, & Thompson, 2000). An archival analysis (Rogelberg & Stanton, 2007), which compares the profile of respondents against company records, was conducted to examine the response representativeness. Table 3.1 presents a summary of the respondent characteristics. Of the 306 respondents 82% were male and 18% were female. This figure matched exactly with subsidiary HR records provided by the subsidiary management. A low proportion of female employees are characteristic of engineering as a profession, although the participating organisation has a higher proportion of women engineers than is typical of the profession. The participating MNE's global website displays the proportion of female employees as 22% of its worldwide workforce, suggesting the data obtained are indicative of both the subsidiary and MNE. With respect to age 64% of participants were aged between 35 and 54 years old. The average respondent age-group was 35-44 years

old. This average is also consistent with data kept by the subsidiary and the organisation as a whole, with the MNE's website displaying an average employee age of 38. The sample was highly educated, with 74% holding a bachelor or post graduate qualification. These characteristics are typical of subsidiary level workers in this profession, and in the organisation. 69% of participants were team members, which is reflective of the flat organisational structure implemented ten months prior to data collection. In summary, information obtained through meetings with the subsidiary management liaisons and the MNE website suggests the sample collected is representative of both the subsidiary and the organisation as a whole.

Table 3.1 Profile of the survey respondents

Variables	N	%
Gender		
Male	250	81.7
Female	53	17.3
Missing	3	1.0
Age		
< 24	7	2.3
25 – 34	64	20.9
35 – 44	98	32.0
45 – 54	98	32.0
55 – 64	31	10.0
Missing	8	2.6
Education		
Did not complete secondary	3	1.0
Completed secondary school	7	2.3
Vocational/TAFE course	69	22.5
Bachelor degree	143	46.7
Post graduate degree	82	26.8
Missing	2	0.7
Tenure		
< 12 months	31	10.0
1 – 2 years	10	3.3
3 – 5 years	60	19.6
6 – 9 years	54	17.6
10+ years	151	49.3
Position		
Team member	211	69.0
Team leader	33	10.8
Manager	45	14.7
Senior leader	14	4.6
Missing	3	1.0
Supervisor citizenship		
Australian-born Australian citizen, or New Zealand-born New Zealand citizen	163	53.0
Australian or New Zealand citizen born in a country other than Australia or New Zealand	80	26.1
Citizen of a country other than Australia or New Zealand	60	19.6
Missing	3	1.0

n = 306

Measures

In quantitative studies, measures are used as indicators of the theoretical constructs under examination (De Vaus, 2002; Tharenou et al., 2007). To minimise the effect of measurement error, it is recognised that reliability and validity are important concerns (Tharenou et al., 2007). Cronbach's alpha coefficient measures how correlated each item is with the others in a multi-item scale, and is a widely used measure of internal consistency reliability. A Cronbach alpha coefficient of .70 or above is considered to indicate reliability for a measure (Hair, Black, Babin, Anderson, & Tatham, 2010; Tharenou et al., 2007) and is therefore utilised in this study.

Validity concerns the extent to which a measure of a construct actually measures that construct (Bryman, 2008; Bryman & Bell, 2011). Validity is important as it relates to the quality of the scores reported (Zikmund, Babin, Carr, & Griffin, 2010). All measures must have face validity (Hair et al., 2010). However, because face validity is subjective (Bryman & Bell, 2011; Zikmund et al., 2010) an empirical measure of validity is also recommended. Construct validity, concerned with the extent to which a measure relates to other measures in ways expected according to the underlying theory (Tharenou et al., 2007), can be measured empirically through convergent validity and discriminant validity. Convergent validity assesses the extent to which measures of the same construct are correlated, whereas divergent validity assesses the extent to which the measures are different from other similar scales (Hair et al., 2010). Confirmatory factor analysis (CFA) is suitable for determining construct validity (Tharenou et al., 2007) and is utilised in the present study.

Table 3.2 displays a summary of the measures included in the online survey. The table indicates the variable, the source of the measure, and the number of items for each measure. All scales were multi-item scales and were existing measures, or adaptations of existing measures (Bryman, 2008; Bryman & Bell, 2011; Hair et al., 2010; Hinkin, 1995). Following the Table 3.2, each measure used for this research is examined separately for reliability and validity. However, it should be noted that given the newness of some of the measures, little empirical evidence has been reported, particularly in terms of construct validity. In this respect, measure validation is one of the contributions of this study.

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Table 3.2 Summary of measures in the online survey

Measure	Source	Items
Mediator		
Workgroup identification	Edwards and Peccei (2007)	6
Independent variable		
Supervisor categorisation	Varma et al.,(2006)	5
Moderator		
Supervisor prototypicality	van Knippenberg & van Knippenberg (2005)	5
Dependent variables		
Turnover intention	Cammann et al. (1983)	3
Workgroup knowledge sharing	Foss et al. (2009)	4
Marker variable		
Bureaucracy	Rafferty and Griffin (2004, 2006)	3
Social desirability		
Social desirability	Strahan and Gerbasi (1972)	10
Controls		
Gender	Reiche (2006); Varma et al. (2006)	1
Age	Riketta (2005)	1
Education	Chattopadhyay et al. (2004)	1
Position	Riketta (2005)	1
Tenure	Riketta (2005)	1
Supervisor citizenship	Chattopadhyay et al. (2004)	1

Mediator: Workgroup identification.

Workgroup identification was measured using the six-item organisational identification measure developed by Edwards and Peccei (2007). An example item is "I share the goals and values of my workgroup". The scale measures the extent to which an employee identifies with the organisation they work for and was chosen for this study as it has been successfully used in prior HR research in large organisations (Edwards, 2009; Edwards & Peccei, 2007, 2010) and MNEs (Fuchs & Edwards, 2012). The wording of each item was slightly adapted as per Edwards and Peccei (2010) to reflect workgroup identification specifically, as opposed to organisational identification generally. One shortened version of the measure is also recorded (Edwards, 2009). The full-scale six items used in the present study can be seen in Appendix F as question one. The response format was a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. A high score indicates strong identification with the workgroup.

Previous research has shown this measure of organisational identification to be both reliable and valid. In terms of reliability, Edwards and colleagues (Edwards & Peccei, 2007, 2010; Fuchs & Edwards, 2012), have reported consistent reliability of the six-item scale, with Cronbach alphas ranging from .89 to .94. In terms of validity, construct validity has been demonstrated through CFA in all studies using the full measure (Edwards & Peccei, 2007, 2010; Fuchs & Edwards, 2012).

Independent variable: Supervisor categorisation.

Supervisor categorisation was used to operationalise the notion of distinctiveness. As discussed in the previous chapter, social categorisation in this thesis is explored in terms of national/cultural difference. Supervisor categorisation was measured with an adapted five-item short version of the six-item categorisation scale developed by Varma et al. (2006), based on the empirical work of Greenland and Brown (1999). An example item is "I am aware of our respective cultures when I am in contact with my supervisor". The full six-item scale and shortened versions of it have been used to assess primarily HCN categorisation of expatriates in MNEs (Leonardelli & Toh, 2011; Varma, Pichlar, & Budhwar, 2011; Varma, et al., 2006). For the current study, each item was adapted to

reflect categorisation of the supervisor specifically. The full six-item scale was also modified at the request of the subsidiary management liaisons. The item "This person would be more similar to other foreign nationals in the organisation than they are similar to the locals in the organisation" was deemed by the subsidiary management liaisons too difficult to reword in a meaningful for the subsidiary workers in this study. This item was therefore removed from the measure. This represents a limitation of the ability to measure categorisation explored in terms of national/cultural difference and is acknowledged in the limitations section in Chapter 5 containing the discussion and conclusion.

The five items used to measure supervisor categorisation in the current study can be seen in question three, items (f) to (j), in Appendix F. Question three in Appendix F holds the items for both supervisor categorisation and prototypicality. The items for supervisor prototypicality can be seen in question three, items (a) to (e), in Appendix F. The supervisor categorisation and prototypicality measures were collapsed into one question as a procedural measure aimed at maximising the accuracy of the responses. The management liaisons from the participating organisation felt it would be less confusing to participants if the two measures were grouped into one on the survey. The response format was adapted from the original measure to a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. This response format provides a better fit with the pattern of previous responses and it was important to keep the formatting consistent to minimise confusion, particularly with the supervisor prototypicality scale. A high score suggests outgroup categorisation.

Previous research has shown this measure of categorisation to be both reliable and valid. In terms of reliability, Varma et al. (2006) reported an average Cronbach alpha of the full six-item scale of .70. Varma, Pichler, et al. (2011) reported the Cronbach alpha of the shortened scale was also .70. Leonardelli and Toh (2011) did not report on the reliability and validity of the measure in their study. However, Varma, Pichler, et al. (2011) reported the measure's discriminant validity. Using CFA of the categorisation measure, together with 5 other measures (perceived values similarities, ethnocentrism, collectivism, role information and social support), it was found that the categorisation was distinct from the other measures.

Moderator: Supervisor prototypicality.

Supervisor prototypicality was measured using the five-item scale developed by van Knippenberg and van Knippenberg (2005). An example item is "My supervisor represents what is characteristic of my workgroup". The scale measures the extent to which a participant considers their supervisor as representative of their position in social identity terms and is appropriate when measuring prototypicality as a moderator (Hirst et al., 2009). Three and four-item shortened versions of the full scale have also been reported (Cicero et al., 2010; Geissner et al., 2009). The full 5-item and shortened versions of the measure have been used in laboratory and field settings, including large European-based national organisations (Cicero et al., 2010) and MNEs (Hirst et al., 2009). The five items used in the present study can be seen in appendix F, question three, items (a) to (e). As mentioned, the supervisor prototypicality and categorisation measures were combined for this study. The response format was a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. A high score indicates high supervisor prototypicality.

Previous research has shown this measure of prototypicality to be both reliable and valid (van Knippenberg, 2011). In terms of reliability, for the full scale van Knippenberg and van Knippenberg (2005) reported a Cronbach alpha of .92, Hirst et al. (2009) reported a Cronbach alpha of .91, and van Dijke and de Cremer (2008) reported a Cronbach alpha of .94. For the shorter prototypicality scale, Geissner et al. (2009) reported a Cronbach alpha of .87 and Cicero et al. (2010) reported a Cronbach alpha of.89. Initial validation procedures confirmed a two factor model for prototypicality and self-sacrifice, accounting for 70% of the variance. Construct validity has been demonstrated through CFA (Hirst et al., 2009). The measure has been positively related to leadership effectiveness (van Knippenberg & van Knippenberg, 2005) and role ambiguity, and negatively related to turnover intention (Cicero et al., 2010).

Dependent variable: Turnover intention.

Turnover intention was measured using a three-item scale developed by Cammann et al. (1983). An example item is "As soon as possible I will leave the organisation". The scale measures the attitude of employees towards their job by assessing the extent to

which an individual intends to continue being an organisational member (Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006). The three items used in the present study are included as question five in Appendix F. The response format was a seven-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = somewhat agree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. A high score indicates a strong intention to leave an organisation.

Previous research has shown this measure of turnover intention to be both reliable and valid. In terms of reliability, the reported Cronbach alpha has ranged from .83 - .90 (Cammann et al., 1983; Shaw, 1999; Wheeler et al., 2007). With regards to convergent validity, factor analysis showed that the three items loaded onto a single factor (Cammann et al., 1983). This scale has been reviewed in a meta-analysis and, according to Podsakoff et al. (2006), is both reliable and valid.

Dependent variable: Workgroup knowledge sharing.

Workgroup knowledge sharing in the was measured by four items developed by Foss et al. (2009), which in turn had been adapted from Minbaeva et al. (2003). The four items had been used to examine the knowledge sharing of employees working for European-based MNEs and was considered particularly suitable for the present study because it is based on the premise that knowledge sharing with any group in an organisation is rooted in (motivation-driven) behaviour at the individual level (Foss et al., 2009). The four items were split into two groups, whereby two of the four items concern individual receiving of knowledge and two of the four items concern individual sharing of knowledge.

The four items were combined into one scale for the current study to reflect knowledge sharing as defined in this research consisting of both the giving and receiving of knowledge. The wording of the items for the current study was adapted slightly to reflect knowledge sharing specifically related to the workgroup. An example item is "To what extent have you received knowledge from colleagues in your workgroup?" The four items used in the present study can be seen in Appendix F as question two. The response format was a seven-point Likert scale ranging from 1 = little or no extent, 4 = moderate

extent, and 7 = very large extent. A high score suggests extensive knowledge sharing in the workgroup.

Previous research has shown the 4 items used to measure knowledge sharing as both reliable and valid. In terms of reliability, Foss et al. (2009) reported the Cronbach alpha for the two items concerning receiving of knowledge was .88 and, for the two items concerning sending of knowledge the Cronbach alpha was .93, which provides an average Cronbach alpha for the measure overall of .91. In terms of validity, Foss et al. (2009) demonstrated convergent and discriminant validity for the items, based on Average Variance Extracted (AVE).

Marker variable: Bureaucracy.

A marker variable, which is considered theoretically unrelated to the other variables in the study depicted by correlations of close to zero, was included in the questionnaire to statistically control for method bias (Lindell & Whitney, 2001; Podsakoff, MacKenzie, & Podsakoff, 2012; Rafferty & Griffin, 2004, 2006; Williams, Hartman, & Cavazotte, 2010). A full discussion on method bias is located in Chapter 4. The marker variable selected for the present study was bureaucracy (Rafferty & Griffin, 2004, 2006), based on the work of Hage and Aiken (1967). The three items used in the present study are contained in question 4 in Appendix F. The response format was a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. A high score indicates the participant perceives an organisation to be very bureaucratic.

Previous research has shown this measure of bureaucracy to be both reliable and valid. In terms of reliability of the 3-item measure, the average reported Cronbach alpha is .73, with previous studies reporting Cronbach alphas ranging from .65 - .82 (Hirst, van Knippenberg, Chen, & Sacramento, 2011; Rafferty & Griffin, 2004, 2006). `   As to discriminant validity, CFAs of this measure together with five other measures, being learning, prove and avoid orientations, centralisation and formalisation (Hirst et al., 2011) found that the bureaucracy measure was distinct from the other measures in each study (Rafferty & Griffin, 2004, 2006).

Statistically accounting for method bias: Social desirability.

Social desirability was measured using the ten-item Strahan-Gerbasi X1 short form social desirability scale (SDS) (Strahan & Gerbasi, 1972). Social desirability is the tendency for individuals to inflate perceptions of behaviour to something considered more socially acceptable in self-report research (Sarros & Cooper, 2006). Statistically accounting for social desirability has been recommended to "reduce or offset" (S.-J. Chang, van Witteloostujin, & Eden, 2010, p. 181) common method variance (CMV), also referred to as method bias, in self-report data (Brannick, Chan, Conway, Lance, & Spector, 2010; Williams & Anderson, 1994). The Strahan-Gerbasi X1 scale was selected given its extensive application in self-report questionnaires (Barger, 2002) and acceptable reliability and validity, albeit in student samples (Thompson & Phua, 2005). The 10 items used in the present study are included as question six in appendix F. The response format was 'True' (a score of 0) or 'False' (a score of 1). Higher scores indicate social desirability.

Control variables.

The study contains a number of extraneous variables included to statistically control for confounding influences on the dependent variables (Atinc, Simmering, & Kroll, 2012; Spector & Brannick, 2010b). Following a review of the literature regarding organisational identification, knowledge sharing and turnover intentions (e.g., Chattopadhyay et al., 2004; Foss et al., 2009; Reiche, 2007, 2009; Riketta, 2005), several control variables were selected for use in this study, which are a combination of personal demographic variables: age, gender, and level of education; and work demographic variables, including length of employment, position level; and the citizenship of the supervisor (Tharenou et al., 2007). The theoretical evidence of the need and the system of measurement for each control variable (Atinc et al., 2012; Spector & Brannick, 2010b) is briefly explained below. Empirical evidence is also provided, where available.

Riketta's (2005) meta-analysis showed that age, organisational tenure, and position level are correlated with organisational identification (Fuchs & Edwards, 2012) and should be controlled for in this study. To minimise concerns regarding anonymity, and encourage participation (Vora et al., 2007), the controls were grouped into categories. For the

purpose of analysis, age was coded as 'aged 35-54' = 1, with all other ages coded 0; organisational tenure was coded as 'employed less than 5 years' = 1, with all other tenures coded 0; and position level was coded as 'team member' = 1, with all other position levels coded 0.

Studies of MNEs have shown that gender is likely to influence motivation and perceptions resulting in categorisation, knowledge sharing behaviour and turnover intention (Reiche, 2009, 2011; Varma et al., 2006). Gender was therefore included as a control variable in the study. For the purpose of analysis, gender was coded as 'male' = 1, and 'female' = 0. In response to the theoretical position that level of education will affect perceptions of demographic dissimilarity, education level was included as a control variable. For the purpose of analysis, education level 'bachelor degree or above" = 1, with all other education levels coded 0.

With the aim of capturing whether a supervisor might be considered local or global by a subsidiary worker, a control measure based on citizenship was constructed. This was based on the rationale that a supervisor born in, and a citizen of the local subsidiary environment may likely be considered a national/cultural ingroup and, therefore, not distinctive. For the purpose of analysis, 'supervisor born in and a citizen of Australian or New Zealand' = 1, with all other groups, including a supervisor born overseas but now a citizen of Australian or New Zealand, coded 0.

Methods of Analysis

This section presents the methods of analysis used in the current study. There were three methods of analysis used in this study. The first concerned validating the measures. The second method of analysis tested for an indirect, or mediated, effect. The third method of analysis tested for a conditional indirect, or moderated mediation, effect. Each method is discussed below.

Method of analysis for validating measures.

The data for each measure in the study were analysed for reliability and validity. A minimum Cronbach alpha of .70 was used to indicate internal reliability of the measures

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(Tharenou et al., 2007). CFA was conducted in AMOS 19.0 using Maximum Likelihood Estimation (MLE). MLE is the most widely used approach for CFA (Hair et al., 2010).

Method of analysis for testing the indirect effect.

The indirect effect hypotheses in the present study test how supervisor categorisation affects turnover intention and knowledge sharing in the workgroup through a mediating variable, workgroup identification. Beyond establishing statistical significance, emphasis is increasingly placed on also reporting the effect size, or magnitude, of the indirect effect (Preacher & Kelley, 2011). SPSS 19.0 and the Product Confidence Limits for the Indirect Effect (PRODCLIN) program (MacKinnon, Fritz, Williams, & Lockwood, 2007; MacKinnon, Lockwood, & Williams, 2004) were used to test the significance of each mediation model and to determine accurate confidence limits of the indirect effect based on the distribution of the product.

PRODCLIN is more reliable than other mediation tests currently available, for example the Sobel test and the Baron and Kenny (1986) approach (MacKinnon et al., 2004). The Baron and Kenny (1986) approach is not considered as theoretically (Zhao, Lynch, & Chen, 2010) or empirically preferable because its requirements constrain ability to detect mediation, particularly for small effects, resulting in lower statistical power (MacKinnon et al., 2004). PRODCLIN is ideal for testing single mediator models (MacKinnon, Fairchild, & Fritz, 2007; MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). The results of indirect effect testing are graphically presented using the RMediation tool (Tofighi & MacKinnon, 2011).

Method of analysis for testing the conditional indirect effect.

A conditional indirect effect determines whether the strength of a mediated relationship is conditional on the value of a moderator (Cole, Bedeian, & Bruch, 2011). The term mediated moderation is an alternative term used in the literature referring to the conditional indirect effect (Ng, Ang, & Chan, 2008). While there is some disparity in the literature regarding the construct definition (Baron & Kenny, 1986; Muller, Judd, & Yzerbyt, 2005), according to Preacher et al. (2007) a conditional indirect effect can be

defined as "the magnitude of an indirect effect at a particular value of a moderator" (p. 186). In the present research, the hypotheses test whether under the condition of supervisor prototypicality the strength of the indirect effect between supervisor outgroup categorisation and the two dependent variables, through workgroup identification, changed. This approach is traditionally known as moderated mediation (Baron & Kenny, 1986).

Preacher et al. (2007) formalised tests of conditional interaction effects in MODMED, a macro designed for SPSS. Unlike the single mediator model which is used above, PRODCLIN is not currently available for testing the conditional indirect effect. In MODMED, bootstrapping is used to construct the conditional indirect effect (MacKinnon, Fritz, et al., 2007; Preacher et al., 2007). Use of this approach is increasingly reported in the literature (Cole et al., 2011; Cole, Walter, & Bruch, 2008; Ng et al., 2008; Ryu, West, & Sousa, 2009; Toh & Srinivas, 2012; van Dijke & de Cremer, 2008). When MODMED is run, SPSS calculates the significance of the conditional interaction and estimates the coefficients of the conditional indirect effect at three values of the moderator: the mean and +/- one standard deviation. In addition, confidence intervals are determined using bootstrapping, providing additional information on the precision of the MODMED estimates, (Preacher et al., 2007). To assist with interpretation, the conditional indirect effect is presented diagrammatically using a tool specifically created for use with MODMED (De Coster, 2009).

Chapter Summary

This chapter explained and justified the research methods selected for this study with the aim of addressing the two research questions and four hypotheses. The next chapter presents the results of the data analysis.

Chapter 4: Results

Chapter Introduction

This chapter examines the hypothesised relationships in the current study. The first section of this chapter presents the results of preliminary data analysis, which includes examinations relating to model validation and method bias. The remainder of the chapter presents the results of the data screening procedures and hypothesis testing.

