



RELATIONS BETWEEN GROUPS AT WORK : A SOCIAL IDENTITY PERSPECTIVE

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3rd IAP Day, VUB, 7th November 2013



Relations between groups at work: A social identity perspective

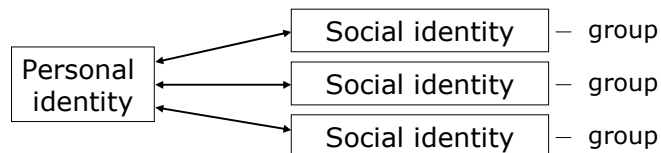
PLAN

1. Social identity theory : basic principles
2. Social identity and groups in the workplace
3. Social identity and IAP : for what and how ?

Social identity : a core process of individuals' behavior



How individuals define themselves in terms of their group memberships (Turner & Haslam, 2001)



Social identity theory : basic principles

(Tajfel & Turner, 1979, 1986)



o « us »vs« them » o « I »=« We »

Social categorisation
- gender, ethnies, age, ...
- profession, status, ...

Self-categorization = the
basis for self-definition

Social identity theory : basic principles

(Tajfel & Turner, 1979, 1986)



Consequences of SI depend a.o. on :

- o **Results of social comparison**

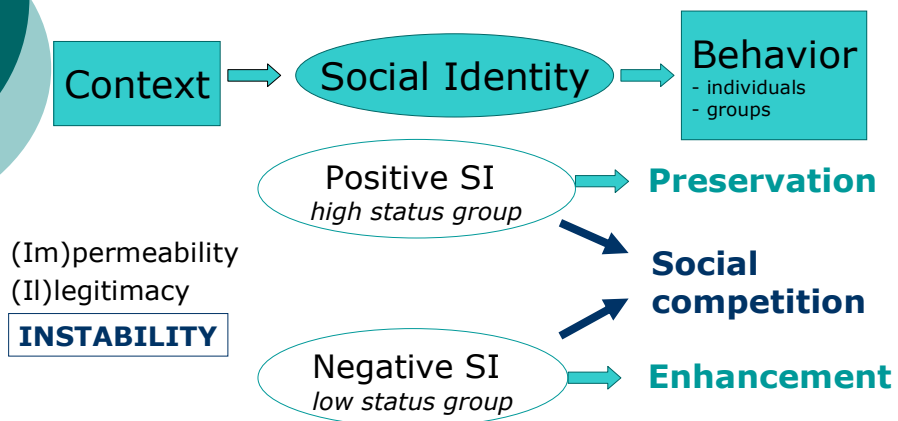
- high status group (positive SI)
- low status group (negative SI)

- o **Perceived characteristics of the social structure**

- permeability of the boundaries between groups,
- legitimacy of the intergroup status,
- stability of the intergroup status.

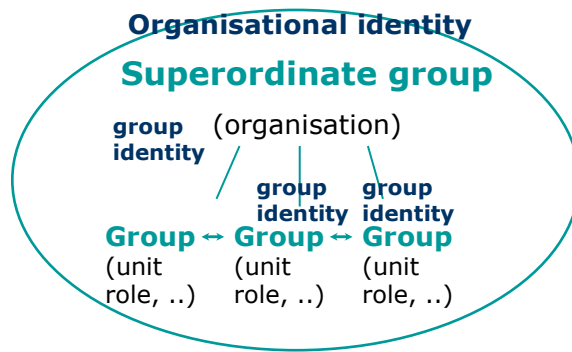
Social identity theory : basic principles

(Tajfel & Turner, 1979, 1986)



Social identity in the workplace

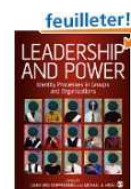
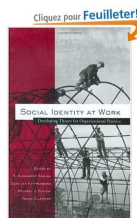
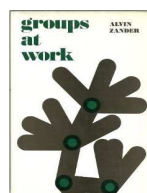
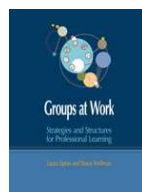
- Organisations are social systems
(Turner & Haslam, 2001)



Social structure

Relations between groups are regulated by norms (rules, procedures, ...)

A fruitful research field



Threat to social identity : Minorities

- Sexism (see Schmitt, Ellemers, & Branscombe, 2003)
- Racism (see Roberson & Block, 2001)

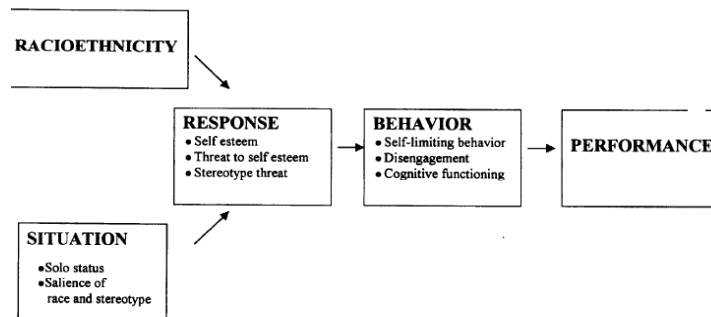


Fig. 4. The Response to Bias and Discrimination Model.

