The Mediating Role of Organizational Identity Complexity/Congruence on the Relationship between Perceived Organizational Prestige and In-Role /Extra-Role Performance

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Abstract

There are many researches investigating the relationships among the concept of perceived external prestige, organizational identification, in-role performance and extra role performance in the literature. Unlike the previous researches, we aim to delineate the concept of organizational identity complexity at the root of social identity complexity at organizational level. In addition, this paper is purposed to explore mediating role of organizational identity complexity on the relationship between perceived external prestige and in-role/ extra role performance. It is also investigated differences in perceived external prestige, organizational identity complexity and in-role/ extra-role performance in terms of the employees' occupation and institutions which they work for. Hence, we focused on outsourcing labors that have multiple organizational identities to illuminate the complexity/congruence for organizational identity. So present research was conducted on 230 blue-collar outsourcing labors working for two public university campuses in Istanbul. As a result, the findings indicate that outsourcing labors represent congruence not complexity in organizational identity. Moreover, implications show that organizational identity complexity/congruence partially mediates the relationship between perceived external prestige and in-role /extra-role performance. The evidence from the research indicates that there is significant difference in employees' perception of external prestige based upon their occupation and there are significant differences in employees' complexity/congruence for organizational identity based upon employees' occupations and institutions.

Keywords: Perceived external prestige, organizational identity complexity/ congruence, in-role performance, extra-role performance, outsourcing labors, multiple identities

1. *Introduction*

Identity is defined as a process that people link between themselves and their organization (Cheney, 1983: 342). Almost all researches on organizational identity have been focused on identification about a person with an organization supposing that individuals have been identified themselves with single organization. On the other hand, in the social psychology literature individuals are members of multiple groups as well as they have multiple group identities (Stryker and Statham, 1985; Tajfel, 1978; Deaux, 1996). On previous researches, having multiple identities was investigated at organizational level in family firms where professional and individual identities combine (Fombelle et al., 2012; Knapp, 2013).

Another research area about multiple identities is in international or multinational companies where employees have different languages and cultures, unlike the main firms (Glynn, 2000; Reade, 2001). As a result, organizational identity complexity is differentiated from belonging an organization to multiple organizations. On that perspective, evaluating the concept at the organizational level, it is accepted that outsourcing labors have multiple organizational identities and they are in complexity of organizational identity.

Perceived external prestige reflects how an employee's perception about outsiders opinion towards his/her organization (Smidth et al., 2001:1052). Perceived external prestige is vital for outsourcing labors, if the organization they work for more prestigious that the organization they belong to. So these statements cause complexity or congruence in organizational identity (Roccas and Brewer, 2002: 96-97) and affect employees' in-role and extra role performance (Öcel, 2013). In-role and extra-role performance are investigated under the heading of one's organizational role, prescribed refers to in-role performance; on the contrary not prescribed refers to extra-role performance (Brief and Motowidlo, 1986).In this paper we investigate organizational identity complexity, perceived external prestige, in-role performance, extra-role performance and their relationships each other.

2. *Literature Review*

2.1 Organizational Identity Complexity/ Congruence

Identity is an important and a powerful concept for a society, community, organization, group and a person. As seen on the previous researches, concept of identity has been investigated at different levels of analyses. Focusing the concept at the organizational level, identification is a situation that the benefits of people merge with the benefits of the organization, so identity has been created at the root of these benefits (Johnson et. al., 1999: 160). Organizational identification is defined as *"a perceived oneness with an organization and the experience of organization's success and failures as one's own"* by Mael and Ashforth (1992).

Organizational identity concept has originated from social identity theory put forward by Tajfel and Turner (Ashforth and Mael, 1989:22).Social identity is about individual's self-concept that is emerged from a social group membership perceived by individuals (Tajfel and Turner, 1979).Following the idea behind "organization is a small society", identity concept has been a research area in the literature of organizational behavior, so it has been investigated at the organization level. Organizational identity complexity is about multiple identities for each of the roles that individuals play within the organization (Stryker, 1980).*"These multiple identities provide meaning for the self because they not only relate specific behavioral expectations for each role but also distinguish roles from one another."* (Hogg et al., 1995)

Social identity complexity is a social psychology concept that has been put forth by Roccas and Brewer (2002) and defined the concept as *"the nature of the subjective representation of multiple ingroup identities"* (Brewer and Pierce, 2005; Knifsend and Juvonen, 2013).Some researchers investigate the concept to explain multicultural counseling competence (Adkins, 2013), intergroup attitudes (Knifsend and Juvonen, 2013) and stereotype threat (Carmichael, 2011). Roccas and Brewer (2002) refer to multiple group memberships or having been multiple identities can cause complexity for social identity. Low complexity is defined as multiple identities are subjectively embedded in a single ingroup representation and high complexity involves acknowledgment of differentiation and difference between ingroup categories. In addition, individuals belonging to many different social groups have structured their identity perceptions by comparing their cross-cutting groups. Thus, the simultaneous membership in groups that are similar or overlapping will result in low social identity complexity. For instance, an individual may have identities reconciled with his/her roles as an employee from A Company, an employee from B Company.