Preliminary Analysis

Prior to testing the hypotheses, preliminary analysis was undertaken. Preliminary analysis comprised procedures to determine measure reliability and validity, and to consider CMV. Each of these forms of preliminary analysis is discussed below.

Variable measured but not used in the analysis: Social desirability.

In initial screening the reliability of the SDS could not be established for the current study. The Cronbach alpha for the 10-item scale was .55. Efforts to improve the reliability by reducing the number of items were unsuccessful. Given that a measure cannot be validated if it is not reliable (Hair et al., 2010; Tharenou et al., 2007), the social desirability measure was removed from analysis. In a study of senior manager respondents in Hong Kong, Thompson and Phua (2005) also found the measure unreliable (Cronbach alpha of .51) and suggested that this may be the case for business respondents. The current research provides some support for this assertion.

Validation of measures.

CFA was used to test unidimensionality and convergent validity (Byrne, 2010; De Vellis, 2012). The AMOS 19.0 program was used to conduct the CFA using MLE (Kline, 2005). Prior to conducting the CFA, procedures were undertaken to examine the accuracy of the data. No out-of-range data were found in the dataset. The variables were also screened

for compatibility with the assumptions required for CFA, which include adequate sample size, absence of missing data, absence of outliers, normality of the variables, and linearity between the variables (Tabachnick & Fidell, 2007).

In assessing a model's goodness-of-fit, Hair et al. (2010), recommend that multiple fit indices be used, consisting of the chi-square value and the related degrees of freedom (*df*); one absolute fit index, such as, GFI, RMSEA or SRMR; one incremental fit index, such as, TLI or CFI; one goodness-of-fit index, e.g., CFI or TLI; and one badness-of-fit index, e.g., RMSEA or SRMR. Chi-square, *df*, CFI and RMSEA are reported in the current study. Model 1, which consisted of all 26 items comprising the situational variables, showed poor fit (see Table 4.1, Model 1). The CFI of .84 was below the recommended minimum threshold of .90. The absolute fit indices of normed chi-squared ($\chi2$) and RMSEA also did not meet required levels. At 4.01, the normed chi-squared ($\chi2$) was above the threshold of 3.0, and the RMSEA of .09 was outside the .05-.08 recommended limits of acceptability (Hair et al., 2010).

Table 4.1 Comparison of alternative CFA models of the situational variables

Model	$\chi2$	df	$\chi2$/df	RMSEA	CFI
Model 1	1137.54	284	4.01	.09	.84
Model 2	495.31	215	2.30	.07	.94

n = 294; CFI: Comparative fit index; RMSEA: Root-mean-square error of approximation; Model 1: The model in which all original 26 items in the measures of situational variables were included; Model 2: The model in which 2 items with factor loadings < .40 and 1 item displaying multicollinearity in Model 1 were dropped, leaving 23 items in the model.

To improve the model fit, each item was investigated to determine whether it should remain or be dropped from the model (Hair et al., 2010). Factor loadings are an important consideration in determining construct validity. Table 4.2 presents the factor loadings of the 26-item situational variables for Model 1. According to Kim and Mueller (1978), factor loadings should be .40 or greater (Tharenou et al., 2007). The factor loadings of two items, (sc2 = -.36 and sc5 = -.07), did not meet this minimum requirement (in addition, sc5 was not statistically significant). The low factor loadings for these two items may have been as a result of them being reverse-scored items (De Vellis, 2012; Hinkin, 1995). These two items were dropped from the model. The investigation further revealed that the residual error correlation of ks3 and ks4 was .89, indicating multicollinearity (Hair et al., 2010). Both ks3 and ks4 displayed the same

factor loading of .60. One item, ks4, was selected for removal as it was considered less theoretically relevant than ks3 on the grounds that a participant would be more likely to know the extent to which colleagues received knowledge from them, than the extent to which that knowledge was actually used. The investigation showed that the deletion of any further items was not required. CFA was recalculated for the revised model consisting of 23 items, shown as Model 2 in Table 4.1. Model 2 displayed good fit, with all key indicators meeting requirements, thereby presenting a suitable model for analysis.

Table 4.2 Factor loadings of the 26-item situational variables for Model 1

Item	ID	SC	SP	TO	KS	BU
id1: My employment in my workgroup is a big part of who I am	.61					
id2: I am comfortable to be identified as a member of my workgroup	.70					
id3: What my workgroup stands for is important to me	.78					
id4: I share the goals and values of my workgroup	.82					
id5: Membership of my workgroup is important to me	.81					
id6: I feel strong ties with my workgroup	.81					
sc1: I am aware of our respective nationalities when I am in contact with my supervisor		.90				
sc2: I feel that my supervisor and I would not meet as two people belonging to the same cultural group (R)		**-.36**				
sc3: I am aware of our respective cultures when I am with my supervisor		.94				
sc4: I would consider my supervisor to be "one of them" and the other locals in this organisation to be "one of us"		.41				
sc5: The foreign nationals/expatriates and locals in [organisation] do not belong to the same group (R)		**-.07**				
sp1: My supervisor is a good example of people that are members of my workgroup			.84			
sp2: My supervisor has a lot in common with the members of my workgroup			.89			
sp3: My supervisor represents what is characteristic of my workgroup			.90			
sp4: My supervisor is very similar to the members of my workgroup			.93			
sp5: My supervisor resembles the members of my workgroup			.90			
ti1: I often think about quitting my present job				.90		
ti2: As soon as possible I will leave the organisation				.90		
ti3: I will probably look for a new job in the next year				.83		
ks1: To what extent have you received knowledge from colleagues in your workgroup?					.91	
ks2: To what extent have you used knowledge from colleagues in your workgroup?					.94	
ks3: To what extent have colleagues in your workgroup received knowledge from you?					.60	
ks4: To what extent have colleagues in your workgroup used knowledge from you?					**.60**	
bu1: My work involves a great deal of paperwork and administration						.60
bu2: Decisions must go through many levels of management before they are finalised						.69
bu3: My work is highly regulated by bureaucratic work practices						.84

Note: A bold factor loading indicates the item was removed for Model 2; (R) = reversed item.
ID = workgroup identification; SC = supervisor categorisation; SP = supervisor prototypicality; TO = turnover intention;   KS = workgroup knowledge sharing; BU = bureaucracy.

In summary, the factor structure and internal coefficients showed that the revised model, Model 2, consisting of the original 3-item turnover intention scale, 6-item workgroup identification scale, 5-item supervisor prototypicality scale, the adapted 3-item supervisor categorisation scale, and the adapted 3-item workgroup knowledge sharing scale, meet the CFA requirements according to Kline (2005) and Byrne (2010). The five revised scales representing good fit were used in the subsequent analysis.

Common method variance.

CMV is "variance that is attributable to the measurement method rather than to the constructs the measures represent" (Podsakoff, MacKenzie, Lee & Podsakoff, 2003, p. 879), increasing or decreasing the observed effects (Chang, van Witteloostujin & Eden, 2010), particularly in research based on self-report data. The effect of CMV in organisational research is hotly debated (Richardson, Suimmering, & Sturman, 2009). Spector and Brannick (2010a; see also Spector 1996, 2006) hold that CMV issues are overstated. According to Brannick et al. (2010a) self-report data are "not only justifiable but probably necessary when assessing perception-based constructs", such as social identities examined in this study, because "non self-report measures are often inferior in validity when compared to self-report measures" (p. 416) actually increasing potential for bias. While the debate about CMV is ongoing, method experts (Brannick et al., 2010; Podsakoff, MacKenzie, & Podsakoff, 2012; Reio, 2010; Spector & Brannick, 2010b) do recommend accounting for method bias through careful procedural and statistical research design (Podsakoff et al., 2012). Method bias is also referred to in the literature as method variance, which relates to "biases and spurious cases of observed correlations … that are not tied to the methods themselves, but to the combination of methods and constructs" (Brannick et al., 2010, p. 409).

Several procedural methods were applied in the present study to minimise method bias. These methods revolved around designing the study to maximise an accurate response rate and included: counter-balanced survey items and assurances of anonymity and confidentiality (Tharenou et al., 2007; Chang et al., 2010); variations in scale properties by changing the response format from select a button to slide bars and drop down menus; rewording and/or refinement of scale items to eliminate ambiguity through consultation with the organisational liaisons; and, as mentioned in Chapter 3, the inclusion of a social

desirability bias scale (Podsakoff et al., 2012). In addition to the procedural mechanisms, the study contained two statistical approaches in the research design: 1) the inclusion of the correlation-based marker variable technique (Lindell & Whitney, 2001) which can be used in SPSS (Williams et al., 2010); and 2) the inclusion of an interaction effect in the research model as empirical research has demonstrated that a significant interaction effect cannot be the result of CMV (Podsakoff et al., 2012; Siemsen, Roth, & Oliveira, 2010).

With a marker variable, a difference in the significance or magnitude of the partial correlations indicates bias. A marker variable needs to be reliable (Cronbach alpha > .70), measured by a multi-item scale, and theoretically unrelated to at least one of the other variables (Lindell & Whitney, 2001). There are concerns about the marker approach (Podsakoff et al., 2012); however, the approach has been repeatedly shown to be a powerful and convenient diagnostic tool for assessing method bias (Malhotra, Kim, & Patil, 2006; Richardson et al., 2009; Williams et al., 2010). The marker variable selected for this study was a three-item bureaucracy scale, following the approach of Rafferty and Griffin (2004, 2006). The bureaucracy marker was applied to both the indirect effect and conditional indirect effect models.

In the indirect effect models, the inclusion of the marker did not change either the statistical significance or the magnitude of the relationships. The absolute difference in the partial correlations in the models with and without the marker was $< .001$. This result shows no evidence of an inflating or CMV effect in the indirect models as all the effects of interest remained statistically significant and the differences in magnitude were minor.

For the conditional indirect effect models, the inclusion of the marker did not change either the statistical significance or the magnitude of the relationships, with one exception: the interaction. The inclusion of the marker variable improved the significance of the interaction ($p = .052$) but did not substantially alter the magnitude of the effect (the difference was $< .01$). This result is consistent with the literature, according to which, method bias cannot create an artificial interaction effect, it can only attenuate interactions by lowering the reliability of the measures by reducing power, leading to an attenuation of the interaction term (Podsakoff et al., 2012; Siemsen et al., 2010). To clarify, method bias is assumed to have been in effect if the partial correlation becomes not significant after correction. However, in an interaction model, the opposite

occurs which is as expected. Including the marker suppresses error variance and thus slightly increases power. Siemsen et al. (2010) state that, finding a significant interaction effect despite the influence of method bias in the dataset "should be taken as strong evidence that the interaction exists" (p. 470).

In summary, the outcomes of the procedural and empirical methods utilised to reduce method bias indicate that the purported method bias effects are quite minor on the (limited) evidence and it is unlikely that method bias is an issue in this study. Nevertheless, it is possible that there are unacknowledged sources of bias in the dataset. It is also acknowledged that the collection of longitudinal data at time point A and then six to twelve months later at time point B would have further reduced the potential for method bias (S.-J. Chang et al., 2010). However, this approach was considered unsuitable given the timeline for completion of the research.

Testing of the Hypotheses

This section concerns testing of the hypotheses proposed for this research. The approach utilised to test the hypotheses in the current study comprised data screening for assumptions of multiple regression; a review and summary of descriptive statistics; testing for an indirect effect and a conditional indirect effect on turnover intention; and testing for an indirect effect and a conditional indirect effect on workgroup knowledge sharing. Each of these is discussed below.

  Data screening for assumptions of multiple regression.

Regression was chosen as the analysis technique for its suitability in assessing the relationships hypothesised in the current study (Tabachnick & Fidell, 2007). While the inclusions of two dependent variables in the study (knowledge sharing in the workgroup and turnover intention) suggest structural equation modelling (SEM) as a possible approach to analysis, multiple regression is more suited to models with moderators than SEM (Tharenou et al., 2007). Regression analysis is based on a number of assumptions about the dataset: normality; linearity; homoscedasticity; absence of multicollinearity; and outliers. Prior to analysis, procedures were undertaken to check the accuracy of the

data to see whether the statistical and theoretical assumptions were met. Each of these assumptions and the procedure to investigate them using SPSS 19.0 are discussed below, concluding with an outline of the approach used for missing data.

The assumption of normality is that the dependent variables should be normally distributed (Tharenou et al., 2007). Graphical and statistical methods were used to screen the continuous variables for normality (Hair et al., 2010; Tabachnick & Fidell, 2007; Tharenou et al., 2007). Normality was checked with skewness and kurtosis. No variables showed significant non-normality. No maximum absolute value displayed a skewness > 2 or a kurtosis > 5, which are the critical values for skewness and kurtosis (Tharenou et al., 2007). Frequency histograms were also inspected and showed acceptable distributions. These results indicated that the assumption of univariate normality could be upheld and that multivariate normality could be assumed for the data.

The assumption of linearity is that there is a straight-line relationship between two variables (Tharenou et al., 2007). Linearity was investigated using bivariate scatterplots (Tabachnick & Fidell, 2007). For all pairs of variables, the scatterplots did not indicate any curvilinear relationships and the assumption of linearity upheld.

The assumption of homoscedasticity is that the variability in scores for a variable is largely the same at all values of another variable. Homoscedasticity can be determined through inspection of bivariate scatterplots (Tabachnick & Fidell, 2007). The scatterplots indicated no suggestion of heteroscedasticity and the assumption of homoscedasticity was subsequently upheld.

An absence of multicollinearity is also assumed in regression analysis. Multicollinearity occurs when variables are highly correlated (Tharenou et al., 2007). According to Kline (2005), a high correlation exceeds .85. However Tabachnick and Fidell (2007) recommend a more conservative level for high correlations as one that exceeds .70. Table 4.4 displays that no correlations for the variables analysed in this study approached either threshold. In addition to investigating the correlation coefficients, Cohen et al. (2003) recommend also examining tolerance levels to determine whether an assumption of an absence of multicollinearity can be upheld. Tolerance refers to the amount of variability of a selected independent variable not explained by the other independent variables (Hair et al., 2010).

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According to Cohen et al. (2003) tolerance levels below .10 suggest multicollinearity. As the investigation presented no tolerance level below .10, together with an absence of high correlations, the assumption for the absence of multicollinearity was upheld.

An outlier is an extreme value and is problematic in a dataset because it can distort statistics (Tabachnick & Fidell, 2007). Given that the survey in the current study was conducted online controlling all scale values, outliers as a result of data entry error were not possible. Nonetheless, Mahalanobis distances were inspected and Cook's distance was consulted. No values of Cook's distance exceeded 1, indicating that an absence of outliers could be assumed. In summary, all investigations showed that the assumptions for regression could be upheld (Kline, 2005; Tabachnick & Fidell, 2007).

In terms of missing data, the dataset for this study contained <5% missing data, which suggests no substantial concerns in this regard (Tabachnick & Fidell, 2007). The small amount of missing data was likely due to the survey design: all scales required 'forced answering' whereby participants were required to enter a response to each item in a scale before proceeding. The benefit of this approach is that it minimizes missing data. The limitation, however, is that participants may opt out altogether (Albaum et al., 2011). This approach was selected so as to be consistent with the online survey approach utilised by the participating organisation for their in-house employee surveys. While all scale items did require an answer, participant response to the control variables was optional. Again, this is the same approach used by the participating organisation. Table 4.3 presents the missing data for each control variable. According to organisational records, age and gender control variables typically display the highest non-response rate. The result in the present study proves no exception.

Table 4.3 Missing data per control variable

Control	Missing data
Gender	3
Age	8
Education	2
Position	3
Tenure	nil
Supervisor citizenship	3

n = 306

Although the amount of missing data was small ($< 5\%$) it was important to minimize sample loss, particularly given the difficulty of detecting interaction effects. Pairwise deletion was selected for dealing with missing data because it is highly effective in minimizing sample loss (P. L. Roth, 1994; P. L. Roth, Campion, & Jones, 1996; Switzer III, Roth, & Switzer, 1998; Tharenou et al., 2007). In pairwise deletion, only cases that are missing data for a specific analysis are excluded, whereas listwise deletion excludes a case from analysis entirely even it is not missing data for a specific analysis (Pallant, 2011).

Summary of descriptive statistics.

Table 4.4 displays the means, standard deviations, correlations and internal consistency reliabilities (Cronbach alphas) calculated for the studied variables, including the controls (Atinc et al., 2012; Becker, 2005). The reliability of each scale is shown in parentheses in Table 4.4. The reliability values of .7 or higher for each scale indicates adequate internal consistency (Hair et al., 2010).

Table 4.4 Means, standard deviations, correlations and reliabilities

No.	Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
								r							
1	Age	3.28	0.99	-											
2	Gender	1.17	0.38	-.21 **	-										
3	Education	3.97	0.82	-.11	-.05	-									
4	Tenure	3.93	1.31	.36 **	-.13 *	-.07	-								
5	Position	1.54	0.91	.06	-.13 *	.13 *	.12 *	-							
6	Citizenship	1.66	0.79	.03	.03	.01	.11 *	.24 **	-						
7	KSWG	15.65	3.52	-.15 *	-.01	-.04	.03	.16 **	.08	(.83)					
8	TINT	10.49	5.06	-.06	-.09	.13 *	.13 *	-.04	-.04	-.23 **	(.91)				
9	SCAT	9.50	2.55	-.06	.01	-.03	.04	-.06	.06	.09	-.06	(.70)			
10	WGID	23.79	4.09	.02	-.09	-.03	.06	.31 **	.14 *	.48 **	-.38 **	.27 **	(.88)		
11	SPRO	17.00	4.55	-.13 *	.01	-.06	-.17 **	-.02	-.06	.31 **	-.31 **	.31 **	.40 **	(.95)	
12	BUR	9.85	2.54	-.04	-.01	-.05	-.05	.04	-.03	.01	.22 **	-.01	-.06	-.04	(.75)

*p<.05; **p<.01; *n* = 306; Unstandardised correlations are shown; Cronbach alpha reliabilities are in parentheses on the diagonal;
KSWG: Knowledge sharing in the workgroup; TINT: Turnover intention; SCAT: Supervisor categorisation; WGID: Workgroup identification; SPRO: Supervisor prototypicality;
BUR: Bureaucracy

Supervisor categorisation was not significantly correlated with any controls or either dependent variable. However, it was significantly correlated with the mediator, workgroup identification (r = .27, p < .05) and the moderator, supervisor prototypicality (r = .31, p < .05). There was a moderately strong correlation (Tharenou et al., 2007) between workgroup identification and knowledge sharing in the workgroup (*r* = .48, *p* < .05). There was a negative correlation between workgroup identification and turnover intention (*r* = -.38, *p* < .05). Workgroup identification was positively correlated with two controls, namely position level (*r* = .31, *p* < .01), and supervisor citizenship (*r* = .14, *p* < .01).

The moderator, supervisor prototypicality, was positively correlated with the mediator, workgroup identification (*r* = .40, *p* < .05). It was also correlated with both dependent variables, turnover intention (*r* = .31, *p* < .05) and knowledge sharing in the workgroup (*r* = .31, *p* < .05). Supervisor prototypicality was negatively correlated with the controls age (*r* = -.13, *p* < .05), and length of employment (*r* = -.17, *p* < .01). The first dependent variable, turnover intention, was positively correlated with the controls education level (*r* = .13, *p* < .05), and length of employment (*r* = .13, *p* < .05). The second and final dependent variable, workgroup knowledge sharing, was correlated with the controls age (*r* = -.15, *p* < .05), and position level (*r* = .16, *p* < .01). There was no evidence of significant correlations between the control variables. However, the significant correlation of each control across the variables justifies the inclusion of each control in the forthcoming analysis (Tharenou et al., 2007).

The marker variable, bureaucracy, was significantly correlated with one variable: turnover intention (*r* = .22, *p* < .05). In hindsight, a correlation between perceptions of bureaucracy and turnover intention in the context of the participating organisation makes sense because it is a knowledge-based firm with a cultural emphasis on innovation. Despite the small correlation between bureaucracy and turnover intention, the marker was considered acceptable for the study given the relatively small magnitude and that it was not significantly correlated with any other variable in the study (Lindell & Whitney, 2001; Malhotra et al., 2006).

An indirect effect on turnover intention.

Hypothesis 1 predicts that workgroup identification will mediate the relationship between supervisor categorisation and turnover intention. The hypothesis was supported. There are three components required to determine a confidence interval using PRODCLIN (MacKinnon, Fairchild, et al., 2007; MacKinnon, Fritz, et al., 2007; MacKinnon et al., 2004). The first component is referred to as *path a*, which involves regressing workgroup identification on supervisor categorisation to determine whether a significant relationship exists between supervisor categorisation and workgroup identification. The second component is referred to as *path b*, which involves regressing turnover intention on workgroup identification, controlling for supervisor categorisation, to determine whether a significant relationship exists between workgroup identification and workgroup knowledge sharing. In the final component, a 95% confidence interval for the indirect effect is calculated based on the regression coefficients and standard errors of *path a*path b*. In PRODCLIN, a confidence interval excluding zero demonstrates a significant indirect effect.