Threat to social identity : Minorities

○ Ageism

Procedure : questionnaires

Samples : workers 45+ (study 1, N=352; study 2, N=152)



Study 1. Desmette, & Gaillard, (2008). *Career Development International*, 13, 168-185
 Study 2. Gaillard, & Desmette (2008). *Eur. J.of Work and Organizational Psychology*, 17, 450-481.

Threat to social identity : Organisational change

THE CASE OF MERGERS

- Mergers = formal recategorisation of two social groups as one new group (van Knippenberg et al., 2002)
- A merger is a threat for :
 - the sense of continuity in workers' organizational identity,
 - the distinctiveness of workers' organizational identity (van Leeuwen & van Knippenberg, 2003)
- Differences in organizational dominance (i.e. intergroup status) determines how the merger is experienced by workers (Boen et al., 2008; van Knippenberg et al., 2002)

van Knippenberg, van Knippenberg, Monden, & de Lima (2002),
British J. of Social Psychology, 41, 233–252.

- Context : A merged local government organization from a dominant (large) and a dominated (small) organization
- Procedure : questionnaires
- Sample : 373 employees

Continuity : Pre/Post-merger identification

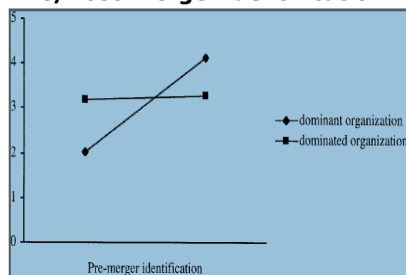


Figure 1. Relationship between pre-merger and post-merger identification for members of the dominant versus the dominated organization, Sample 1.

Distinctiveness : Differences/Post-merger identific.

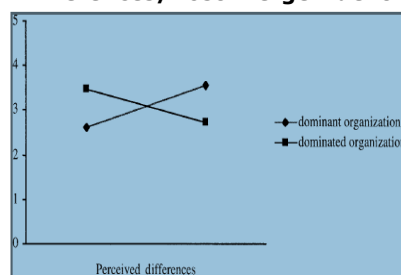


Figure 2. Relationship between perceived inter-organizational differences and post-merger identification for members of the dominant versus the dominated organization, Sample 1.

Threat to social identity : Organisational change

PROFESSIONNALISATION OF SOCIAL ENTREPRISES (Van Tilborgh et al., 2011)

- Organizational change is a threat :
 - for organizational identity
 - especially when workers identify strongly with the present culture (Ellemer, 2003; van knippenberg et al, 2002)

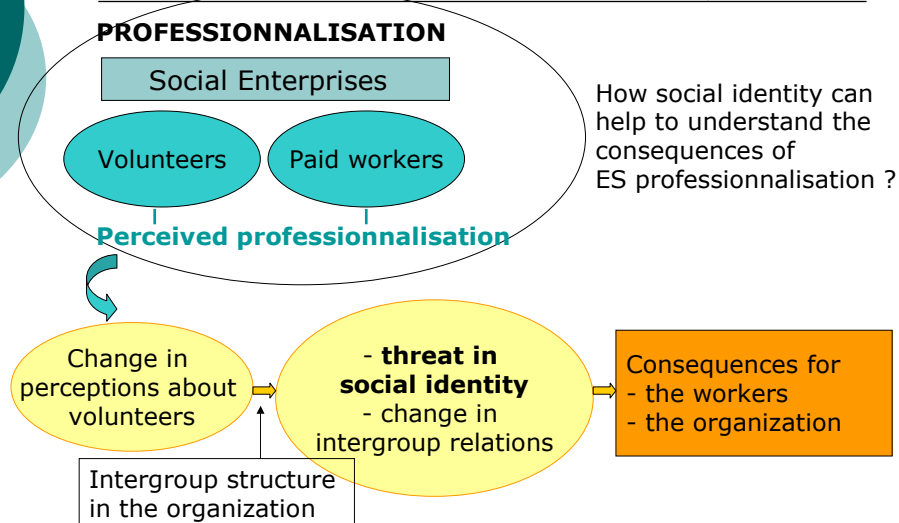


- Effects on workers' organizational identification ?
- Effects on relationships between groups in SE ?
- Consequences for SE performance ?

Social identity in the IAP (WP3.2)

« More competent but less warm? Perceptions about volunteers in the changing context of volunteer work and organizational consequences. »

Edwine Goldoni, PhD student



Thank you for your attention