Nevertheless, multiple identities may cause overload, conflict and complexity among identities (Biddle, 1986; Kreiner et al., 2006). In addition, it was proposed that the more similarity or overlapping between groups that was become a member before, the less complexity of social identity. In parallel with this statement, it is expected that members illustrate high complexity of social identity when they belong to groups having so different characteristics. Nevertheless; whether one of the groups is dominant over other groups, there is still low social identity complexity. On that point, status is becoming an important concept to reduce social identity complexity. *"When there are status differences between ingroups, self-representation may be dominated by the highest status group."* (Roccas and Brewer, 2002: 96-97). Moreover, a member of low status group will probably avoid represent a positive social identity (Tajfel and Turner, 1979; Turner and Brown, 1978; Hogg and Abrams, 1988).

Furthermore, Haslam and Ellemers (2005) attract the attention about outgroup bias occurring when *"identification with the ingroup is strong, comparison and competition with the outgroup exist, and the outgroup is salient to the ingroup's status." (*Ashforth et. al., 2008).

Another research suggests that *both few and many identities may be harmful for individuals, but that the negative effects of multiple identities can be mitigated by the relationship or alignment between them, so it is important to understand the nature of identities and their interrelationships to understand their effects on behavior* (Hillman et al., 2008). Researchers draw an attention to multiple-identity individual's conflict and complexity decrease when identities are convergent or aligned with one another (Balmer and Greyser, 2002; McCall and Simmons, 1978; Scott et al., 1998).

2.2. Perceived External Prestige

Perceived external prestige reflects how an employee's perception about outsiders opinion towards his/her organization (Smidth et al., 2001:1052). In other words, it is related to institution's reputation that is perceived by employees from the organization (Mael and Ashford, 1992:5). Dutton et. al. (1994) call the concept constructed external image and they define it as *"a member's beliefs about outsiders' perception of the organization."* In addition, they claim that it covers a conclusion of different information sources, such as reference groups' impression of the organization, somebody's recommendation for the organization, advertisement for the organization, external and internal company-controlled information about how the organization is perceived by outsiders. Perceived external prestige is investigated at individual level because it comprises personal evaluation of organizational prestige in terms of his/her organizational information that is derived before. So perceived external prestige is differentiated an employee from the others who are working the same company (Smidth et al., 2001:1052).

Many researches have been conducted to put forth the relationship between perceived external prestige and identification (Dutton and Dukerich, 1991; Mael and Ashforth, 1992; Dutton et al., 1994; Pratt, 1998; Smidth et al., 2001; Dukerich et al., 2002; Fuller et. al., 2006; Bartels et. al., 2007). Fundamentally, employees take pride in their organizations to which they belong, when the organizations have a good reputation in the community (Dutton et al., 1994). Moreover, they feel content to be a member of their organization, when employees perceive that essential outsiders have positive evaluation about the organization (Cialdini et. al, 1976). One of the researches indicates that perceived external prestige is positively related to identification with organization and both of them facilitated employees' organizational adaptation (Dutton and Dukerich, 1991). Another one aims to reveal the relationship between perceived external prestige and identification is getting important when need for self-esteem is exist (Bhattacharya et al., 1995; Fisher and Wakefield, 1998; Fuller et. al., 2006). Furthermore Bartels et. al. (2007) explore the relationship between perceived external prestige and identification at different levels such as organization, department and work group. The results are indicated that perceived external prestige has stronger effect on the identification at the organizational level than department and work group level.

2.3. In-Role and Extra-Role Performance

The origins of in-role and extra role behaviors lie in the concept of prosocial behavior that is evaluated in organizational behavior and social psychology literature. The concept of prosocial behavior is used mostly refer to helping, sharing, collaborating and volunteering to others. These overall donations are affirmative social movements to be maintained the well-being of others (Brief and Motovidlo, 1986, p.710).

Previously Katz (1964) explains why and how employees take part in an organization and help the organization to achieve its goals by means of motivational basis of organizational behavior. He has claimed employees exhibit some behavior according to their motivation that is provided by their organization. Furthermore, he defines three functioning organizational behavior as attracting and holding people in a system, dependable role performance and innovative/spontaneous behavior. The first one is related to be remained adequate employee in the system for important functions. It is defined the second one as traditional performance that must be carried out by employee to earn their salary. The third one (innovative and spontaneous behavior) is not prescribed and goes beyond the employees' role specification; however, it effects achieving organizational success. Especially the last behavior is defined as prosocial behavior.