Table 4.5 displays the standardised regression coefficients, the standard error and the *t*-test results for Hypothesis 1. In *path a*, supervisor categorisation was positively related to workgroup identification ($\beta = .28$, $t = 5.07$, $p < .001$). Two controls were found to be significant (Atinc et al., 2012; Spector & Brannick, 2010a): position level ($\beta = -.30$, $t = -5.41$, $p < .001$) and supervisor citizenship ($\beta = -.10$, $t = -1.93$, $p < .05$). The relationship was lower for subsidiary level workers in non-managerial positions, with a value of -.30, suggesting that subsidiary workers with higher levels of organisational status and responsibility have stronger psychological attachment to the workgroup identity. This result is consistent with Riketta's (2005) meta-analysis which was concerned with overall organisational identification. The national/cultural outgroup supervisor categorisation and workgroup identification relationship was also lower if the supervisor was born in, and a citizen of, Australia or NZ, with a value of -.10. This finding is logical because a supervisor born in, and a citizen of, the local subsidiary environment may likely be considered a national/cultural ingroup and, therefore, not distinctive.

In *path b*, workgroup identification was negatively related to turnover intention and significant ($\beta = -.41$, $t = -7.25$, $p < .001$). The supervisor categorisation to turnover intention direct relationship was not significant. Several controls were found to be

significant in the workgroup identification to turnover intention relationship. These were: gender ($\beta = .12$, $t = 2.21$, $p < .05$), age ($\beta = .10$, $t = 1.99$, $p < .05$), level of education ($\beta = .10$, $t = 1.94$, $p < .05$), and tenure ($\beta = -.21$, $t = -4.06$, $p < .001$). The results for the gender, age and education control variables are consistent with subsidiary workers who consider themselves as valuable employees with high career prospects. In terms of tenure in the organisation, subsidiary workers employed less than 5 years in the organisation had lower turnover intentions, with a significant statistical value of -.21. The MNE subsidiary under study has a history of long organisation tenure. The result obtained in the current study is consistent with that history.

Table 4.5 Path coefficients for the indirect effect on turnover intention

	β		*SE*	*t*	R^2
***path a*: DV = Workgroup identification**					.18
Controls					
Gender	.05		.06	.88	
Age	.03		.06	.47	
Education	-.10		.06	-1.83	
Tenure	.08		.05	1.43	
Position	-.30	***	.06	-5.41	
Supervisor citizenship	-.10	*	.05	-1.93	
Independent variable					
Supervisor categorisation	.28	***	.05	5.07	
***path b*: DV = Turnover intention**					.25
Controls					
Gender	.12	*	.05	2.21	
Age	.10	*	.05	1.99	
Education	.10	*	.05	1.94	
Tenure	-.21	***	.05	-4.06	
Position	-.07		.06	-1.21	
Supervisor citizenship	.02		.05	.35	
Independent variables					
Supervisor categorisation	.05		.05	.95	
Mediator					
Workgroup identification	-.41	***	.06	-7.25	

n = 294 - 306, after pairwise deletion; Standardised regression weights are shown

* *p* < .05

** *p* < .01

*** *p* < .001

In the final component required to test Hypothesis 1, PRODCLIN was used to calculate the confidence limits for the indirect effect. A result displaying a 95% confidence interval that excludes zero is considered significant. For testing an indirect effect, PRODCLIN has been found to outperform more conventional techniques such as the Baron and Kenny (1986) approach and the Sobel test in terms of power, Type I error rates, and accuracy of confidence limits (Farrell & Finkelstein, 2011; MacKinnon, Coxe, & Baraldi, 2012; MacKinnon, Fritz, et al., 2007; MacKinnon et al., 2004).

PRODCLIN uses regression to quantify the mediated effect by multiplying the z-scored coefficient for supervisor categorisation to workgroup identification relationship and the z-scored coefficient for the workgroup identification to turnover intention relationship. The resultant product helps to explain how supervisor categorisation affects workgroup knowledge sharing through workgroup identification and forms the basis for confidence interval and significance testing (MacKinnon et al., 2012).

Figure 4.1 presents the PRODCLIN result in diagrammatic form using the graphing tool RMediation (Tofighi & MacKinnon, 2011). The graph displays the 95% confidence interval for an indirect effect on turnover intention. The standardised indirect effect, is displayed as $\mu = -.11$ along with the standard error $\delta = .03$. Shown in Figure 4.1 as , the 95% confidence limit of the indirect effect did not include zero (Lower Limit = -.17 – Upper Limit = -.06). The combined reporting of the coefficients of the model and the confidence intervals according to MacKinnon et al. (2012) and Preacher and Kelley (2011) provide sufficient evidence of a statistically significant indirect effect. Hypothesis 1 is supported.

Figure 4.1 The indirect effect on turnover intention
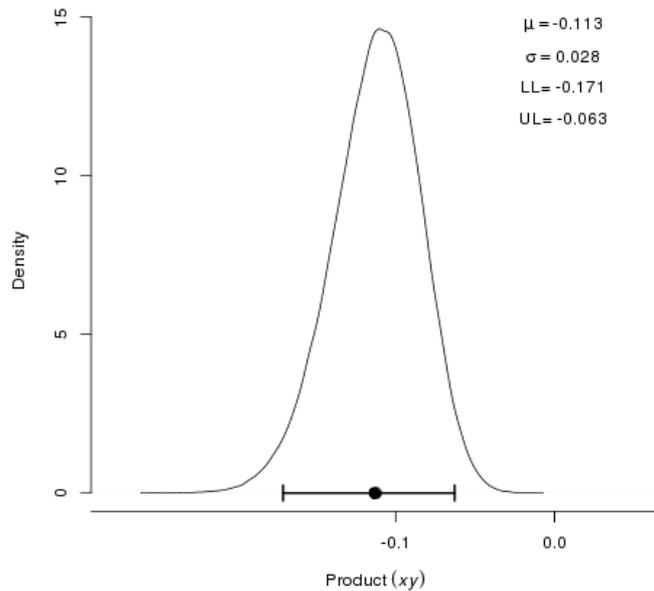
Source: http://www.amp.gatech.edu/RMediation; (Tofighi & MacKinnon, 2011)
μ = Standardised indirect effect; σ = Standard error for the indirect effect ; LL = Lower limit confidence level; UL = Upper limit confidence level; ├──●──┤ = the 95% confidence interval
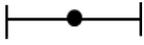
A conditional indirect effect on turnover intention.

Hypothesis 2 predicts that supervisor prototypicality will moderate the indirect effect of supervisor categorisation on turnover intention through workgroup identification, such that when supervisor prototypicality is high, the indirect effect will be weakest. The hypothesis was supported. This hypothesis has the moderator, supervisor prototypicality, operating on *path a* between supervisor categorisation and workgroup identification of the mediation model (Preacher et al., 2007). Two steps are required to determine whether a conditional indirect effect is present. First, the interaction term between supervisor categorisation and supervisor prototypicality must be statistically significant. If the interaction term is significant, the second step is to regress the interaction and the indirect effect at a range of values for the moderator, checking for significance. Table 4.6 displays the standardised regression coefficients, the standard error and the *t*-test results for *path a* and *path b* of Hypothesis 2. In *path a*, the interaction term supervisor categorisation x supervisor prototypicality was close to significant (β = -.08, t = .05, p =

.06)[1]. Two controls in *path a* were significant: position level (β = -.28, t = -5.48, p = .001) and supervisor citizenship (β = -.11, t = -2.27, p = .05). In path b, three control variables were significant: gender (β =-.11, t = 2.19, p = .05), age (β = .13, t = 2.45, p = .05), and tenure (β = -.19, t = -3.57, p = .001).

With an acceptable interaction term, the macro MODMED was used recommended by Preacher et al. (2007) approach for moderated mediation in SPSS to complete step 2. As stated, a conditional indirect effect is present when varying levels of supervisor prototypicality affect the direction and/or strength of the supervisor categorisation on turnover intention through workgroup identification. MODMED uses a bootstrap procedure consisting of 5000 sample to test for significant moderated mediation effects using 95% bias-corrected confidence intervals. The indirect effect is calculated at one standard deviation below the mean, at the mean, and at one standard deviation above the mean of the condition, supervisor prototypicality (Mayer, Thau, Workman, van Dijke, & De Cremer, 2012; Toh & Srinivas, 2012), following the approach of Aiken and West (1991).

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[1]In case of reduced power due to missing data, multiple imputation was run (Graham, 2009). Following the multiple imputation, the analysis was rerun and confirmed the borderline significance of the interaction. This suggests that the small amount of missing data did not impact the significance of the interaction but the sample size may have.

Table 4.6 Path coefficients for the conditional indirect effect on turnover intention

	β		SE	t	R^2
***path a*: DV = Workgroup identification**					.11
Controls					
Gender	.04		.05	.85	
Age	-.02		.05	-.47	
Education	-.07		.05	-1.32	
Tenure	.02		.05	.45	
Position	-.28	***	.05	-5.48	
Supervisor citizenship	-.11	*	.05	-2.27	
Independent variable					
Supervisor categorisation	.24	***	.05	4.47	
Supervisor prototypicality	.35	***	.05	6.75	
Interaction					
Supervisor categorisation x prototypicality	-.10	†	.05	-1.82	
***path b*: DV = Turnover intention**					.25
Controls					
Gender	.11	*	.05	2.19	
Age	.13	*	.05	2.45	
Education	.09		.05	1.72	
Tenure	-.19	***	.05	-3.57	
Position	-.06		.06	-1.00	
Supervisor citizenship	.04		.05	.69	
Independent variables					
Supervisor categorisation	.07		.06	1.17	
Supervisor prototypicality	-.19	***	.06	-3.34	
Mediator					
Workgroup identification	-.34	***	.06	-5.57	
Interaction					
Supervisor categorisation x prototypicality	.00		.05	.01	

† $p < .10$

* $p < .05$

** $p < .01$

*** $p < .001$

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Table 4.7 Bootstrap (conditional) indirect effect on turnover intention at selected values of supervisor prototypicality

	Boot indirect effect	Boot *SE*
Low (-1 SD)	-.21**	.08
Mean	-.16***	.05
High (+1 SD)	-.11**	.04

Bootstrap *n* = 5000; Unstandardised results are shown (Menges, Walter, Vogel, & Bruch, 2011); Controlling for age, gender, education, tenure, position level, and supervisor citizenship. *SE* = standard error; -1 SD = one standard deviation below the mean value of supervisor prototypicality; Mean = mean value of supervisor prototypicality; +1 SD = one standard deviation above the mean value of supervisor prototypicality; * $p < .05$; ** $p < .01$; *** $p < .001$

Table 4.7 presents the results of the bootstrapping procedure, displaying the conditional indirect effect on turnover intention for selected values of supervisor prototypicality. The results show the conditional indirect relationship of supervisor categorisation on turnover intention (through workgroup identification) was statistically significant at each level of supervisor prototypicality, and the effect size decreased as supervisor prototypicality increased. The conditional indirect relationship was significant and most positive at one standard deviation below the mean of supervisor prototypicality (bootstrap indirect effect = -.21, $p < .01$). The conditional indirect relationship was significant and positive at the mean of supervisor prototypicality (bootstrap indirect effect = -.16, $p < .001$). The conditional indirect relationship was significant and least positive at one standard deviation above the mean of supervisor prototypicality (bootstrap indirect effect = -.11, $p < .01$). Figure 4.2 presents a graph of the conditional indirect effect for Hypothesis 4 based on the bootstrap results using a tool designed for graphing the conditional indirect effect (De Coster, 2009). The graph shows that as supervisor prototypicality increases, the negative indirect effect on turnover intention weakens. Hypothesis 2 is supported[2].

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[2] The result of the marker variable assessment changing the significance of the interaction from $p = .06$ to $p = .05$ lends further support to the significance finding, and overall support for Hypothesis 2.

Figure 4.2 The conditional indirect effect on turnover intention
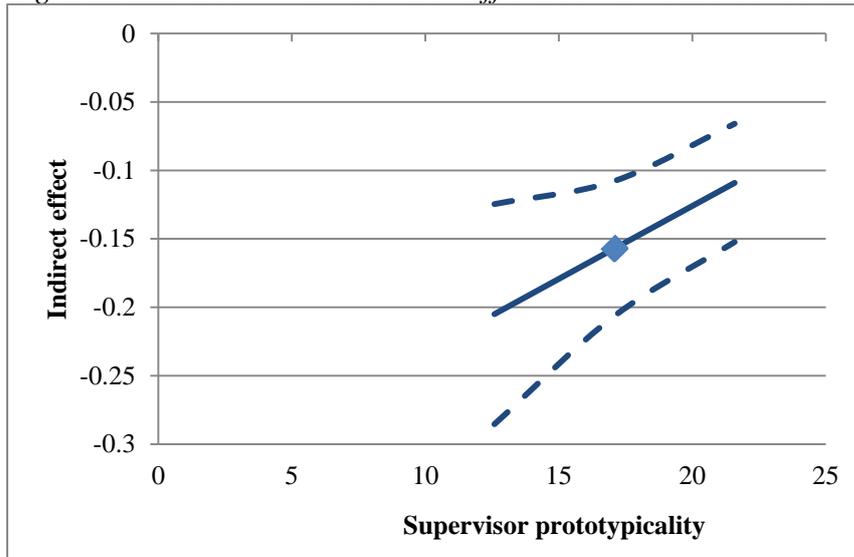
Source: De Coster (2009); _____ = Point estimate for the mediation effect at a chosen value of the moderator; ---- = Upper and lower 95% confidence limits for the mediation effect at each value of the moderator

An indirect effect on workgroup knowledge sharing.

Hypothesis 3 predicts that workgroup identification will mediate the relationship between supervisor categorisation and workgroup knowledge sharing. The hypothesis was supported. As with Hypothesis 1, there are three components required to demonstrate a significant indirect effect using PRODCLIN (MacKinnon, Fairchild, et al., 2007; MacKinnon, Fritz, et al., 2007; MacKinnon, et al., 2004). However for the present hypotheses, Hypothesis 3, workgroup knowledge sharing is the dependent variable. The first component is referred to as *path a*, which involves regressing workgroup identification on to supervisor categorisation determine whether a significant relationship exists between supervisor categorisation and workgroup identification. The second component is referred to as *path b*, which involves regressing workgroup knowledge sharing on workgroup identification, controlling for supervisor categorisation, to determine whether a significant relationship exists between workgroup identification and workgroup knowledge sharing. In the final component, a 95% confidence interval for the indirect effect is calculated based on the regression coefficients and standard errors of *path a*path b*. When using PRODCLIN, a 95% confidence interval that excludes zero demonstrates a significant indirect effect.

Table 4.8 displays the standardised regression coefficients, the standard error and the *t*-test results of *path a* and *path b* for Hypothesis 3. In *path a*, supervisor categorisation was positively related to workgroup identification ($\beta = .28$, $t = 5.07$, $p < .001$). In addition, two controls were found to be significant (Atinc et al., 2012; Spector & Brannick, 2010b): position level ($\beta = -.30$, $t = -5.41$, $p < .001$) and supervisor citizenship ($\beta = -.10$, $t = -1.93$, $p < .05$). In *path b*, workgroup identification was positively related to workgroup knowledge sharing ($\beta = .51$, $t = 8.96$, $p < .001$). The supervisor categorisation to workgroup knowledge sharing direct relationship was not significant. No controls were found to be significant in the relationship between workgroup identification and workgroup knowledge sharing. While the results of this study provide initial evidence of a strong relationship between workgroup identification and workgroup knowledge sharing, that no controls returned a significant result suggests there is much more to learn about this relationship.

Table 4.8 Path coefficients for the indirect effect on workgroup knowledge sharing

	β		SE	t	R^2
***path a*: DV = Workgroup identification**					.18
Controls					
Gender	.05		.06	.88	
Age	.03		.06	.47	
Education	-.10		.06	-1.83	
Tenure	.08		.05	1.43	
Position	-.30	***	.06	-5.41	
Supervisor citizenship	-.10	*	.05	-1.93	
Independent variable					
Supervisor categorisation	.28	***	.05	5.07	
***path b*: DV = Workgroup knowledge sharing**					.24
Controls					
Gender	-.03		.05	-.60	
Age	.04		.05	.75	
Education	.02		.05	.29	
Tenure	-.04		.05	-.73	
Position	.02		.06	.35	
Supervisor citizenship	.01		.05	-.19	
Independent variables					
Supervisor categorisation	-.05		.06	-.856	
Mediator					
Workgroup identification	.51	***	.06	8.95	

n = 294 - 306, after pairwise deletion; Standardised regression weights are shown

* *p* < .05

** *p* < .01

*** *p* < .001

In the final component required to test Hypothesis 3, PRODCLIN was used to calculate the confidence limits for the indirect effect. A result displaying a 95% confidence interval that excludes zero is considered significant. PRODCLIN uses regression to quantify the mediated effect by multiplying the z-scored coefficient for supervisor categorisation to workgroup identification relationship and the z-scored coefficient for the workgroup identification to workgroup knowledge sharing relationship. The resultant product helps to explain how supervisor categorisation affects workgroup knowledge sharing through workgroup identification and forms the basis for confidence interval and significance testing (MacKinnon et al., 2012). Figure 4.3 presents the PRODCLIN result in diagrammatic form using the graphing tool RMediation (Tofighi & MacKinnon, 2011). The graph displays the 95% confidence interval for an indirect effect on workgroup knowledge sharing. The product, i.e. product of *path a* and *path b*, shown in the graph as the standardised indirect effect is displayed as $\mu = .14$ along with the standard error $\delta = .03$. Presented in Figure 4.3 as ⊢——●——⊣, the 95% confidence limit of the indirect effect did not include zero (Lower Limit = .08 – Upper Limit = .21). The combined reporting of the coefficients of the model and the confidence intervals according to MacKinnon et al. (2012) and Preacher and Kelley (2011) provide sufficient evidence of a statistically significant indirect effect. Hypothesis 3 is supported.

Figure 4.3 The indirect effect on workgroup knowledge sharing
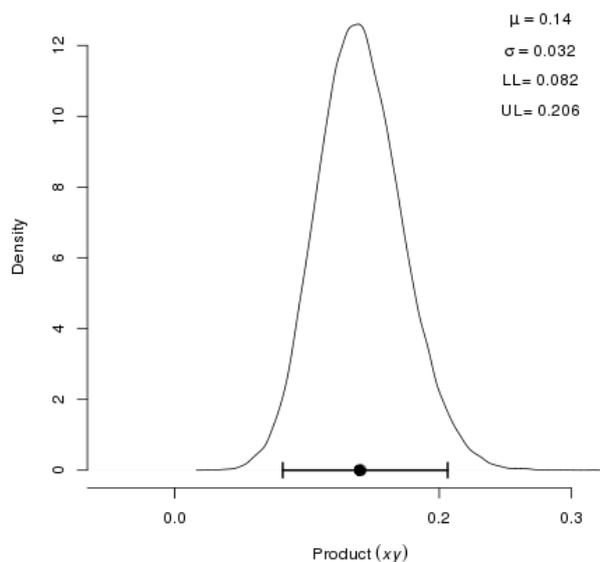
Source: http://www.amp.gatech.edu/RMediation; (Tofighi & MacKinnon, 2011)
μ = Standardised indirect effect; σ = Standard error for the indirect effect; LL = Lower limit confidence level; UL = Upper limit confidence level; ⊢——●——⊣ = the 95% confidence interval

A conditional indirect effect on workgroup knowledge sharing.

Hypothesis 4 predicts that supervisor prototypicality will moderate the indirect effect of supervisor categorisation on workgroup knowledge sharing through workgroup identification, such that when supervisor prototypicality is high, the indirect effect will be weakest. The hypothesis was supported. This hypothesis has the moderator, supervisor prototypicality, operating on *path a* between supervisor categorisation and workgroup identification of the mediation model (Preacher et al., 2007). Two steps are required to determine whether a conditional indirect effect is present. Firstly, the interaction term between supervisor categorisation and supervisor prototypicality in *path a* must be statistically significant. If the interaction term is significant, the second step to determining a conditional indirect effect is to regress the interaction and the indirect effect at a range of values of supervisor prototypicality, checking for significance. Table 4.9 displays the standardised regression coefficients, the standard error and the *t*-test results for *path a* and *path b* of Hypothesis 4. In *path a*, the interaction term supervisor categorisation x supervisor prototypicality was close to significant ($\beta = -.10$, $t = .05$, $p = .06$)[3]. Significant interaction effects are typically very hard to detect even in large samples (Aguinis, 1995; Aguinis & Gottfredson, 2010). Two controls in *path a* were also significant: position level ($\beta = -.28$, $t = -5.48$, $p = .001$) and supervisor national identity ($\beta = -.11$, $t = -2.27$, $p = .05$).

To complete step 2, the macro MODMED was used based on the approach for moderated mediation in SPSS recommended by Preacher et al. (2007). As stated, a conditional indirect effect is present when varying levels of supervisor prototypicality affect the direction and/or strength of the supervisor categorisation on workgroup knowledge sharing relationship through workgroup identification. MODMED uses a bootstrap procedure consisting of 5000 sample to test for significant moderated mediation effects using 95% bias-corrected confidence intervals. The indirect effect is calculated at one standard deviation below the mean, at the mean, and at one standard deviation above the mean of the condition, supervisor prototypicality (Mayer et al., 2012; Toh & Srinivas, 2012), following the approach of Aiken and West (1991).

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[3] A multiple imputation (Graham, 2009) was also run for Hypothesis 4 which further confirmed the borderline significance of the interaction.

Table 4.9 Path coefficients for the conditional indirect effect on workgroup knowledge sharing

	β		SE	t	R²
path a: DV = Workgroup identification					.11
Controls					
Gender	.04		.05	.85	
Age	-.02		.05	-.47	
Education	-.07		.05	-1.32	
Tenure	.02		.05	.45	
Position	-.28	***	.05	-5.48	
Supervisor citizenship	-.11	*	.05	-2.27	
Independent variable					
Supervisor categorisation	.24	***	.05	4.47	
Supervisor prototypicality	.35	***	.05	6.75	
Interaction					
Supervisor categorisation x prototypicality	-.10	†	.05	-1.82	
path b: DV = Workgroup knowledge sharing					.24
Controls					
Gender	-.03		.05	-5.91	
Age	.02		.05	.38	
Education	.02		.05	.43	
Tenure	-.06		.05	-1.07	
Position	.01		.06	.16	
Supervisor citizenship	.00		.05	-.01	
Independent variables					
Supervisor categorisation	-.05		.06	-.79	
Supervisor prototypicality	.14	*	.06	2.51	
Mediator					
Workgroup identification	.45	***	.06	7.34	
Interaction					
Supervisor categorisation x prototypicality	-.04		.05	-.77	

n = 294 - 306, after pairwise deletion; Standardised regression weights are shown

† $p < .10$

* $p < .05$

** $p < .01$

*** $p < .001$

Table 4.10 Bootstrap (conditional) indirect effect for workgroup knowledge sharing at selected values of supervisor prototypicality

|	Boot indirect effect	Boot *SE*
Low (-1 SD)	.19**	.07
Mean	.14***	.04
High (+1 SD)	.10*	.04

Bootstrap *n* = 5000; Unstandardised results are shown; Controlling for age, gender, education, tenure, position level, and supervisor citizenship. *SE* = standard error; -1 SD = one standard deviation below the mean value of supervisor prototypicality; Mean = mean value of supervisor prototypicality; +1 SD = one standard deviation above the mean value of supervisor prototypicality; * $p < .05$; ** $p < .01$; *** $p < .001$

While standardised coefficients were reported in Table 4.9 to facilitate comparison, bootstrapping requires unstandardised coefficients (Cheung & Lau, 2008; Preacher et al., 2007) as reported by Menges et al. (2011). Table 4.10 presents the results of the bootstrapping procedure, displaying the conditional indirect effect on workgroup knowledge sharing at selected values of supervisor prototypicality. The results show the conditional indirect relationship of supervisor categorisation on workgroup knowledge sharing (through workgroup identification) was statistically significant at each level of supervisor prototypicality, and the effect size decreased as supervisor prototypicality increased. As expected, the conditional indirect relationship was significant and most positive at one standard deviation below the mean of supervisor prototypicality (bootstrap indirect effect = .19, $p < .01$). The conditional indirect relationship was significant and positive at the mean of supervisor prototypicality (bootstrap indirect effect = .14, $p < .001$). The conditional indirect relationship was significant and least positive at one standard deviation above the mean of supervisor prototypicality (bootstrap indirect effect = .10, $p < .05$).

Figure 4.4 presents a graph of the conditional indirect effect based on the bootstrap results using a tool designed for graphing the conditional indirect effect (De Coster, 2009). The graph shows that as supervisor prototypicality increases, the indirect effect on workgroup knowledge sharing decreases. Hypothesis 4 is supported[4].

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[4] The result of the marker variable assessment changing the significance of the interaction from $p = .06$ to $p = .05$ lends further support to the significance finding, and overall support for Hypothesis 4.

Figure 4.4 The conditional indirect effect on workgroup knowledge sharing
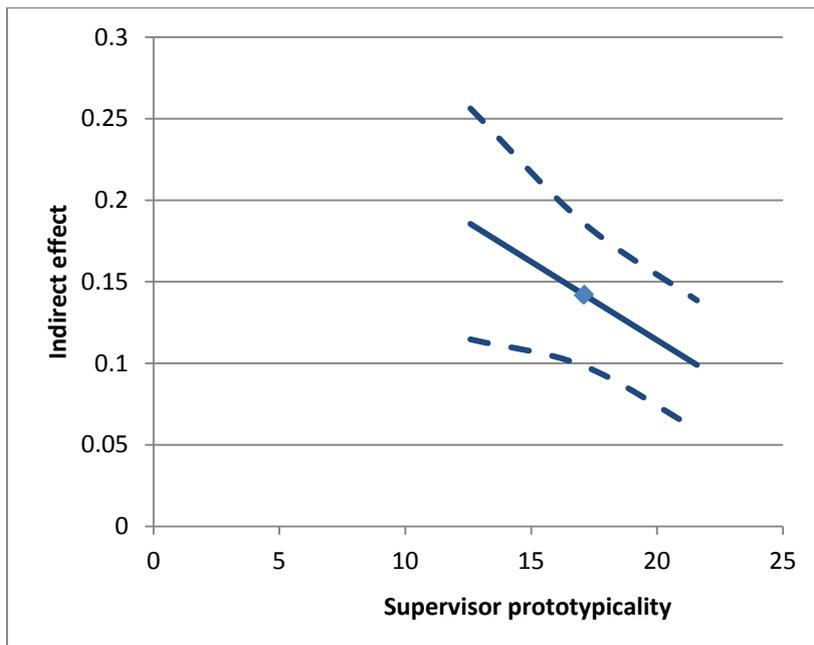
Source: De Coster (2009); _____ = Point estimate for the mediation effect at a chosen value of the moderator; ---- = Upper and lower 95% confidence limits for the mediation effect at each value of the moderator.

Chapter Summary

This chapter presented the results of preliminary data analysis and hypothesis testing based on the theoretical framework discussed in Chapter 2 (Literature Review) and Chapter 3 (Research Method). There were four hypotheses tested in the present study. All four hypotheses were supported. In summary, the results of the hypothesis testing demonstrated that workgroup identification mediates the relationship between supervisor categorisation and two strategically important individual level outcomes: workgroup knowledge sharing and turnover intention. Further, these relationships are moderated by supervisor prototypicality. The following chapter discusses these results in terms of theoretical, empirical and practical implications.

Chapter 5: Discussion and Conclusion

Chapter Introduction

The final chapter of this thesis discusses the findings from the data analysis in light of the extant literature. To commence, the purpose of the study is briefly revisited. Next, the results of the hypothesis testing are discussed and compared with theory and existing research. The contribution of this research and implications for theory, research and practice then follow. The limitations of the current research and directions for future research are also presented. Concluding remarks complete the thesis.

Aim of the Research

Based on the premise that what happens at the micro level contributes to the macro level, it has been argued that micro level research assists in the development of a more complete picture with respect to IHRM, helping to shape organisational learning, knowledge transfer and integration (Caligiuri et al., 2010; Collings, Scullion, & Dowling, 2009; Foss & Pedersen, 2004). In this way, micro level research in general is an important complement to macro level research. However, the micro environment is underrepresented in MNE literature (Foss & Pederson, 2004). In particular, there is currently little in extant MNE literature that considers today's broader subsidiary worker community, which operates in an increasingly connected and cosmopolitan environment (Buchan et al., 2009; Czinkota & Ronkainen, 2008; Toh & DeNisi, 2005; Toh & Srinivas, 2012). Today, the need to attract, develop and retain high performing employees in all positions at all levels in an organisation is critical (Briscoe, 2008). In MNEs, subsidiary workers make an important contribution to the achievement of MNE goals (W. N. Cooke, 2006). However, the 'narrow focus' of extant micro level literature, which largely focuses on expatriates, dilutes the richness of the overall picture (Peltonen, 2006; Janssens & Steyaert, 2012). As a first step towards complementing existing literature with a more nuanced understanding of subsidiary workers (D. P. Berry & Bell, 2012; Briscoe, 2008; Peterson & Thomas, 2007; Vance & Paik, 2011), the subsidiary workers investigated in this thesis are professional white-collar workers operating in a developed economic environment. The subsidiary workers in the current study comprise all position

levels and represent many forms of today's international labour force, that is, PCNs, HCNs, TCNs, workers on STA, contractors, casuals and consultants (Caligiuri et al., 2010; Gallagher & Connelly, 2012; W. W. Lewis, 2003).

This research also attempts to address a gap in IHRM literature concerning the lack of research investigating individuals in terms of their workgroup membership and the outcomes attributed to workgroup membership. This represents a gap warranting study, given that in large subsidiaries of MNEs, workgroups typically provide the mechanism to channel individuals towards attaining organisational goals. The present research represents an attempt to bridge this gap by providing a micro level perspective to complement and enrich current knowledge of managing people in an international context.

This study is concerned with how individuals view their supervisor and respond to identification with their workgroup within the MNE subsidiary environment. Increasing understanding of individual attachment to workgroups is of particular interest to IHRM because, for subsidiary workers in large MNEs, the workgroup and workgroup supervisor is far more proximal to the individual than is the HQ and associated attachment to the organisation overall. This research draws on the field of social psychology, specifically the SITA which is concerned with collective group membership (Hogg & Terry, 1998; Sluss & Ashforth, 2007; Tajfel, 1974; Tajfel & Turner, 1979), focusing on the MNE workplace as a distinct social context (Ashforth & Mael, 1989; Caprar, 2011; Peterson & Thomas, 2007). In applying the SITA this study draws on ideas of geocentrism (Kobrin, 1994) to explore the notion that workers in MNE subsidiaries today expect, and perhaps desire, both a local and a global dimension in their immediate operating environment, or workgroup. This notion is linked to an extension of social identity theory known as ODT (Brewer, 1991). ODT posits that people are motivated to identify with groups in a social context based on dual needs for inclusion and distinctiveness and that achievement of these needs will be beneficial to an individual's response to identification.

This research examined a conditional indirect effect model to address gaps identified in extant MNE literature applying the SITA. In summary, the gaps concern: assessment of workgroup identification as a mediator between individual perceptions and responses to identification; the potential for outgroup categorisation of a supervisor based on national and/or cultural difference to positively predict workgroup identification; a lack of

attention to the moderating role of supervisor prototypicality as a determinant of workgroup identification; and gaps related to current understanding of the workgroup identification to turnover intention and workgroup knowledge sharing relationships.

ODT is applied in the research as follows. Leonardelli et al. (2010) argue that a group can meet needs for both inclusion and distinctiveness. Following this line of argument, in the current study the social identification offered by the workgroup is associated with the need for inclusion, while the need for distinctiveness is met within the workgroup, by a supervisor categorised as a national/cultural outgroup member. Challenging previous research (Toh & DeNisi, 2003, 2007; Olsen & Martins, 2009, Cooper et al., 2007; Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma, Pichler, et al., 2012; Varma et al., 2006), outgroup categorisation based on supervisor national/cultural difference in this study is positively associated with the countervailing need for distinctiveness; the proposition of this thesis being that the distinctiveness drawn from perceptions of the supervisor would positively impact attitudes and behaviour through workgroup identification. In addition, and consistent with previous research outside the MNE literature, supervisor workgroup prototypicality, or group representativeness is positioned in a moderating role (Leonardelli et al., 2010; Sluss & Ashforth, 2008; van Knippenberg & van Knippenberg, 2005).

The attitudes and behaviour of subsidiary workers are important considerations in an IHRM micro level study and are the consequences of social identification (Ashforth et al., 2008). Subsequently, attitudinal and behavioral outcomes of social identification are investigated in the current study. Retention and knowledge management are critical concerns in MNE subsidiaries (Caligiuri et al., 2010; Evans et al., 2011; Foss & Pedersen, 2004; Reiche, 2007) but understudied as attitudinal and behavioural outcomes of identification at the workgroup level. It follows then that the attitude selected for examination was turnover intention and the behaviour selected for investigation was workgroup knowledge sharing. These elements came together with the overall research aim to investigate supervisor categorisation and prototypicality as influential on turnover intention and workgroup knowledge sharing through workgroup identification. To achieve the research aim, this study sought to address four hypotheses, which are now discussed in terms of the research model for this thesis.

Research Model

The results of hypothesis testing for this study indicate initial empirical support for the research model investigated in this thesis. In broad terms, this research model considers the influence of social identification on attitudes and behaviours through the construct of ODT. Figure 5.1 displays the research model applied in this thesis, which was first presented in Chapter 1. Figure 5.1 depicts workgroup identification as a mediator between individual perceptions and outcomes in the form of attitude and behaviour. This study focuses on perceptions of the supervisor in terms of national and/or cultural categorisation and as representative of the workgroup prototype. The attitude and behavioural focus of this research are turnover intention and workgroup knowledge sharing. Specifically, the aim of the current research was to investigate supervisor categorisation and prototypicality as influential on turnover intention and workgroup knowledge sharing through workgroup identification.

Figure 5.1 Research model for this thesis
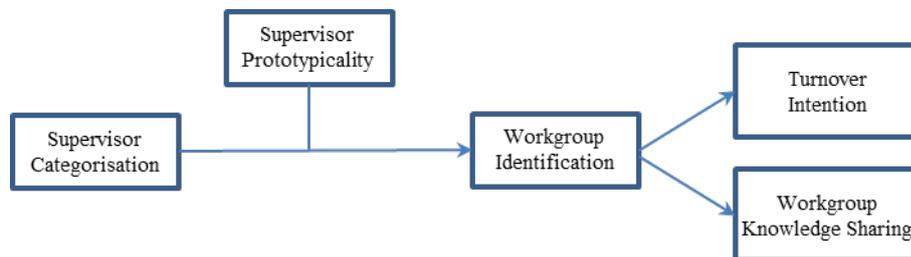
The research model was tested through four hypotheses, two concerned with the mediating role of workgroup identification and two concerned with the moderating role of supervisor prototypicality on the strength of the mediated relationship. All hypotheses were supported. The results of the hypothesis testing indicate overall support for the current research model. In this section, the results of hypothesis testing are discussed.

The mediating role of workgroup identification.

In the current research, two hypotheses examined whether workgroup identification mediates the supervisor categorisation to turnover intention and workgroup knowledge sharing relationships. These hypotheses were supported.

The results of the current study confirm the workgroup as a salient basis for identification in organisations (Cooper & Thatcher, 2010; Sluss & Ashforth, 2008; Stewart & Garcia-Prieto, 2008), specifically in MNEs (Hirst et al., 2009; Lewis, 2011). Moreover, the current study addresses a gap in the MNE literature by examining the mediating role of workgroup identification on the relationship between employee perceptions with attitudes and behaviour (Ashforth & Rogers, 2012). This research extends the mediating role of workgroup identification beyond research conducted in domestic organisations (Patel et al., 2012; Olkkonen & Lipponen, 2006). This suggests that supervisor distinctiveness, operationalised in this study as national/cultural outgroup categorisation, influences the inclusive workgroup identity in a way that is beneficial to workgroup identification, and together these two elements combine to positively influence desirable outcomes such as reduced turnover intentions and increased knowledge sharing for subsidiary workers in this MNE. This finding is theoretically consistent with ODT and confirms that both inclusion and distinctiveness contribute to identification (Brewer, 1991, 1999, 2009; Leonardelli et al., 2010).

The results of the current study are also consistent with existing empirical research that examines positive responses to outgroup categorisation (Leonardelli & Toh, 2011). The results of this study indicate that subsidiary workers respond positively to a supervisor that is representative of the organisational environment they have chosen to work in, in other words the distinct MNE global environment. The results suggest that, in line with the geocentric ideas considered in the current study, it is positively influential for a subsidiary worker's psychological attachment to their workgroup to have a supervisor displaying 'global' characteristics through national and/or cultural dissimilarity, creating a heterogeneous element to the workgroup beyond the 'local' expected homogeneous environment.

In terms of supervisor categorisation, the SITA specifies that only categories that are salient at a point in time will determine social identification (Hogg & Terry 2001; Toh and DeNisi 2007). As expected, the current study confirms that categorisation based on nationality/culture is salient in the context of workgroup identification. This finding extends the research of Toh and DeNisi (2003, 2007) beyond the focus of expatriates and HCNs to subsidiary workers as investigated in the current study. Furthermore, this study confirms SCT (Turner, 1981) and Mehra et al. (1998) who suggested that "the relative rarity of a social category in a particular social setting will promote member's use of that

social category as a basis for social identification" (p. 442). In the current study, categorisation to an outgroup on the basis of supervisor national and/or cultural difference enhanced workgroup identification. This result demonstrates that for the current context, outgroup categorisation provides a distinctive element to workgroup identification and does not equate to outgroup 'hate', confirming ODT and the application of ODT to homogeneous contexts (Brewer, 1991).

Notably, the direct relationships between national/cultural outgroup supervisor categorisation and both dependent variables, turnover intention and workgroup knowledge sharing, were not significant. This finding is theoretically important (MacKinnon et al., 2012; MacKinnon, Fairchild, et al., 2007) because the SITA places categorisation as an antecedent to identification with a collective or group (Turner et al., 1987). In other words, application of the SITA in MNEs requires consideration of collective identification within the distinct MNE environment. Caprar (2011) recently conceptualised the distinct MNE environment as that of a "cultural incubator", with the potential to change the cultural attributes of HCNs, or as more broadly applied in the current study, to subsidiary workers operating in an MNE environment. The current study raises issues regarding the importance of considering the organisational context in applying the SITA in MNEs, which could inform or complement other literature (Cooper et al., 2007; Olsen & Martins, 2009; Toh & DeNisi, 2003, 2007; Varma, Budhwar, et al., 2011; Varma, Grodzicki, et al., 2012; Varma, Pichler, & Budhwar, 2009; Varma, Pichler, et al., 2011; Varma, Pichler, Budhwar, et al., 2009; Varma et al., 2006). Future research could take this further.

In terms of individual responses to workgroup identification, turnover intention is discussed first. The results of this study suggest that for the subsidiary workers involved in this study, as workgroup identification increases intention to leave the organisation decreases. This result supports Porter and Steers (1973) position that the immediate workgroup is influential on an individual's turnover intention. This suggests that in MNEs, positive perceptions influence the extent of workgroup identification, which in turn positively influences beneficial attitudes such as decreased intention to leave the organisation. Beyond the IHRM literature, the results of this study add further support to the research of van Knippenberg and van Schie (2000) which found initial evidence that workgroup identification is a predictor of turnover intention. This is important because

there are conflicting findings in the literature with regards to the influence of differing levels of OI on turnover intentions.

Ashforth et al. (2008) have suggested that due to a lack of research into lower level identification, such as the workgroup, outcomes stemming from the workgroup level may have been mistakenly attributed to higher levels of identification. For example, within the IHRM literature, Marks and Lockyer (2005) found that workgroup identification was a stronger predictor of turnover intention and job satisfaction than was organisational level identification. Although Reiche (2009) examined turnover not turnover intention, turnover was positioned as an outcome of subsidiary level identification based on the rationale that subsidiary level identification was a more proximal level of identification for the subsidiary workers examined in his study and therefore, more influential than organisational level identification on turnover. However, workgroup level identification was not considered. Beyond the field of IHRM, van Knippenberg and van Schie (2000) also found that not only was workgroup identification a predictor of turnover intention, it was a stronger predictor of turnover intention than was organisational identification. Also beyond the IHRM literature, Olkkonen and Lipponen (2006) examined organisational and workgroup levels of identification in mediating roles between perceptions and outcomes in the form of attitudes and behaviour. In the study, turnover intention was examined specifically as an outcome of organisational level OI on the basis that turnover intention is an organisation-focused outcome, as opposed to a supervisor-focused outcome. The results of the current study could be interpreted as contradicting that supposition.

The current study also provides empirical confirmation of a relationship between workgroup identification and knowledge sharing in MNE workgroups. This result extends the research of Carmeli et al. (2011) which examined organisation level identification as a mediator between a relational identification with the supervisor and knowledge sharing in a domestic organisation. It also raises similar questions to those discussed above concerning turnover intention and a lack of research into lower level identification. While Regnér and Zander (2011) suggest that OI is a likely and important factor in knowledge sharing in MNEs, the level/s of organisational identification to which they refer is unspecified.

The results of the current research, which takes a more proximal view of the influence of formal organisational mechanisms on knowledge sharing behaviour (Foss et al., 2010),

shed some light on how employees are motivated to share knowledge: through their attachment to their immediate workgroup. This finding indicates that attachment to, or identification with, a subsidiary worker's immediate workgroup is an important predictor of knowledge sharing behaviour in workgroups. This finding confirms the position of Vora et al. (2007) concerning the SITA whereby individuals that identify with a level of OI adopt its goals, values and practices as its own and act congruent with its interests. In other words, through identification a person deindividuates him/herself and acts in accordance with a particular social identity because as individuals de-individuate they are more likely to share information with their group (Ashforth & Mael, 1989; Brewer, 1991). This result also confirms that behaviour is an outcome of identification, not a component of it (Ashforth et al. 2008).

The moderating role of supervisor prototypicality.

In addition to the two hypotheses that considered the mediating role of workgroup identification, two further hypotheses addressed the missing role of supervisor prototypicality in determining workgroup identification in MNE research. Specifically, this research investigated the mediated relationship of supervisor categorisation on turnover intention and workgroup knowledge sharing through workgroup identification, under the condition of supervisor prototypicality.

Prototypicality concerns group representativeness (Hogg, 2001). A workgroup supervisor manages a workgroup, but is also a member of the workgroup (van Knippenberg & van Knippenberg, 2005). The more prototypical a supervisor is as a group member, the more he or she represents the group. In the current study, supervisor prototypicality attenuates the beneficial distinctiveness effect of outgroup supervisor categorisation on turnover intentions and workgroup knowledge sharing, through workgroup identification. This finding suggests that to a subsidiary worker, supervisor distinctiveness is an enriching aspect of work, but the benefits of this on attitudes and behaviour is diminished by a supervisor who is highly prototypical. In other words, when supervisor prototypicality was high, the mediation effect weakened. A workgroup supervisor that was highly prototypical of the group restored, or tempered, the homogeneity to the workgroup identity that the distinctive, supervisor national/cultural outgroup categorisation initially provided.

The results of the current study confirm Sluss and Ashforth's (2008) proposition that prototypicality of a workgroup member will moderate the relationship between perceptions of the workgroup member and organisational identification, specifically in this research in terms of the workgroup. In the current study, as supervisor prototypicality increased, the mediated effect between perceptions of the distinctiveness of a supervisor on attitudes and behaviour through workgroup identification weakened.

For subsidiary workers in the current context, supervisor prototypicality is seen to be more influential than the distinctiveness offered by a supervisor who is considered a national/cultural outgroup member. This result confirms the criticality of prototypicality in social identification, whereby the prototype can assume "overwhelming" importance as the key reference point for group life (Hogg, 2005, p. 38). The results extend the role of prototypicality in investigating the SITA in the field of IHRM (S. Freeman & Lindsay, 2012; Hirst et al., 2009), including ODT (Leonardelli et al., 2010) whereby prototypicality can move an individual towards or away from distinctiveness and inclusion. While the current study confirms that individuals who are more representative of the group are more influential and attractive (Turner et al., 1987), the results of this study suggest that under conditions of high supervisor prototypicality, the subsidiary worker who likely sees themselves as similar to the supervisor (Ullrich et al., 2009; Van Quaquebeke, van Knippenberg, & Brodbeck, 2011) may consider the workgroup too inclusive.

In summary, support for the four hypotheses confirms the current research model which examined the influence of social identification on attitudes and behaviours (Hogg & Abrams, 1988; Terry et al., 1999; Terry et al., 1998; van Knippenberg, 1998). Further, evidence of an influence in terms of supervisor categorisation and prototypicality on attitudes and behaviour through workgroup identification provides early evidence of "an individual's upward influence on group level" identification (Ashforth et al., 2011, p. 34) in MNEs. The results of the hypothesis testing indicate that supervisor distinctiveness, as investigated in this study, enhanced workgroup attachment for local subsidiary workers as expected. This further led to positive workplace attitudes in terms of lower turnover intentions and increased workgroup knowledge sharing behaviour.

Contributions of This Research

In this section, the contributions of the current study are presented. This thesis is interdisciplinary in that it systematically examines both IHRM at the micro-level and draws on the SITA, thereby making contributions to both fields. There are seven contributions to the field of IHRM arising from the current study. They concern: contribution to micro level research in MNEs; evidence of the mediating role of workgroup identification in the relationship between perceptions with attitudes and behaviour; application of the concept of optimal distinctiveness as the individual need for both inclusion and distinctiveness in establishing identification; evidence of the moderating role of supervisor prototypicality on workgroup identification and individual responses to workgroup identification; extension of existing research concerning individual responses to workgroup identification in the form of turnover intention and workgroup knowledge sharing; validation of measures; and empirical examination of the SITA in MNEs. Each of the contributions is explained below.

The first contribution to the field of IHRM concerns micro level research. The current study makes a contribution to IHRM by undertaking research in order to increase understanding of the MNE internal environment, specifically at the micro or individual level (Collings, Scullion, & Dowling, 2009). This study focuses on the micro level, a critical and yet under-researched component of an organisation's internal environment (Kostova et al., 2008; Rupidara & McGraw, 2011). This thesis has focused on subsidiary workers who are professional white-collar workers operating in a developed economic environment. While such a specific focus constrains the generalisability of the findings from this study, the current study contributes to discussion of ethical considerations in IHRM by examining all MNE workers within a subsidiary thereby attempting to address the need to consider the broader local voice (Janssens & Steyaert, 2012).

The second contribution to the field of IHRM concerns the mediating role of workgroup identification on the relationship between perceptions with attitudes and behaviour. This study contributes a new level of organisational identification research to existing MNE research that has considered the mediating effect of organisational level identification on the relationship between employee perceptions with attitudes and behaviour (Fuchs and Edwards, 2012; Reade, 2003; Reiche, 2009). The examination of collective identification

in the form of workgroup identification contributes to limited research concerned with lower, and yet core, levels of identification (Ashforth et al., 2008).

The third contribution to the field of IHRM concerns a greater understanding of antecedents of individual attitudes and behaviour in organisations and MNEs. In terms of the SITA, this study contributes to research concerning intragroup dynamics (Dovidio et al., 2009; Whetten, 2007). The role of interpersonal relationships in particular is of growing importance in the employee-organisation relationship (Shore, Coyle-Shapiro, & Tetrick, 2012; Sluss et al., 2012; van Knippenberg, 2012). The examination of the influence of the supervisor contributes to research required with respect to the relative importance of the supervisor (Griffith et al., 2008) in MNE literature. Specifically, social identification including the construct of ODT has been applied to the IHRM context, highlighting individual needs for both inclusion and distinctiveness in social identification. The result of this study demonstrates that, based on the relationship between outgroup categorisation and increased workgroup identification, outgroup categorisation does not automatically equal outgroup 'hate' (Brewer, 1991, 2009).

The fourth contribution to the field of IHRM concerns the moderating role of supervisor prototypicality on workgroup identification and individual responses to workgroup identification. Supervisor prototypicality was considered according to van Knippenberg and van Knippenberg's (2005) conceptualisation, investigating the supervisor as a prototypical member of the workgroup. The current study extends emerging literature (S. Freeman & Lindsay, 2012; Hirst et al. 2009) concerning the role and importance of prototypicality in social identification in MNEs.

The fifth contribution to the field of IHRM concerns individual responses to workgroup identification in the form of turnover intention and workgroup knowledge sharing. This study also examined attitudes and behaviour, or deindividuation as a result of an individual's psychological attachment to their workgroup. The current study contributes to the SITA literature by demonstrating significant relationships between workgroup level OI and both turnover intentions and workgroup knowledge sharing (Olkkonen & Lipponen, 2006; van Knippenberg & van Schie, 2000). This approach contributes to a better understanding of performance (Rosenzweig, 2006) and responds to calls in IHRM to recognise that individuals are worthy of study because individual outcomes ultimately contribute to performance at the organisation level (Foss et al., 2010). This research

extends our understanding of turnover intention (Reiche, 2008) to the workgroup level by establishing a moderately strong negative relationship between workgroup identification and a subsidiary worker's turnover intention. Knowledge sharing is a field in its infancy (Michailova & Minbaeva, 2012; Reinholt et al., 2011). The current findings suggest that the SITA is a suitable approach for informing our understanding of knowledge sharing as a basis for knowledge management, or governance, in organisations (Foss & Pedersen, 2004). The study also helps to ascertain how the supervisor relationship may "impact MNE processes of sourcing, transferring, integrating and deploying knowledge" (Foss & Pedersen, 2004, p. 341). There is now initial evidence to suggest that the supervisor contributes to workgroup knowledge sharing and turnover intentions.

The sixth contribution to the field of IHRM concerns measure validation. The SDS was shown to be invalid in the current context. This represented a limitation which will be discussed later in the chapter. However, the invalid finding with regards to the SDS contributes to research questioning the suitability of this measure for business respondents and raises the possibility for the development of a social desirability measure for such an audience (Thompson and Phua, 2005). All other measures used in the current study were shown to be reliable and valid in the context of IHRM research.

The seventh contribution to the field of IHRM concerns empirical examination of the SITA, specifically OI, in MNEs. Empirical literature that investigates the OI in developed and developing country MNE subsidiaries is growing (Björkman et al., 2013; Ishii, 2012; Reade, 2001a, 2001b, 2003; Reiche, 2009), particularly in recent years. This study contributes an empirical example of workgroup level OI in a developed economy.

In summary, the study has made a number of contributions to the field of IHRM. In addition, the current study contributes to the theoretical validation of the SITA. The primary criticism of the SITA is that it has been predominantly developed through laboratory experimentation and, as a consequence, the SITA lacks validation from organisational field research (Ellemers et al., 2002). The current study addresses this criticism and contributes to the validation of the SITA through the empirical application of the SITA in an organisation, specifically an MNE subsidiary. In doing so, the current study contributes to research that explains how perceptions of organisational membership result in workplace behaviour (Bartel et al., 2007; Nishii et al., 2008; Wright & Nishii, 2007).

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Implications for Theory

The findings from this study provide the opportunity for micro level learning to inform theory development in the field of IHRM. The results of the current study indicate that application of the SITA and consideration of subsidiary workers as a unit of analysis are useful to increasing our understanding of the MNE micro level and MNEs overall. However, this study marks a beginning in terms of these considerations and more research is needed to determine the full extent of the implications for theory. Nonetheless, there are three theoretical implications for the field of IHRM arising from this study. The first implication concerns the influence of social identification, through the workgroup, on the deindividuation of individual attitudes and behaviour. The second implication relates to current global staffing categorisations. The third implication concerns knowledge governance.

The influence of social identification on attitudes and behaviour.

In this research the application of the SITA to phenomena in the field of IHRM has been beneficial in deepening current understanding of the IHRM micro level. The current study investigated how social psychological attachment to the workgroup influences individual attitudes and behaviour in the MNE context. The study indicates the importance of a subsidiary worker's most proximal collective identification - the workgroup - in determining attitudes and behaviour which ultimately contribute to subsidiary and organisational performance. In particular, that neither of the direct relationships between supervisor outgroup categorisation and the selected individual level outcomes were significant, but that both the indirect and conditional indirect relationships were significant, is theoretically important and highlights the need to consider social categorisation in terms of social identification.

Within the workgroup, consideration of the influence of the supervisor's contribution to workgroup identification is timely and lends weight to the notion that organisational membership may be more personalised and relational than previously assumed (Hogg et al., 2012; Sluss et al., 2012). The findings from the current study support ODT which posits that prototypicality can make or break the optimal distinctiveness of an identity. This finding is in accordance with follower-centric leadership (Van Quaquebeke, van

Knippenberg, & Brodbeck, 2011; Van Quaquebeke, van Knippenberg, & Eckloff, 2011) whereby employees rely heavily upon supervisor prototypicality as the benchmark by which they determine if they are open to a supervisor's leadership. In that context, the better the match between an employee and supervisor's leader prototype, the more the supervisor is targeted as a leader and consequently, the more employees are open to the supervisor's leadership. Also, poor performance is judged less harshly for prototypical leaders (Ullrich et al., 2009). The findings of the current research however suggest that a highly prototypical leader may negatively influence workgroup identification if the supervisor prototypicality reduces the extent to which the workgroup is considered optimally distinct.

Global staffing.

The current study selected subsidiary workers as the unit of analysis based on the rationale that the voice of the broader subsidiary level workforce was missing in the IHRM micro level literature. This silence represents a gap because it constrains the key benefit of micro level research which is the development of a more complete organisational picture to shape organisational learning, knowledge transfer and integration (Caligiuri et al., 2010; Foss & Pedersen, 2004) through effective IHRM policies and practices. In a first step toward addressing this gap, the current study examined a subset of subsidiary workers consisting of professional white-collar workers operating in a developed economic environment.

In an attempt to shed light on the MNE internal environment at the micro level, the current study considered individuals working in MNEs drawing on ideas of geocentrism, whereby workers in MNE subsidiaries today expect and perhaps desire both a global and local dimension in the workgroup. As such, national and cultural differences would likely be expected, and perhaps even desired by the individuals working in an MNE subsidiary because such a difference is representative of the global MNE environment. The results of the current study present the opportunity to reconsider theory concerning global staffing categorisation. The results of this study can be interpreted to suggest that subsidiary workers such as those investigated in this research may be interested in seeing themselves on the same terms as the organisation for which they work: as being world-

oriented and comprised of both distinctively global and inclusively local components. Caprar (2011) has recently suggested that MNEs are "cultural incubators" with the potential to change the cultural attributes of HCNs, or more generally, workers operating in an MNE environment. Caprar recommended HCNs receive similar training to that provided to expatriates, based on findings that local subsidiary workers can see themselves as acting in the context of the global MNE that employs them, not as local residents of the country in which they reside. The current study lends support to this call.

The findings of the current study contribute to the theoretical justification for a global perspective that includes the workforce in its entirety (Briscoe, 2008; Stahl et al., 2012; Vance & Paik, 2011). As mentioned, MNEs are both drivers and recipients of globalisation. However, academic attention has largely focused on the former. It is timely to explore the MNE as a recipient of globalisation at the micro level in the field of IHRM. The geocentric subsidiary workers comprising this study would not be reflected in ethnocentric IHRM theorising and associated policy and practice. The results from the current study suggest a need for broader IHRM theorising to be developed, in which difference is celebrated (Brewer, 2009) and seen as an opportunity for both MNEs and the individuals that work in them. This provides the potential consideration not only what is different about individuals working in the context of MNEs, but also what is similar about them. What is similar about individuals working in MNEs is that they are members of a global organisation and they have a need to identify with the social context provided by the MNE based on needs for both inclusion and distinctiveness. This position also provides the potential to reframe IHRM theorising that concerns cross-culturalism, even global diversity management (Nishii & Özbilgin, 2007) to a more inclusive perspective based on the geocentric ideal, as a vehicle for balancing needs for similarity and difference.

Global staffing policy is not only the recipient of, but can also influence, strategy formulation and implementation (Collings, Scullion, & Dowling, 2009). The findings from the current study suggest that while existing research in the field of IHRM could be said to have focused on responding to individual needs for inclusion or belonging, the individual need for distinctiveness may not have received sufficient attention. Application of ODT implies that there is a benefit in recognising differences that could outweigh the costs of avoiding them.

That group differences, specifically in terms of national and cultural differences, may be accepted or even welcomed by subsidiary workers has implications for IHRM global staffing policies and practices. Dovidio et al. (2009) argue that motivated by a desire to avoid conflict, organisational management policies have become "colour-blind", in that they avoid acknowledging difference. However, this "can prevent both the organisation and individual from expressing their authentic identities, reducing creativity and innovation" (p. 443). Subsidiary staffing policies and practices that are either ethnocentric, in other words driven from global HQ without local responsiveness, or polycentric, which emphasises local responsiveness over global coordination (Dowling et al., 2008), may both be considered "colour-blind" in that they favour one approach over another. According to Dovidio et al. (2009), and in line with ODT, this could represent a constraint. In contrast, ODT is more consistent with ideas of geocentrism and transnationalism, whereby needs for both global integration and local responsiveness are met (Dowling et al., 2008). Wider implications relate to differences associated with (dis)advantage, and power differentials between lower order and higher order organisational members (Dovidio et al., 2009).

Knowledge management.

The current research empirically demonstrates that "governance mechanisms, such as organisational structure, not only influence the motivation to share knowledge, but also influence the ability and opportunity to do so" (Foss et al., 2010, p. 468). This research establishes a connection between workgroup identification and subsidiary worker knowledge sharing. Furthermore, the results indicate that a distinctive workgroup supervisor influences knowledge sharing through an individual's connection to their workgroup. "Recommendations are few in terms of what it actually means in management terms to establish and nurture a culture/climate that fosters knowledge sharing" (Foss et al., 2010, p. 467). This study provides some prospects for addressing that gap by linking group membership in terms of workgroup identification with knowledge sharing. The current study supports the likelihood the workgroup operates as an intermediary between the individual level and likely organisational level outcomes (Foss et al., 2010).

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The implication of the current research suggests that workgroup identification, operationalised in practical terms as employee engagement, is a suitable mechanism to encourage effective knowledge flow within MNE subsidiaries and potentially throughout the MNE (Vance et al., 2009). The results of this study also lend support to the call to accommodate a knowledge management approach as a component of IHRM theorising through HR planning (Schutz & Carpenter, 2008). This study suggests that to encourage knowledge sharing as a basis for knowledge governance processes that aggregate to the organisational level (Foss et al., 2009) and minimise turnover intentions, workgroup identification could be an appropriate mechanism. Further investigation is warranted.

Implications for Research

The IHRM research implications arising from this research are explained in this section. The findings of this research raise four micro level research implications that concern application of the SITA as applied in the current research to a wider variety of subsidiary workers in different local contexts, turnover intentions, knowledge sharing, and scale validation.

Application of the SITA to a wider variety of subsidiary workers in different local contexts.

The central aspect of the current study concerning the psychological attachment of individuals to their MNE workplace can arguably be empirically applied to all MNE workers. However, the current study has considered this proposition for subsidiary workers that are white-collar professionals operating in a developed economic environment, specifically in Australia. Some local contexts may be more amenable to a global perspective, while others less so. Furthermore, the extent of globalisation varies for different local contexts (Cooper et al., 2007; Mor Barak, 2011). To obtain a deeper understanding of the micro MNE environment as investigated in the current thesis, research is required in other local contexts.

Research re-testing the current research model for a wider variety of subsidiary workers in different local contexts would increase the generalisability of this study's findings.

Such research could involve examining skilled and unskilled subsidiary workers in different local contexts, located in other developed and developing contexts. Studies conducted in MNE subsidiaries located in other multicultural and monocultural societies, and also in subsidiaries of different phases of maturity are also required to increase the generalisability of the current study's findings. Despite criticisms of the application of SITA to Asian cultures (Yuki, 2003) there is evidence that this is not the case (Ishii, 2012; Liu et al., 2011; Reiche, 2009) and it could be an area for future research.

Turnover Intention.

This study has helped to establish the turnover intention construct as relevant beyond the organisational level, to the workgroup level (Olkkonen & Lipponen, 2006; van Knippenberg & van Schie, 2000). The research implication of the current study's findings is that by establishing a link between a lower level of organisational attachment and an individual's turnover intention, it opens the turnover intention construct up to a new direction of research that will assist deepening our understanding of influences on an employee's turnover intention.

Since data were collected, Ma and Trigo (2012), in an "Asian-based" organisational level study, operationalised turnover intention as an outcome relevant to effective IHRM practices. The study, which adopted a mixed method approach, investigated the relationship between perceived HRM effectiveness in the approach adopted by MNE subsidiaries in China with MNE HQ in different regions (USA, Europe and Japan), and turnover intention. Participants were Chinese managerial professionals holding, or in the process of attaining, an MBA. The results of the study indicate that in general, positive perceptions of a MNE's HRM approach were negatively related to turnover intention. The USA-based approach to HRM was perceived as more effective than the European or Japanese approaches when considered in terms of turnover intention. This study is relevant to the current research because the findings can be interpreted to suggest that under HRM systems whereby the individual is made to feel valued, their intention to leave will be lower. A research implication that arises out of the current study and builds on the research of Ma and Trigo (2012) would be to consider the influence of HRM practices on workgroup identification as a mediator between the macro and micro individual level concerned with intentions to leave.

Knowledge sharing.

The optimal distinctiveness construct expands our current understanding regarding the effect of motivation on knowledge sharing at the workgroup level. If needs for both inclusion and distinctiveness are not met, workgroup knowledge sharing may be negatively impacted. Recently, Michailova and Minbaeva (2012) empirically examined an MNE focusing on the espousement, enactment and internalisation of one core organisational value (dialogue) and the impact this had on knowledge sharing between employees in the organisation. Interestingly, the results differed among headquarter and subsidiary. The study confirmed that when the organisational core value of dialogue was internalised, knowledge sharing increased. The study showed that status inequality can inhibit knowledge sharing, as can the existence of strong departmental subcultures. This finding was conceptualised in the form of knowledge hoarding, whereby supervisors may hoard knowledge to maintain power and employees may hoard knowledge to appear less knowledgeable than the supervisor. The current study links workgroup identification to knowledge sharing. Further examination of the process of knowledge sharing mediated by workgroup identification could shed further light on when knowledge becomes 'sticky' (Foss et al., 2010), or difficult to transfer between people, in form of knowledge hoarding, for example.

The current study clearly links connection to one's workgroup with knowledge sharing. Yet rewarding and recognising workgroups is difficult in terms of typical HR practice, tending to structure rewards and recognition at the individual level (Leung et al., 2009; Toh & DeNisi, 2003, 2007). Knowledge sharing forms a basis for other knowledge processes. Knowledge sharing is a precursor to both integrating and creating knowledge (Foss et al., 2010). However, knowledge sharing is by its nature a social or collective activity, as the current study demonstrates. This suggests further research could explore HR practices that encourage knowledge sharing to increase our understanding of, and ability to promote and recognise the social context in the form of collective organisational activity and achievement as a basis of an organisational knowledge governance system.

Scale Validation.

The Strahan and Gerbasi (1972) SDS was utilised in the current study as a statistical mechanism to address concerns regarding method bias, or CMV arising from self-report data. Application of a social desirability bias scale in such a context is considered appropriate (S.-J. Chang et al., 2010). However, the measure used in the current study was removed from analysis because as mentioned in Chapter 4, reliability and consequently validity could not be established. This result has been identified in one other study concerning business respondents (Thompson & Phua, 2005). This suggests that while the notion of the SDS may be appropriate for concerns regarding CMV, the scale in its current form may not be appropriate for application in the MNE context.

The remainder of this section considers the validity of the scales analysed in the current study. CFA using MLE was used to test unidimensionality and convergent validity (Byrne, 2010; De Vellis, 2012). In terms of scale validation, each of the scales included in the analysis were shown to be reliable and valid.

The social categorisation measure (Varma et al., 2006) required some adjustment in this study. As reported in Chapter 3, one item concerning requiring a participant to determine the similarity of themselves with foreign nationals in the subsidiary was removed from the survey at the request of the participating organisation management liaisons because it was deemed too difficult to reword in a meaningful way given the diverse subsidiary workforce. In addition, as reported in Chapter 4, two items were deleted from the measure because they did not meet the minimum threshold for factor loadings. This may have been because they were reverse-scored items. Future research might benefit from a qualitative investigation of social categorisation to inform a possible refinement or redevelopment of the scale.

The prototypicality scale (van Knippenberg & van Knippenberg, 2005) utilised in the current study measured the prototypicality of the supervisor as a group, specifically workgroup, member. This measure has been repeatedly validated for use in organisational research (van Knippenberg, 2011). In the current study the measure was also shown to be both reliable and valid, further endorsing the measure for determining supervisor workgroup prototypicality in organisational research, including in MNEs.

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In the current study the measure to determine the extent of knowledge sharing in the workgroup was operationalised as one scale that considered both the giving and receiving of knowledge, rather than two scales from which the four items were drawn (Foss et al., 2009), which considered the giving and receiving of knowledge separately. As reported in Chapter 4, one item was removed from the scale because the residual error correlation of the two items that concerned the provision of knowledge indicated multicollinearity, resulting in a reliable and valid three-item measure.

The successful operationalisation of Edwards and Peccei's (2007) recently developed measure of organisational identification in the current study provides further validation of this measure in two ways. First, use of the measure in the current study extends the applicability of the measure to the subsidiary context. Second, the adaptation of the measure to specify the workgroup level of OI which was the focus of the current study demonstrated the measure was valid at differing levels of OI.

The turnover intention scale used in this study (Cammann et al., 1983) was shown to be reliable and valid in the context of MNE research. As was the Rafferty and Griffin (2004, 2006) bureaucracy scale, which was used in the form of a marker variable as a statistical mechanism to address concerns regarding CMV. The reliability and validity of the turnover intention and bureaucracy scales demonstrated in the current study extends the suitability of these measures to the MNE context.

Implications for Practice

MNEs are presented with both opportunity and pressure from globalisation. The external power of MNEs in the global economy is clear. MNEs also hold considerable internal power through HRM to coordinate employees and facilitate cohesive work arrangements. The SITA demonstrates that different identity concerns arise depending on the nature of the comparative context (Schmitt et al., 2000), something which is largely the domain of IHRM. The practical implications arising for IHRM managers from this research are explained in this section. The implications of the findings of the current study for practice are discussed below in terms of the management of subsidiary workers, subsidiary workgroups and subsidiary supervisors.

Subsidiary workers.

The findings from the current study suggest that, from an individual micro level perspective, an emphasis of local over global (Caligiuri & Stroh, 1995) may be detrimental to a subsidiary worker's organisational attachment. The findings also suggest "the gradual elimination of the very idea of a home or host country" (Kobrin, 1994, p.495) may also not be desirable. The results from this research instead suggest that for subsidiary workers such as those considered in this research, optimal distinctiveness, represented by the geocentric 'ideal' (p. 495) that balances needs for belonging (local) and distinctiveness (global), may be preferred at the micro level. Kobrin (1994) refers to "true multinationals – companies that are global in scope and geocentric in mind-set" (p. 494). From an IHRM perspective, the implementation and administration of geocentric policies and practices for subsidiary workers are more complex than an ethnocentric or polycentric approach (Caligiuri & Stroh, 1995). However, the current study indicates that this area warrants further theoretical consideration and development in light of issues surrounding retention of, and knowledge management for, subsidiary workers.

It is possible that individuals working in MNEs see themselves differently from the way they are seen by management (Brewer, 1995). This could result in employees being ascribed to groups to which they do not identify, for example HCN, TCN, or PCN. Categorisations such as expatriate and HCN may assist in the administration of complex organisations. However, previous research indicating an ongoing tension between these groups (Leung et al., 2009; Toh & DeNisi, 2003, 2007) and the findings of the present research, suggest that categorisation imposed or made salient for employees could be a source of conflict between these groups. Organisations do not employ groups of employees, but rather individuals who are grouped together by the organisation (Van Buren III et al., 2011). If it were possible to assign individuals to a complementary group, for example that of global workers aimed at meeting a need for distinctiveness, the potential for positive individual level outcomes arising from identification could be increased. The results of this research support calls for more transparency between pay differences between global staffing categorisations (Toh & DeNisi, 2003, 2007), global career planning for workers at the local subsidiary level (Reiche, 2009), and wider application of expatriate staff training to all subsidiary workers (Caprar, 2011).

Caprar (2011) conducted research into HCNs working in an MNE subsidiary in Romania finding that the assumption that HCNs in MNE subsidiaries are 'locals' may be ill-founded because the HCNs perceived themselves as being different from other Romanian locals by working in the unique MNE context. Caprar (2011) concluded that "the entire literature on the expatriate experience could potentially be replicated on local employees to gain further insights into the experiences of both HCNs and expatriates" (p. 625). The findings of this study lend support to this call.

Subsidiary workgroups.

This study has established that the workgroup is a salient social identity in MNEs and identification with the workgroup is linked to desirable attitudes and behaviour. This implies a need for IHRM practitioners to carefully consider structure, reinforcement and management of workgroups. According to van der Vegt and Bunderson (2005) MNEs can encourage workgroup identification by creating the right mix of task and goal interdependence among team members, by showing support and recognizing the team, and by allowing teams to develop a shared history together rather than changing membership frequently, and by increasing contact among members.

In general terms, one approach could be for global organisational leaders to emphasise the value and contribution workgroups make to achieving global organisational goals. For example, organisational communications to employees regarding how the specific workgroup an individual belongs to contributes to global organisational goals. Such an approach could simultaneously enhance the optimal distinctiveness of the workgroup and also the need for subsidiary workers to be attached to the global organisation. In addition, recognition of the workgroup in terms of performance management and rewards management might be beneficial to workgroup identification. To counter the potential for social loafing in group recognition, recognition of individual contributions to group performance or achievement could also be provided.

Subsidiary supervisors.

Subordinates view their supervisor as being a 'gatekeeper', in other words, as representing the organisation (Eisenberger et al., 2010). Perhaps this is a result of current IHRM coordination strategies, which strengthen the impact of the supervisor's behaviours on OI (Ashforth & Rogers, 2012). The results of this study suggest that asking subsidiary workers to work for local supervisors may have negative associations. For subsidiary workers, communications from global headquarters recognising them within the MNE would likely be beneficial.

This research suggests that a 'local' supervisor may not enrich a global worker's workgroup identification as much as a 'global' supervisor. One approach to overcoming this may be to emphasise the global task competence of 'local' managers and what their task competence contributes to the workgroup, and by association the global organisation, as a means of reducing any potential negative impact from being perceived as local. This could particularly be so for repatriates with the global experience of the returned local supervisor being emphasised to the subsidiary workers.

Theoretical and Conceptual Limitations of the Current Study

The results of this micro level study indicate support for the suitability of the social identity theoretical approach (SITA) as well as more inclusive consideration of individuals working in MNEs for IHRM research. However, as with all research, this study contains theoretical and conceptual limitations. There are four theoretical and conceptual limitations associated with the current research. They concern: current conceptualisations of individuals working in MNEs; narrow investigation of social identification categorisation; the influence of the supervisor on organisational identification; and the possible interplay between multiple levels of organisational identification. Each theoretical and conceptual limitation is now explained.

The first theoretical and conceptual limitation concerns current conceptualisations of individuals working in MNEs. The findings from this study indicate that people may be more responsive to difference than is currently accommodated in IHRM. This creates a push effect on IHRM in that it now needs to 'adjust the mirror' to reflect the increased complexity of managing people across national boundaries. Growing calls in the

literature concerning worker equality in global organisations such that all individuals are considered valuable, also lends weight to this suggestion (Briscoe, 2008; Janssens & Steyaert, 2012; Mellahi & Collings, 2010; Swailes, 2013; Vance & Paderon, 1993; Vance & Paik, 2011).

The second theoretical and conceptual limitation concerns narrow investigation of social identification categorisation. The current study has been valuable in establishing a connection between categorisation, workgroup identification and attitudes and behaviour in MNE subsidiaries. However, much SITA research to date, including the current study, focuses on one categorisation characteristic at a time, for example gender or nationality, without considering the possibility of overlapping or blended categories (Bodenhausen, 2010). Concurrent to growing interest in SITA in MNEs is further development of social identification theory which is also of interest to the MNE context. An emerging theme in social identity theory is the notion that social identities are not one-dimensional. Instead, they are multifaceted (Brewer & Pierce, 2005). Diversity that exists within the individual results in a range of different patterns of social perception and self-perception, and ultimately, attitudes and behaviour (S. Freeman & Lindsay, 2012). This development is highly relevant to the MNE context.

The third theoretical and conceptual limitation concerns the influence of the supervisor on organisational identification. This study is one of the first to examine the influence of the supervisor on workgroup identification and, to the best of this researcher's knowledge, the first to do so in MNE research. The findings from this study provide initial evidence that the supervisor is highly influential on workgroup identification. However, there remains much to understand regarding the extent of a supervisor's influence on workgroup identification. Given the reliance on both supervisors and workgroups in MNE subsidiary organisational structures, a more complete appreciation of the supervisor relationship to workgroup identification could be sought.

The fourth theoretical and conceptual limitation concerns the possible interplay between multiple levels of organisational identification. This study focused on organisational identification at the workgroup level. The results of the current research indicate that psychological attachment to the workgroup is influential on desirable subsidiary worker attitudes and behaviour. The current conceptualisation is limited in that MNE subsidiary workers likely hold multiple social identities.

Methodological Limitations of the Current Study

There are four major methodological limitations associated with this study. They are: use of cross-sectional data; use of perceptual data; sample limitations; and the variables examined as antecedents to and consequences of workgroup identification. Each methodological limitation is discussed below.

First, this current study relies on cross-sectional data. Although the pattern of results is consistent with theory, and the research model implies causality, the current study sheds little or no light on causality (Bono & McNamara, 2011). It is possible that the result occurs due to other factors. Further research based on randomised, experimental or longitudinal data is needed to resolve this concern (Tharenou et al., 2007).

Second, this study relies on the use of single source, or perceptual data. Effort was made to account for method bias in the current study through careful procedural and statistical research design as recommended by Podsakoff et al. (2012). Most efforts, particularly the statistical use of a marker variable and an interaction term, could be considered successful in accounting for method bias in the current study. However, the unsuccessful application of the social desirability bias scale does represent a constraint in terms of the current approach. While perceptual data are appropriate in addressing the current research aim (Brannick et al., 2010; Spector & Brannick, 2010a), it would be beneficial for future research to combine perceptual and objective data. Particularly, in terms of increasing our understanding of the influence of the supervisor (or other relationships) on identification in organisations, the collection of dyadic data would likely be beneficial.

Third, while the current study initially followed the sampling approach suggested by Colakoglu et al. (2009), sample limitations nonetheless impact the ability to generalise the findings of the current study. In addition, caution needs to be applied given the current study represents one empirical examination of a fresh approach to IHRM research. In terms of generalisability, the current result is generalisable to other organisations which share similar characteristics to the one examined in this study in line with similar research of a perceptual nature (Michailova & Minbaeva, 2012). In other words the findings of this study are generalisable to MNE subsidiaries in developed countries comprised of professional white-collar workers. Conducting the research in developing countries and transitional economies with a broader range of workers would complement this study.

Fourth, the current study investigated two variables, social categorisation and prototypicality, as antecedents to workgroup identification. The current study also investigated two consequences or outcomes of workgroup identification, being attitudes towards turnover intention and perceptions of workgroup knowledge sharing, providing supportive evidence that identity is associated with positive organisational behaviour (Riketta, 2005; Van Dick, 2004). Having demonstrated social categorisation in the form of national and cultural difference as an antecedent to workgroup identification, it would be valuable to investigate a wider array of socio-demographic characteristics related to social categorisation as antecedents to workgroup identification. This would include for example, gender, age, religion, and/or disability, and the influence of these characteristics on workgroup OI.

In relation to outcome variables, the current study has established workgroup identification as significant for one attitude - turnover intention - and one behaviour – workgroup knowledge sharing - arising from group membership. These outcomes, or responses to workgroup identification were selected due to their particular relevance to the MNE subsidiary environment. To further develop understanding of the role of workgroup identification, it would be valuable to investigate other deindividuated outcome variables associated with group identification such as in-role and extra-role behaviour and other pragmatic outcomes, such as task performance. In addition, it would be valuable to empirically determine the extent to which workgroup identification matters to individuals in terms of overall job satisfaction.

Directions for Future Research

This section suggests directions for future IHRM research arising from this study. These future directions are proposed in response to the findings of the current study together with the theoretical, conceptual and methodological limitations discussed in the previous two sections. There are four recommended directions for future research. They are: conducting IHRM micro level studies examining global workers; investigation of the moderating role of within-person diversity through the construct of social identity complexity; exploration of the role of relational identification in establishing organisational identification; and addressing the need for multiple foci OI research in MNEs. Each of these research directions is discussed below.

IHRM micro level studies examining global workers.

The first recommended direction for future IHRM research is micro level study concerning global workers. Future research could assist practitioners and academics to navigate the increasing cosmopolitanisation of individuals working in MNEs by repositioning the research of local subsidiary workers, or foreign locals (Caprar, 2011) as research of global workers in MNEs. The literature does suggest that a shift towards a geocentric mind-set (Kobrin, 1994) is occurring. Shifts in academic attention towards global staffing are evident through research concerning the global mind-set (Levy, Beechler, Taylor, & Boyacigiller, 2007), global careers (Banai & Harry, 2006; Thomas, Lazarova, & Inkson, 2005), and global talent management (Schuler et al., 2011; Tarique & Schuler, 2010). However, the focus of this research has typically been narrow, concentrating on senior managers predominantly in the form of expatriates (Mellahi & Collings, 2010; Thomas et al., 2005) despite viable alternatives (Collings et al., 2007).

The findings from the current study suggest that 'true multinational' (Kobrin, 1994) investigation would extend this research to all MNE employees who could be conceptualised in theory and research as global workers. The findings of the current study indicate support for the notion that individuals choosing to work in a global organisation likely expect, or aspire to, a global component in their work. This influences an individual's psychological attachment to their workgroup within the MNE and, in turn, individual outcomes that ultimately contribute to the achievement of organisational goals. Recognition of global workers in IHRM would acknowledge this aspirational component of identification (Ashforth, et al., 2008) and provide for a more inclusive application of global talent management, defined as "all organisational activities for the purpose of attracting, selecting, developing and retaining the best employees in the most strategic roles … on a global scale" (Scullion et al., 2010, p. 106).

Since data collection for the current study, the management of global workers has emerged in the IHRM literature (Caligiuri et al., 2010; Evans et al., 2011; Vance & Paik, 2011). A workforce with a global perspective is seen as fundamental to MNE success (Gupta, Govindarajan, & Wang, 2008). Within the global supply chain (Ballinger, 2011), MNE employees are seen as a part of a "global value chain" (Yagi & Kleinberg, 2011, p. 629). However, empirical attention to global workers is scant. A search of the ProQuest database and a separate search in six leading IB journals (*Journal of International*

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Business Studies, Management International Review, Journal of World Business, International Marketing Review, Journal of International Marketing and International Business Review) (Griffith et al., 2008) over the period 1995-2012 on the term "global worker" was conducted. The search yielded five results in IHRM literature referring to global workers (Ailon-Souday & Kunda, 2003; De Cieri & Hutchings, 2008; Hinds, Lui, & Lyon, 2011; Vo, 2009; Wittig-Berman & Beutell, 2009), yet no definition for this term was found.

In seeking a definition of global workers, a literature search outside the IB field yielded literature documenting the experience of subsidiary level workers in the form of low-skilled, low-paid temporary migrant domestic and care workers (Rosewarne, 2010). In addition, the increase of the size and diversity of the global labour pool and the impact of this on low-skilled, low-paid global worker rights, education levels and wages (Ballinger, 2011; R. Freeman, 2010; Johnston, 1991; W. W. Lewis, 2003) has also been reported, focusing on factory workers largely in developing countries. This search demonstrates that global workers are also of interest in other fields. However, a definition of a "global worker" was also not found in this literature.

The search yielded only one example of empirical research whereby individuals in a MNE were conceptualised and studied as global workers (Ailon-Souday & Kunda, 2003). Ailon-Souday and Kunda (2003) challenged the widely-held view of national identity as an "objective, cognitive essence" (p. 1089) as conceptualised by Hofstede (1980, 1997). Instead, these researchers argued that identity is a social construct symbolically mobilised in creative and diverse ways for a given context: that national identity is a flexible social construct, not an imposed cultural template. In the context of an Israeli domestic organisation merging with another organisation based in the USA thereby becoming an MNE, national identity was found to be relevant in the newly global organisation in three ways. First, national identity emerged as a basis for distinction in the newly merged organisation. Second, national identity emerged as representative of the organisational character. Third, national identity emerged as a basis for social status comparison, forming the centre of a struggle for local separateness and global status. In concluding their research, Ailon-Souday and Kunda (2003) called for future research examining national identity in MNEs at other organisational sites. The study was similar to the current research in that it focused on the micro level in terms of the employee-to-organisation relationship.

In contrast to the current study, identity was not examined through the lens of a specific theoretical perspective and the focus was national identity, not organisational identification as a specific type of social identification. Furthermore, the context of the current study was different in that the current research focused on one developed country subsidiary affiliate of an MNE, not a new MNE resulting from a merger and acquisition. Irrespective of the differences, it is surprising that only one empirical examination of global workers was located in the literature and without definition.

Given the very small result from the "global worker" search, a subsequent search of the IB literature over the same period but extending the search to the terms "global workforce" and "global work" was conducted. This search yielded six results. Two results were IHRM practitioner conceptual papers on managing a global workforce (Roberts, Kossek, & Ozeki, 1998; Rosenzweig, 1998) which broadly explore moving beyond the original global workforce target-group of expatriates (Schell & Solomon, 1997). Three results consisted of reviews of existing global work literature (Hinds et al., 2011; Shaffer, Kraimer, Chen, & Bolino, 2012). One empirical study (Hutchings et al., 2012) focusing on women explored the barriers and choices available to women in North America and the Middle East in terms of global work.

Global work has been conceptualised as "collaborations in which workers are geographically distributed across national boundaries" (Hinds et al., 2011, p. 137). Although no definition is offered, workers are depicted as being culturally diverse and geographically distant. Hinds et al. (2011) call for broader conceptualisations of culture in research, particularly how culture influences behaviours in "complex global, societal, organisational and team contexts" (p. 157). Shaffer et al. (2012) focus initially on expatriate types ranging from corporate and self-initiated expatriates through to short term assignees and international business travellers. However, two additional categories of worker are included in the taxonomy of global work experiences they create. The categories are global domestics and global virtual team members, conceptualised as "employees with global job responsibilities that require very little, if any, global travel" (p. 1301) and varying amounts of cognitive flexibility. These researchers conclude their review by calling for empirical research which "broaden[s] the scope of international work experience studies to include all forms of global work experiences" (p. 1309). The findings of the current study lend weight to this call and, in light of growing interest in

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research stemming from a geocentric and ethical base, suggest that investigation of global workers is warranted and would be a valuable contribution to the IHRM literature.

Social identity complexity.

The second recommended direction for future IHRM research concerns the moderating role of within-person diversity through the construct of social identity complexity (SIC) (Brewer & Pierce, 2005; Roccas & Brewer, 2002) in the categorisation – identification relationship. While it is now established that an individual holds multiple social identities, an emerging theme in the SITA is the notion that social identities are not one-dimensional. Instead, they are multifaceted (Brewer & Pierce, 2005). Diversity that exists within the individual results in a range of different patterns of social perception and self-perception, and ultimately, attitudes and behaviour. However, much SITA research has focused on one dimension at a time, for example gender or nationality, without considering the possibility of overlapping or blended categories, known as SIC. Research is required to address questions about when, and for whom, categories such as race and gender will tend to trump other bases for categorising others (Bodenhausen, 2010). This line of research warrants quantitative examination. Drawing on existing qualitative MNE research (S. Freeman & Lindsay, 2012) and the findings from the present study, it is possible that an individual's social identity complexity may be a factor in workgroup identification, which has been established as an influential antecedent to attitudes and behaviour that is of interest to IHRM researchers and practitioners alike.

SIC considers the implications of within-person diversity and the extent to which identities overlap (Bodenhausen, 2010; Schmid & Hewstone, 2011). The phenomenon results in either a simple (but exclusive) or complex (and inclusive) social identity lens under which individuals make social categorisations (S. Freeman & Lindsay, 2012; Miller, Brewer, & Arbuckle, 2009). In a global worker context SIC could be valuable to IHRM because the SITA through SIC could become a mechanism for studying cultural adjustment (Czinkota & Ronkainen, 2008) at the individual level without the constraint of national-cultural contexts. SIC is an individual level characteristic rather than subsidiary or organisational level characteristic. As such, variation between individuals would be expected. Furthermore, it ties to the notion of obtaining a deeper understanding of individuals working in MNEs.

Roccas and Brewer's (2002) theory of SIC was developed specifically for individuals who have "membership in multiple, large organisations and social categories" (Brewer & Pierce, 2005, p. 429). SIC considers not only the number of social identities but, importantly, how those different identities are subjectively combined to determine the overall inclusiveness of the individual's group memberships. In other words, the extent to which an individual is likely to subscribe to us-them stereotypes may, in part, be explained by the complexity of their social identities. SIC is a perception of overlap of group memberships, the product of a process of organising data about an individual's own ingroups. It is argued this decreases bias because "multiple group memberships reduce the importance of any one social identity for satisfying an individual's need for belonging and self-definition … reducing the motivational base for ingroup bias" (p. 430).

Initial empirical studies have shown that "higher levels of social identity complexity predicted more favourable attitudes toward affirmative action, multiculturalism" (p. 435) and racial ethnicity (Miller et al., 2009). This initial evidence suggests that, for individuals with a low SIC, outgroups are defined in more rigid ways. However individuals with complex social identity structures are more tolerant of demographic differences (Bodenhausen, 2010). This finding is important because demographic differences have long been considered the basis for social identity conflict in multicultural environments (Miller et al., 2009), including workplaces (Dalton & Chrobot-Mason, 2007; Toh & DeNisi, 2003). The results of the present study suggest that demographic difference can be enriching to a subsidiary worker's OI. It is possible that the subsidiary workers in the current study have high levels of SIC. The influence of an individual's SIC is particularly relevant in MNEs that require individuals to work globally, or collaborate in geographically distributed locations across national boundaries (Hinds et al., 2011).

The role of relational identification in establishing organisational identification.

The third recommended direction for future IHRM research concerns the role of relational identification in establishing workgroup identification. The current study provides initial evidence that perceptions of the supervisor contribute to workgroup identification. Future research further exploring the influence of the supervisor and co-workers on workgroup

identification in MNEs is warranted given the findings of the current study and the importance of workgroups in MNEs. In terms of the influence of the supervisor and co-workers on psychological workgroup attachment, Sluss and Ashforth (2007, 2008) offer a perspective to increase understanding of how individuals define themselves at work, particularly by exploring "how one's definition of self might be influenced by interpersonal relationships" (Sluss & Ashforth, 2007, p. 9) and the influence of relationships on various levels of OI, including the workgroup, and outcomes resulting from the extent of identification.

The notion that relational identification interacts with OI has recently been formulated into theory (Sluss & Ashforth, 2007, 2008), based on a steady progression in OI research (Hornsey & Hogg, 2000). Sluss and Ashforth (2007, 2008) consider identification with role relationships such as supervisor or peers, which is termed a relational identification, and identification with groups such as the workgroup, department or organisation, which is termed a collective identification (Cooper & Thatcher, 2010; Sluss & Ashforth, 2007). Consistent with the definition of social identities and identification provided earlier in this chapter, relational and collective identities are defined as a perceived connection or membership to a role relationship or collective, respectively. Relational and collective identification represent the extent to which a person values the relational or collective connection (Sluss & Ashforth, 2007, 2008). Relational identification in establishing OI provides a theoretical mechanism for consideration of different role relationships including supervisors and also co-workers (Cooper & Thatcher, 2010) and could be a fruitful area for future IHRM research in light of the findings from the current study.

As discussed earlier, the term nested identification suggests that identities or levels of identification are inter-connected; they affect each other, proving a suitable basis from which to study the process of identification and associated individual level outcomes. A cornerstone of Sluss and Ashforth's theory (2007, 2008) on nested identification is the notion of generalisation, whereby relational identification is seen "as a conduit to higher levels of identification such as workgroup identification" (Sluss & Ashforth, 2008, p. 817). The researchers argue that role-relationship research is important because roles are fundamental to organisations and help determine organisational identification. According to the theory, in identifying with a role relationship one may also "come to identify with the collective that embodies and sustains the role relationship" (Sluss & Ashforth, 2007, p. 18). This suggests a spill-over effect between relational identity and identification, and

collective identity and identification, a convergence which acts as a psychological bridge across levels of identification. This provides individuals with the means to move between levels of identity in that relational identification generalises to collective identification (Sluss & Ashforth, 2008). This view suggests that perceptions of the supervisor will influence organisational attachment, which is important to the current study.

In a conceptual paper concerning identification motives and the self-concept, Cooper and Thatcher (2010) theorise about self-concept orientations and identification motives focusing on co-worker, workgroup and organisational identifications. The researchers argue that because self-concepts are culturally and socially derived, they are important given the increasing diversity in organisations today. Empirical research in this area is also beginning to emerge (Sluss et al., 2012). Initial empirical research in the leadership field examined relational identification, whereby the supervisor's relational identity as a leader moderated the positive relationships between leader-member exchange and subordinate task performance and citizenship behaviours (C.-H. D. Chang & Johnson, 2010). More recently, transformational leadership has been shown to predict relational and collective OI at the organisational level (Walumbwa & Hartnell, 2011). Transformational leadership and leader-member exchange have also been shown to promote both relational and organisational level OI and, in turn, individual knowledge sharing (Carmeli et al., 2011), with evidence demonstrating a positive relationship between relational identification and organisational identification. Through two studies examining the process of relational identification with one's supervisor to collective organisational level identification for organisational newcomers in different contexts, Sluss et al. (2012) found a strong interplay between relational and collective identities and identification, such that the researchers suggested relational identification may be far more important than is currently understood.

Multiple organisational identities and identification.

The fourth recommended direction for future IHRM research concerns the need for multiple foci OI research in MNEs. The current study focused on one level of collective identification, workgroup identification. Theoretical and empirical organisational research has demonstrated that there are multiple levels of OI in MNEs, with a focus on subsidiary and organisational levels of identification (Ishii 2012; Reade 2001a, 2001b, 2003; Vora et

al., 2007). Based on the findings of the current study, workgroup identification is also salient in MNEs. If an individual shifts identity focus, then attitudes and behaviours attached to that identity would likely shift as well. Research concerning multiple levels of OI in MNEs is also well-placed to further test and inform the SITA.

The SITA suggests that organisational or global level identification is of relevance to the MNE context because staffing policies and overall organisational goals are determined at the global level. When an individual says they work for IBM, they identify themselves as belonging to the global organisation – it would be rare to encounter someone who identifies as working for 'the Australian subsidiary of IBM'. Global staffing strategies are likely determined at the global level, implemented at the subsidiary level, but most felt at the workgroup level. As such, employee identification to the workgroup, subsidiary, and global levels linked to outcomes and potential interaction between these multiple foci of OI could be conducted. Given the trend towards regionalisation (Sparrow, 2012b), identification to, and outcomes of, a regional level of OI could also be valuable.

Research into multiple levels of identification "specifically whether different identifications are related to different outcomes" (Olkkonnen & Lipponen, 2006, p.205) is a recent development in the literature. Van Dick (2004) argues that if one organisational identity does not meet identification needs, then employees will look to another organisational identity. Van Dick, van Knippenberg, Kerschreiter, Hertel & Wieseke (2008) found that "employees have more positive attitudes when they experience cognitive consistency" (p. 396). In other words, workgroup identification and outcomes was higher when organisational level identification and outcomes was also high.

The nested identity and identification perspective integrates the three levels of self - the individual, relational, and collective - with the aim of "more richly and holistically" (Sluss & Ashforth, 2007, p. 13) describing an individual's experience of working within an organisation. These nested levels of self are integrated, making it cognitively easier to shift between maintaining and enacting different levels of self. At the collective level, nested social identities are located within other identities ranging from lower order identities which are more exclusive, to higher order identities which are more inclusive (Leonardelli et al., 2011). In a nested identification context, when a superordinate group becomes too inclusive it is no longer optimally distinctive and the need for differentiation

will be activated (Brewer, 2009). This suggests that there may be a relationship between superordinate social identities and lower level or subordinate social identities, such as the workgroup.

Leonardelli et al. (2011) propose that in a nested identification context, whether or not a connection represents an optimally distinctive or dual identity is determined in one of two ways, either through horizontal or vertical comparison with another group. Horizontal comparison is conducted by comparing a given group with groups "at the same level of categorisation" (p. 110). Using the current study as an example, when horizontal comparison occurs, the workgroup would be compared with other workgroups. Depending on the focus of the workgroup horizontal comparison may involve comparing to other workgroups within the same function and/or division or across countries. In vertical comparison, group members compare their collective group with the nested subgroup. Again using the current study as an example, the subsidiary identity could be compared with the division or workgroup identity. Under vertical comparison, the superordinate identity is considered to be more inclusive and the subordinate identity may be differentiated too much, creating "identity antagonism" (p. 111). This phenomenon is referred to as duelling identities because "simultaneous categorisation into a highly inclusive superordinate category and a more exclusive subgroup leads individuals to identify with one social category more than the other" (p. 108).

According to ODT, under vertical comparison when an identity is not optimally distinct, the distinctiveness of subgroup identities will likely be perceived optimally distinct at the expense of the superordinate identity, resulting in duelling identities as the supergroup is by definition more inclusive. Horizontal comparisons would be considered the preferred basis for comparison, whereby the superordinate category is compared with other superordinate categories. For example, an individual would make a horizontal comparison between MNEs. In this situation, there is no duelling identification and subgroup identities can exist within the superordinate identity (Hornsey & Hogg, 2000). Applying this emerging theorising to an MNE context suggests that workgroup identification may have a ripple effect to subsidiary- and global-level identification, and vice-versa. A deeper understanding of this phenomenon could be paired with organisational interventions that design and implement effective IHRM techniques.

The existence of, and interplay between, multiple levels of organisational identification is important to address so that IHRM practitioners are clear about which level/s of OI are salient in MNEs and are the most influential predictors of attitude and behaviour (Reade, 2001a, 2001b, 2003; Reiche, 2007, 2009) for example turnover intention, as discussed earlier. Lastly, the "dark side" of organisational identification, that is very high levels of identification, can result in tyrannical behaviour, over-identification and resistance to change (Dutton et al., 1994; Kreiner et al., 2006; Hogg, 2007). It would be highly valuable to IHRM to determine optimal levels of identification as predictors of attitudes and behaviour that contribute to organisational performance.

Conclusion

This study has been conducted to address a gap in the IHRM literature concerning a lack of understanding of the MNE environment at the micro level. Such a gap ultimately constrains the ability for researchers and practitioners to establish a more complete picture with respect to the acceptance and effectiveness of IHRM policies and practices. The current research contributes to the field of IHRM research and practice by offering a micro level study based on the SITA. This research draws on ideas of geocentrism. It focused on subsidiary workers as professional white-collar workers operating in a developed economic environment. The results showed that for the subsidiary workers under study workgroups are important for securing an individual's organisational identity and extent of identification as a basis for deindividuation, and that difference between individuals represented an opportunity for an enriched organisational experience.

Results indicate that the national and cultural distinctiveness of the workgroup supervisor increased the workgroup identification of individuals working within a global organisation. The national and/or cultural difference of supervisors were hypothesised, and shown, to provide distinctiveness to balance the inclusiveness offered by the localisation of the workgroup. In addition, the more a supervisor was perceived as prototypical of the group, the weaker the effect of supervisor difference on both turnover intention and knowledge sharing. Supervisor prototypicality moderated the mediated effect such that it was weaker when prototypicality was high. This result was interpreted as evidence of a need for both inclusion and distinctiveness; when the distinctive element was reduced, the overall effect on attitudes and behaviour was attenuated.

While this research is only a first step in attempting to further develop our understanding of subsidiary workers today, the study does highlight the complexity of managing workers in MNEs subsidiaries. Further research is required to increase the generalisability of this study's findings. Nonetheless, it is argued that comprehensive application of the SITA has much to offer researchers and practitioners concerned with the ongoing development of theory in the field of IHRM, particularly in terms of repositioning IHRM toward a geocentric perspective where difference is embraced for mutual benefit.

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Appendices

Appendix A: Summary of SITA literature in the field of IHRM 2000 – 2013

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Björkman, Ehrnrooth, Mäkelä, Smale and Sumelius (2013)	Quantitative – online survey	GI SI	Managers and Professionals	Talent identification Performance demands Competency building Strategic priorities GI SI Turnover intentions	Those who perceived they had been identified as talent are more likely to be associated with commitment to increasing performance demands, building competencies, supporting strategic priorities, SI and lower turnover intention, but not overall OI. Informing talented individual of their status has a motivational effect.
Blader and Tyler (2009)	Quantitative - survey	Group Engagement Model (GEM)	Employees	Pride Respect Justice Group identification Extra role behaviour	The workgroup identity mediates the relationship between procedural justice and extra role behaviour, and economic outcomes and extra role behaviour (Baron & Kenny (1986) approach). Identity is central to behaviour in organisations Social identity is a psychological intermediary through which features of the workplace impact behaviour Behavioural effort on behalf of the group is influenced by the social identity individuals form around the group.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Blazejewski (2012)	Conceptual	SIT & SCT	-	Biculturalism Conflict Dual cultural identities Situated identity Conflict Boundary spanners	Dual identity construct incorporated into bicultural research Dual cultural identity is both a means to overcome and a source of conflict in MNE boundary-spanners A situated identity model is developed conceptualizing how organisational roles, incentive systems and structures might prevent (or encourage) bi-culturals from operationalizing dual cultural identities.
Caprar (2011)	Qualitative - ethnographic exploration	OI	HCNs - Romanian	Foreign locals 'Glocalized' employees	MNEs as cultural incubators – as sites of cultural redefinition. MNE culture is unique, separate to national culture Emergent themes were 5 HCN types: the infatuated, converted employee, conflicted, reconciled, and estranged employee A more sophisticated view of the culture of HCNs is needed- HCNs in MNEs are not necessarily representative of the HCN culture generally. Findings have implications for the use of cultural distance in the IB literature. MNC local employees have a dual cultural anchoring (national and organisational).

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Cooper, Doucet and Pratt (2007)	Conceptual	SIT & SCT	-	Appropriateness/ inappropriateness assessments Internationalisation Staffing practices Integration	Social categorisation to an outgroup likely to have less of an effect on assessments of appropriateness/ inappropriateness. That is, outgroup members are viewed less harshly than ingroup members when behaviour is deemed inappropriate.
Freeman and Lindsay (2012)	Qualitative - phenomenology	OI	Executives and senior managers	Expatriate management Ethnic diversity Personal attributes Social identity complexity Group entativity Prototypicality	Emergent themes: Aussie 'bloke' (i.e. man) and a Westerner, communication style, cultural and personal competence, shop floor communication, and moving beyond the stereotype. Expatriates found they needed to change and adapt beyond language and culture skills in order to be successful. Change occurred at the personal level in that the expatriate self-concept and attitudes towards 'others' changed as a result of their experience The expatriates found the experience confronting and difficult, but also comprising unique opportunities for development. Ongoing support is required to better overcome issues arising while on assignment. Pre-departure training is helpful, but insufficient.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Fuchs and Edwards (2012)	Quantitative – online survey	OI	All employees	Pro-change behaviour Organisational justice: distributive, procedural, interpersonal and informational OI	While there is an established linked between OJ and OI, it is important to measure OJ in all its dimensions to more fully understand this relationship to encourage pro-change behaviour OI partially mediated the relationship between interpersonal justice and pro-change behaviour. Other dimensions of OJ were not significant in the mediated model. Interpersonal treatment is an important device in managing change interventions.
Harzing and Feely (2008)	Conceptual	OI	-	Language as a barrier in the HQ – subsidiary relationship	Language as a basis of social identification. Communication in MNEs. Language as a barrier, as key for misunderstanding, maintaining group boundaries SIA well established in social psychology but only recent systematic application in organisations
Hirst, Van Dick and van Knippenberg (2009)	Quantitative – online survey	WI	Employees in the Research & Development function	WI Supervisor inspirational motivation Supervisor workgroup prototypicality Creative effort Creative performance	Creativity is important to competitive advantage. Employee creativity is embedded in the workgroup. Creative effort mediated the positive relationship between WI and creative performance. Inspirational motivation and prototypicality moderate the relationship between WI and creative effort. Workgroup identification is an antecedent to employee creativity and the workgroup leader is influential in this process.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Ishii (2012)	Mixed method – online survey and interview	GI SI	Japanese expatriates living in mid-western USA	GI and SI Language proficiency Communication style Adaption Stress level	Expatriates in MNEs need to fulfil both a global/HQ and subsidiary role Communication and language proficiency positioned as antecedents to SI. Language proficiency and communication style contribute to adaptation and SI. Having both HQI and SI was not seen to increase stress levels. However, expatriates with higher SI reported lower stress levels. SI is important but it needs to be balanced with HQI.
Lauring (2008)	Qualitative – ethnography	SIT & SCT	HCNs - UK Expatriates - Danish	Anthropology Ethnicity Language management Socio-linguistics	Emergent themes: symbolic use of language, group formation processes, language in socialisation, polarisation and accommodation. Social identities are relational and negotiated. Language can be used strategically in the identification processes.

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Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Leonardelli and Toh (2011)	Quantitative – survey	OI ODT	Local workers in USA with expatriate exposure	Procedural justice (PJ) Social categorisation OI Information sharing Dual identity Distributive justice (DJ)	Social categorisation can be associated with increased ingroup cooperation – it need not lead to intergroup conflict. Dual identification examined as extent to which participants identified with both local and expatriates Categorisation positioned as a basis for intergroup co-operation mediated by organisational identity, moderated by procedural and distributive justice. Local-expat categorisation x PJ interaction was significant. Local-expat categorisation x DJ interaction was not significant. Local-expat categorisation was positively related to information sharing with the expat when PJ was high, but not when it was low. Local employees were most likely to share information with expatriates and have a dual identity only when social categorisation and procedural justice were high.
Lewis (2011)	Conceptual	WI	-	Teams social identity Team collective efficacy Context Team performance Team effectiveness	Research into team motivation is supported by social identity theory (SIT) and collective efficacy theory (CET). Proposes a model based on SIT and CET to better understand the role of individualism in teamwork through a focus on group motivation at work. Focuses on the potential benefits from comparative studies.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Li, Xin and Pillutla (2002)	Conceptual	OI	-	Role conflict and divided loyalty of TMTs in IJVs	Individual and organisational antecedents to OI theorised. Cultural identity positioned as a complicating factor in OI of TMT members in IJVs. Conceptualisation of HQI, IJV identification (similar to SI) and OI with both the IJV and HQ as an antecedent to group and individual level outcomes, and organisational (IJV) performance and group level (TMT) effectiveness.
Liu, Loi and Pham (2011)	Quantitative – survey	OI	Workgroups	OI Team member exchange In-role performance Organisational citizenship behaviour (OCB)	Outcomes of OI. High OI was related to high in-role performance and OCB. Team member exchange moderates the relationship between OI and OCB, such that the relationship is stronger under high team member exchange.
Marks and Lockyer (2005)	Mixed method – survey and interviews	OI WI	Workgroups	OI WI Job satisfaction	OI found to be less salient than WI. WI more salient for dispersed employees than for employees based in their employing organisation. Dispersion influenced outcomes relating to job satisfaction and turnover intention
Olsen and Martins (2009)	Conceptual	SIT & SCT	-	HCNs	Support for expatriates by HCNs: outgroup categorisation will result in less support for expatriates. Social identity theory applied in terms of the demographic characteristics (national origin, race and ethnicity, gender, age) of expatriates as a salient basis for categorisation by HCNs, impacting support for the expatriate.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Reade (2001a)	Quantitative - survey	GI SI	HCN Managers in Indian and Pakistani MNE subsidiaries	GI SI Prestige Support Career Nationality Interpersonal Fate Culture	The study examined whether the antecedents of OI are different for different level of OI in MNEs. Prestige and distinctiveness of the MNE, support and appreciation of superiors, opportunity for career advancement and nationality access to the organisational hierarchy were significantly related to SI and HQI at differing levels. Shared sense of fate, interpersonal communication and a preference for cultural similarity were not significant. SI was mostly influenced by 'local' antecedents and HQI was mostly influenced by 'global' antecedents. Prestige of local organisation the strongest predictor of SI. Prestige of global organisation was the strongest predictor of HQI
Reade (2001b)	Quantitative - survey	GI SI	HCN Managers in Indian and Pakistani MNE subsidiaries	GI SI Values-based identification Social identification	Dual identification and subsidiary typologies. Identification varies dependent upon type of manager. Strategic leader managers have higher levels of SI than Implementor subsidiary managers. Implementor managers had higher GI than SI.
Reade (2003)	Quantitative - survey	GI SI	HCN Managers in Indian and Pakistani MNE subsidiaries	GI SI Work effort as in- and extra-role behaviour. Supervisory support Access to the hierarchy Interpersonal relations Culture	Effort is associated with higher individual performance. Identification at each of these levels is required because identification is an antecedent to work effort Effort at the subsidiary level is mostly driven by the prestige and distinctiveness of the subsidiary company and negatively affected by those requiring cultural similarity and positive interpersonal relations with employees from other units in the MNE. For GI, prestige and distinctiveness are important but managerial support has greatest influence.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Regnér and Zander (2011)	Conceptual	SIT & SCT	-	Strategy Knowledge creation in MNEs	The interaction of multiple social identities unique to MNEs provides an opportunity for development of a sustainable competitive advantage in terms of knowledge creation.
Reiche (2007)	Conceptual	SI	-	Career prospects SI Turnover	Perceived career prospects and SI will impact turnover
Reiche (2009)	Qualitative - interview	SI	Western-based MNE subsidiary HR Managers	Turnover SI Organisational practices Organisational structure	Emergent themes related to organisational practices: MNC diversification, local reputation in the end market. Themes related to organisational practices: Employee participation, the proportion of expatriates in the subsidiary and international assignment opportunities for local staff. These factors impact OI which has a negative relationship with turnover intention. Factors for developing effective retention strategies are predominantly organisationally controllable.
Salk and Shenkar (2001)	Qualitative – case study	OI	International Joint Venture - Senior managers	National social identities as the dominant sense-making vehicle	Social identities mediate the relationship of environment and structural contextual variables with group (role engagement) and organisational outcomes (job satisfaction)

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Toh and DeNisi (2003)	Conceptual	SIT & SCT	-	HCNs Expatriate management Pay practices Role information Social support National identity	HCNs only share information when expatriate is categorised as ingroup National identity salience and pay level comparison as referent choices IHRM has ignored HCNs role in the success of expatriates.
Toh and DeNisi (2005)	Conceptual	OI	-	HR practices Compensation Expatriate and HCN management	The traditional view of HCNs no longer applies. HCNs are increasingly co-workers and supervisors of expatriates. Many HR policies and practices, particularly recruitment, compensation, training and promotion, are rooted in an ethnocentric past. They favour the expatriate and do not take into account the aspirations and increasing qualifications of HCNs. The fates of expatriates and HCNs are interlinked. Recommend that HR practices are designed to consider the larger effects on all employees in the MNE, not just expatriates. Mentoring, emotional support, and OI uniting employees to a common purpose outlined as approaches to overcome resentment and conflict.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Toh and DeNisi (2007)	Conceptual	SIT & SCT	-	Expatriate management Categorisation National identity Surface level attributes Deep level attributes Role information Social support Adjustment	A local perspective to expatriate success. HCNs as socialising agents or 'insiders' critical to expatriate (as a newcomer) success National identity salience positioned as an antecedent to categorisation of the expatriate Explores motivation to share information with expatriates to facilitate expatriate adjustment
Vaara, Tienari and Säntii (2003)	Qualitative – case study	OI	Senior managers	Metaphors Identification process National culture Cultural identity Organisational change Merger	Emergent themes: Family and people, war and battle, sports and games, Building, vehicle and machine, nature and animal, other. Cultural identity construction involves comparing oneself to others – both relational and collective targets - involving context specific prototypes and stereotypes. The metaphoric approach provided insight to the identity-building process.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Varma, Budhwar and Pichler (2011)	Quantitative - experiment	SIT & SCT	HCNs – China	Affect Guanxi Ethnocentrism Role information Social support	HCN ethnocentrism, affect and guanxi were positively related to role information and social support. Guanxi mediated between affect and role information but not affect and social support. Ethnocentrism not related to guanxi. HCNs more likely to provide role-related information to coworkers and subordinates, not supervisors.
Varma, Grodzicki, Pichler, Kupferer and Ramaswami (2012)	Quantitative - experiment	SIT & SCT	HCNs – Poland and India	Expatriate management Categorisation as national origin Role information Task ratings Trait ratings	HCN willingness to assist expatriates is diminished by expatriate outgroup status. Polish and Indian HCNs categorised expatriates to an outgroup. The expatriate held a subordinate position. Nationality and performance standards information were significantly related to HCN willingness to provide role information but not significantly related to task or trait type performance ratings.
Varma, Pichler and Budhwar (2011)	Quantitative – survey experiment	SIT & SCT	HCNs – UK	Expatriate management Categorisation Values similarity Ethnocentrism Collectivism Job level Social support Role information	National origin, gender and job role as a basis for ingroup/outgroup categorisation. HCN willingness to assist expatriates is diminished by expatriate outgroup status. Collectivism not related to categorisation. Perceived values negatively related to categorisation Categorisation negatively related to role information and social support Gender, job level and nationality of the expatriate affected social support - least for supervisors

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Varma, Pichler, Budhwar and Biswas (2009)	Quantitative – survey experiment	SIT & SCT	HCNs- China	Expatriate management Categorisation as Guanxi Interpersonal affect National identity Gender Social support Role information	HCNs willingness to support/help expatriates. Expatriate held a co-worker position. Outgroup categorisation is negatively associated with support and help. Gender not significant HCNs did categorise expatriates via affective behaviour which impacted willingness to offer both role information and social support to expatriate co-workers. Higher levels of helping were associated with Indian expatriates compared to those from the USA.
Varma, Pichler, Budhwar and Kupferer (2012)	Quantitative	SIT & SCT	HR Employees	Values dissimilarity Dogmatism Ethnocentrism Role information Social support	HCN willingness and reactions to supporting expatriates. HCN ingroup/outgroup categorisation of expatriates Values dissimilarity, dogmatism and ethnocentrism are related to role information and provision of social support.
Varma, Toh and Budhwar (2006)	Quantitative - survey	SIT & SCT	HCNs – India and USA	Expatriate management Gender (female) Categorisation National origin Values dissimilarity Social support	Expatriate considered as a co-worker. Indian participants categorised expatriates more than US participants. Indian HCNs preferred female USA expatriates to male USA expatriates Social support decreases as categorisation increases. Values dissimilarity and categorisation are positively related.

Author/s (Year)	Research Type	Focus	Unit of Analysis	Constructs/Variables	Summary of findings/key points
Vora and Kostova (2007)	Conceptual	GI SI	Subsidiary managers	Dual organisational identification (DOI)	Local/subsidiary managers in MNEs need to fulfil both a HQ and subsidiary role. Local/subsidiary managers in MNEs need a dual organisational identification – identification with two organisational levels. DOI is conceptualised in terms of relative magnitude and form. Relative magnitude involves comparable and disparate dimensions. Form involves distinct, compound and nested dimensions. Organisational and country-level antecedents are proposed. Individual and organisational level role issues are proposed as consequences.
Vora, Kostova and Roth (2007)	Quantitative – survey	GI SI	Subsidiary managers	Dual organisational identification (DOI) Role conflict 3 subsidiary manager roles: bi-cultural interpreter, national advocate and defender, and frontline implementer Organisational similarity	When HQI and SI are high, role fulfilment is high - High comparable levels of DOI were associated with fulfilment of each 3 subsidiary manager roles. DOI was negatively related to role conflict, irrespective of level of identification. Both levels of identity required to perform role Similarity in organisational identities did not moderate DOI and role conflict relationship, but had a direct negative effect on role conflict which can be explained by the differences in holographic and ideographic firms.

Appendix B: Expression of Interest (EOI) letter

MONASH University
Business and Economics

Invitation to Participate in Research
Individual identity in the global workplace

Dear <insert name>

My name is Sarah Lindsay. I am conducting a PhD research project with Professor Helen De Cieri and Dr Cathy Sheehan in the Department of Management at Monash University. The project focuses on Australian subsidiaries of Multinational enterprises and aims to investigate reasons for employee turnover and employee willingness to engage in tasks outside of defined roles. The research will investigate the outcomes of employee identification with the organisation. Attitudes towards cultural and linguistic workforce diversity are also considered.

I would like to invite your organisation to participate in this project, to be conducted within the next six months. For your participation, you will receive a written report containing the following information about your organisation:

- How global and regional staffing strategies are viewed by employees at the local level;
- The degree to which employees identify with the unit they work in, and associated outcomes of work unit identification; and
- How inclusive your organisation's culture is in terms of cultural and linguistic diversity.

As individual employee participation would be voluntary, anonymous and strictly confidential, participation in this project also provides employees with an opportunity to give feedback to the organisation via an impartial third party.

Participation would involve employees completing an online survey (although a paper-based version is also available) and takes about 20-25 minutes to complete. Project data will be securely stored for 5 years and then destroyed as prescribed by Monash University regulations and Victorian privacy laws. In addition to the report to your organisation, aggregate de-identified results of the survey will be published in my PhD thesis, international management journals and presented at conferences.

This research provides your organisation with an opportunity to gain free, additional data on how the individuals in your organisation view their employee-employer relationship.

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If you would like to participate in the study, please reply indicating your interest. I will then arrange a convenient time to meet to discuss how your organisation could benefit from participating in this new research.

Sincerely

Sarah Lindsay
Email:
Mobile:
Phone:

Appendix C: MUHREC approval to conduct a low-risk project

MONASH University

Monash University Human Research Ethics Committee (MUHREC)
Research Office

Human Ethics Certificate of Approval

Date:	4 January 2011
Project Number:	CF10/3571 - 20100001886
Project Title:	Individual identity in the global workplace
Chief Investigator:	Dr Cathy Sheehan
Approved:	From: 4 January 2011 to 4 January 2016

Terms of approval

1. The Chief investigator is responsible for ensuring that permission letters are obtained, if relevant, and a copy forwarded to MUHREC before any data collection can occur at the specified organisation. **Failure to provide permission letters to MUHREC before data collection commences is in breach of the National Statement on Ethical Conduct in Human Research and the Australian Code for the Responsible Conduct of Research.**
2. Approval is only valid whilst you hold a position at Monash University.
3. It is the responsibility of the Chief Investigator to ensure that all investigators are aware of the terms of approval and to ensure the project is conducted as approved by MUHREC.
4. You should notify MUHREC immediately of any serious or unexpected adverse effects on participants or unforeseen events affecting the ethical acceptability of the project.
5. The Explanatory Statement must be on Monash University letterhead and the Monash University complaints clause must contain your project number.
6. **Amendments to the approved project (including changes in personnel):** Requires the submission of a Request for Amendment form to MUHREC and must not begin without written approval from MUHREC. Substantial variations may require a new application.
7. **Future correspondence:** Please quote the project number and project title above in any further correspondence.
8. **Annual reports:** Continued approval of this project is dependent on the submission of an Annual Report. This is determined by the date of your letter of approval.
9. **Final report:** A Final Report should be provided at the conclusion of the project. MUHREC should be notified if the project is discontinued before the expected date of completion.
10. **Monitoring:** Projects may be subject to an audit or any other form of monitoring by MUHREC at any time.
11. **Retention and storage of data:** The Chief Investigator is responsible for the storage and retention of original data pertaining to a project for a minimum period of five years.

Professor Ben Canny
Chair, MUHREC

Cc: Prof Helen de Cleri; Ms Sarah Lindsay

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Appendix D: Research team meeting agendas

The agenda for each of the three research team meetings are contained within this Appendix. The agendas comprise:

- Agenda 1: Research project overview
- Agenda 2: Validation meeting
- Agenda 3: Final preparation

MONASH University

Research project overview - Individual identity in the global workplace

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Thank you for making the time to meet today. This exciting project introduces a new approach to assessing the employee-employer relationship, extending established research. Identity is the part of an individual derived from perceived membership of social groups and the significance attached to that membership. In the context of organisations, the strength of an individual's identity has been shown to impact their motivation, behaviour and performance.

Benefits of participation
It is expected that the data obtained from this project would add valuable new insights into your company's organisational dynamics and, coupled with existing data that you have, be useful in monitoring and improving work practices in the areas of staffing, leadership and diversity.

Employee participation is voluntary, anonymous and confidential. The benefit of a third party conducting this project is that it encourages employees to respond to sensitive topics honestly, thereby providing a reliable result.

Survey findings will be delivered to <organisation> in both presentation and written format.

Survey topics:
- Identification at the global organisation, Australian subsidiary and work unit levels
- Leadership effectiveness
- Relationship with supervisor
- Knowledge sharing
- Turnover intentions
- Social desirability
- Attitudes towards cultural and linguistic diversity
- Demographics

In addition to the survey topics required by the researchers, there is also the opportunity for you to include your own items in the survey.

Cost
- No financial cost
- Cost of employee time:
  HR department - survey administration; and
  Participating employees in your Australian operations - completion of online survey (estimated time of 25 minutes per person).

Process
1. Following introductory and explanatory meetings as required, <organisation> to complete a permission letter (template available) agreeing to participate in the project
2. Validation meeting to ensure survey wording is consistent with <organisation> terminology
3. <Organisation> to disseminate communications to employees about the project
4. Survey link forwarded to <organisation>
5. Explanatory statement with survey link is distributed to all <organisation> employees via email by <organisation> (there will be no need to divulge employees email addresses to the Monash researchers)
6. Employees voluntarily complete the online survey
7. Completed data is automatically directed to the project database for analysis
8. Results presented to <organisation>
9. Written report delivered to <organisation>

Timeline
To be agreed. Available from February 2011, however, depending on organisational requirements, as late as May would be possible.

Researchers
Ms Sarah Lindsay (PhD Candidate)
Sarah has worked in Change Management and Organisational Development for a number of years. Sarah holds undergraduate and post graduate qualifications in Organisational Behaviour and has lived, worked and studied in Australia, Malaysia, the USA and the Philippines.

Dr Cathy Sheehan (Joint Supervisor)
Cathy is a Senior Lecturer and has over twenty years of research experience in the area of employees and organisations. She co-ordinates Human Resource Management (HRM) teaching programs at the post graduate level with topics including the strategic role of HRM, the contribution of HRM to competitive advantage, job design, staffing, performance management, strategic compensation and reward systems, developing employee capabilities and assessment of HRM strategies and practices.

Professor Helen De Cieri (Joint Supervisor)
Helen is Director of the Australian Centre for Research in Employment and Work. Helen has researched and consulted with a wide range of public and private organisations in Australia and overseas. She has taught on university and executive programs in Australia, China, Hong Kong, Malaysia and the USA. Helen chairs the Equity and Social Inclusion Committee for the Monash Faculty of Business and Economics. She is an associate editor for the HRM journal and serves on the editorial boards of Journal of International Business Studies and Management International Review.

Contact:
Sarah Lindsay
Mobile:
Email:

MONASH University

Validation Meeting - Individual identity in the global workplace

Agenda
- Survey
    - o Identity levels
    - o New questions for inclusion
    - o Item wording
    - o Clarification of 'supervisor'
    - o Survey setup – completion of each section
    - o Participant explanatory statement

- Timeline
    - o Communications
        - ▪ Online
        - ▪ Hard copy
    - o Optional pilot survey
    - o Data collection
        - ▪ Distribution
        - ▪ Help desk
    - o Oral presentation of findings
    - o Written report
    - o Online findings for participants

Contact:
Sarah Lindsay
Mobile:
Email:

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MONASH University

Final preparation - Individual identity in the global workplace

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Agenda

- Explanatory statement and survey
    - Wording of explanatory statement
    - Knowledge sharing – 4 levels
    - Answers to control questions
    - Additional questions

- Communications
    - Pre-implementation
    - During
    - Post-implementation

- Timeline – what, when & who
    - Pre-implementation communications:
    - Implementation:
    - Reminder email:
    - Oral presentation of findings: late May 2011 (Monash to <organisation>)
    - Written report: Mid June 2011 (Sarah to Gwyneth)
    - Online findings for participants: October 2011 (Monash website)

Contact:
Sarah Lindsay
Mobile:
Email:

Appendix E: Explanatory statement and invitation to participate in the research

Individual identity in the global workplace

My name is Sarah Lindsay. I am conducting a research project with Dr Cathy Sheehan and Professor Helen De Cieri in the Department of Management towards a PhD at Monash University. The project aims to explore different levels of individual organisational identity for Australian employees of multinational enterprises. It is anticipated the research findings will provide guidance to organisations and academics on the important issue of employee engagement in complex global organisations.

I would like to invite you to participate in this survey. The survey is online and will take 10 - 15 minutes to complete. Your participation in this survey is entirely voluntary and you are under no obligation to consent to participation. Your responses are anonymous and strictly confidential. If you do participate, it will not be possible to withdraw once you have submitted your completed survey.

Raw data will be stored and seen by the Monash University research team only. Data used in this study will be reported at the aggregate Functional level. An initial report will be given to your organisation mid-June, 2011. [Organisation name] will take responsibility for communicating key outcomes. If you would like to be informed of the full research finding, please access the Australian Centre for Research in Employment and Work (ACREW) website via the following link: http://www.buseco.monash.edu.au/mgt/research/acrew. It is anticipated that the findings will be accessible on this website from October 2011.

Upon completion of the project, data will be securely stored for 5 years and then destroyed as prescribed by Monash University and Victorian privacy laws and regulations. The aggregate findings of this survey will be presented to your organisation, reported in my PhD thesis, published in international management journals and presented at conferences.

If you would like to contact the researchers about any aspect of this study, please contact the Chief Investigator:	If you have a complaint concerning the manner in which this research CF10/3571 - 2010001886 is being conducted, please contact:
Sarah Lindsay PhD Candidate Department of Management Faculty of Business & Economics Monash University, Caulfield. Email: Phone: Supervisors : Dr Cathy Sheehan Email: Phone: Professor Helen De Cieri Email: Phone:	Executive Officer, Human Research Ethics Monash University Human Research Ethics Committee (MUHREC) Building 3e Room 111 Research Office Monash University VIC 3800 Tel: +61 3 9905 2052 Fax: +61 3 9905 3831 Email: muhrec@adm.monash.edu.au

I look forward to including your perspective in this research. If you would like to participate in the study, **click here to take the survey.** Thank you very much for your participation.

Sarah Lindsay
1 April 2011

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Appendix F: Print-out of the online questionnaire

1. Please select the category that best describes your agreement or disagreement with each statement in reference to your immediate workgroup.

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
(a) My employment in my workgroup is a big part of who I am	○	○	○	○	○
(b) I am comfortable to be identified as a member of my workgroup	○	○	○	○	○
(c) What my workgroup stands for is important to me	○	○	○	○	○
(d) I share the goals and values of my workgroup	○	○	○	○	○
(e) My membership of my workgroup is important to me	○	○	○	○	○
(f) I feel strong ties with my workgroup	○	○	○	○	○

2. In terms of sharing knowledge with your workgroup members, please indicate using the slide bars, to what extent have ...

(a) You received knowledge from colleagues in your workgroup?						
(b) You used knowledge from colleagues in your workgroup?						
(c) Colleagues in your own workgroup received knowledge from you?						
(d) Colleagues in your own workgroup used knowledge from you?						

3. This question seeks information about the extent to which you identify with your supervisor. When you see the term 'supervisor', please think of the person who completes your [performance appraisal] and select the category that best describes your agreement or disagreement with each statement.

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
(a) My supervisor is a good example of people that are members of my	❍	❍	❍	❍	❍

workgroup					
(b) My supervisor has a lot in common with the members of my workgroup	○	○	○	○	○
(c) My supervisor represents what is characteristic of my workgroup	○	○	○	○	○
(d) My supervisor is very similar to the members of my workgroup	○	○	○	○	○
(e) My supervisor resembles the members of my workgroup	○	○	○	○	○
(f) I am aware of our respective nationalities when I am in contact with my supervisor	○	○	○	○	○

(g) I feel that my supervisor and I would not meet as two people belonging to the same cultural group	○	○	○	○	○
(h) I am aware of our respective cultures when I am in contact with my supervisor	○	○	○	○	○
(i) I would consider my supervisor to be "one of them" and the other locals in this organisation to be "one of us"	○	○	○	○	○
(j) The foreign nationals/ expatriates and locals [in organisation] do not belong to the same group. (A foreign	○	○	○	○	○

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national is someone you consider to have a different national background compared to your own)						

4. With regard to your day-to-day work, please select the category that best describes your agreement or disagreement with the following statements.

_____   (a)   My work involves a great deal of paperwork and administration
_____   (b)   Decisions must go through many levels of management before they are finalised
_____   (c)   My work is highly regulated by bureaucratic work procedures

5. Thinking about your attitudes towards your job at [the organisation], please select the category that best describes your agreement or disagreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
(a) I often think about quitting my present job	❍	❍	❍	❍	❍	❍	❍
(b) As soon as possible I will leave the organisation	❍	❍	❍	❍	❍	❍	❍
(c) I will probably look for a new job in the next year	❍	❍	❍	❍	❍	❍	❍

6. Please select the relevant response to the questions below.

	True	False
(a) You are always willing to admit when you make a mistake	○	○
b) You always try to practice what you preach	○	○
(c) You never resent to being asked to return a favour	○	○
(d) You have never been annoyed when people express ideas very different from your own	○	○
(e) You have never deliberately said something to hurt someone's feelings	○	○
(f) You like to gossip at times	○	○
(g) There have been occasions when you have taken advantage of someone	○	○
(h) You sometimes try to get even rather than forgive and forget	○	○
(i) At times you have really insisted on having things your own way	○	○
(j) There have been occasions when you have felt like smashing things	○	○

7. In order to control for effects of the variables on the data, please provide some background information by selecting your response to the following questions.

(a) How long ago did you first join [the organisation]?

❍ Less than 12 months
❍ 1 - 2 years
❍ 3 - 5 years
❍ 6 - 9 years
❍ 10+ years

(b) To the best of your knowledge, please classify your supervisor in terms of their citizenship:

❍ Australian-born Australian citizen or New Zealand-born citizen of New Zealand
❍ Australian or New Zealand citizen born in a country other than Australia or New Zealand
❍ Citizen of a country other than Australia or New Zealand

(c) What position level (or equivalent) do you hold at [the organisation]?

❍ Team member
❍ Team leader
❍ Manager
❍ Senior leader

(d) Which age group are you in?

❍ 18 to 24 years
❍ 25 to 34 years
❍ 35 to 44 years
❍ 45 to 54 years
❍ 55 to 64 years
❍ 65 years and over

(e) What is your gender?

❍ Male
❍ Female

(f) What is the highest level of formal education you have achieved?

○ Did not complete secondary school
○ Completed secondary school
○ Vocational/TAFE course
○ Bachelor degree
○ Post graduate degree

- End of survey. Thank you message displayed. -