On the basis of prosocial behavior definition, many researchers examine the concept from a broader perspective (Organ, 1988; Brief and Motowidlo, 1986; Williams and Anderson, 1991; McNeely and Meglino, 1994; Lynch et all., 1999). Unlike Katz's research, subsequent researches have focused on the types of prosocial behavior.

For Instance, Brief and Motowidlo (1986) examine prosocial organizational behavior for three different conditions. One of them is functional or dysfunctional for performance of organization, another is about organizational role of an employee as prescribed or not prescribed and the last one is directed toward individual or organizational target.

Prosocial behavior is also at the root of organizational citizenship behavior. Williams and Anderson (1991) divide organizational behavior into two distinct parts, in-role behavior (IRB) and organizational citizenship behavior (OCB). In-role refers to traditional performance, organizational citizenship behavior *"represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"* (Organ, 1988, p.4). Williams and Anderson (1991) also divide organizational citizenship behavior into two parts, organizational citizenship behavior for individual (OCBI) and organizational citizenship behavior for organizational (OCBO). In other words, OCBI is a kind of behavior that benefit individuals (e.g., helps others who have heavy workloads, takes time to listen to co-workers' problems), OCBO is the other kind of behavior that benefit the organization (e.g. conserves and protects organizational property). In these empirical research, in-role behavior fall under the heading of IRB and extra-role behavior fall under the heading of OCBO.

Following Williamson and Anderson (1991) research, McNeely and Meglino (1994) define prosocial behavior as three distinct headings; role prescribed prosocial behavior, prosocial behavior that benefitted the organization and prosocial behavior that benefitted the individual. In that framework, in-role behavior come under the heading of role prescribed prosocial behavior and extra-role behavior come under the heading of prosocial behavior that benefitted the organization. After that, Lynch et all. (1999) tackle the in-role and extra role behavior under the title "In role and extra role performance", subtracting the prosocial behavior that benefitted the individual.

The present research, we delineated in-role and extra-role performance on the basis of previous prosocial behavior researches. Considering that prosocial behavior that benefitted the individual is not vital for organization, we have focused on the in-role and extra-role performance.

There are large body of researches indicating identification affects employees' in-role behavior – in other words employees' traditional performance (Bezrukova et al., 2009; Carmeli et al., 2007; Riketta, 2005; Van der Vegt and Bunderson, 2005; Cheney, 1983; Scott et al., 1998) In addition, it is possible to find many researches illustrated the relationship between identification and employees' extra-role behavior (Rachel et al., 2011; Riketta, 2005; Van Dick et al., 2008; Zhang et. al., 2011), as well as identification and organizational citizenship behavior (Organ, 1988;Podsakoff et al., 1994; Koys, 2001; Ashforth et.al., 2008; Kane et. al., 2011). Individuals with multiple identities are supposed to have higher role based privileges, overall status security, access to additional resources for role performance (Sieber, 1974). As indicated previous section, employees identify themselves across the organization whose status is more than others (Roccas and Brewer, 2002:97). Researches also indicate the relationship between organizational identity and perceived external prestige/image (Mael and Ashforth, 1992; Bartels et. al., 2007; Fuller et. al., 2006),

Dutton et. al. (1994) claims positive organizational prestige/image promotes affirmative work attitudes, intentions and behaviors. Carmeli (2005) defines the perceived external prestige as economic and social external prestige. He has also found a relationship between perceived external social prestige and organizational citizenship behavior. Furthermore, many researches indicate perceived external prestige is associated with organizational citizenship behavior (Dukerich et. al., 2002; Kang and Bartlett, 2007; Carmeli, 2005). One of the researches result indicates organization identification has a mediating role of the relationship between constructed external image and cooperative behaviors (Dukerich, Golden and Shortell, 2002). Consistent with previous researches, perceived external prestige relates to extra-role behavior (Öcel, 2013).

3. Methodology

3.1. Purpose of the Research and Hypotheses

As indicated in previous section, there can be found some researches investigating the correlation between perceived external prestige and identification, between identification and in-role/ extra-role performance as well as perceived external prestige and in-role/ extra-role performance in the literature. Following the previous researches, we aim to explore the mediating role of organizational identity complexity/congruence between perceived external prestige and in-role/ extra role performance.

In addition, our goal of the present research is to shed light on differences in perceived external prestige, organizational identity complexity/congruence and in-role/ extra-role performance in terms of the employees' occupation and institutions which they work for. Following this explanation, research model is illustrated in Figure 1.

Figure 1: Research Model
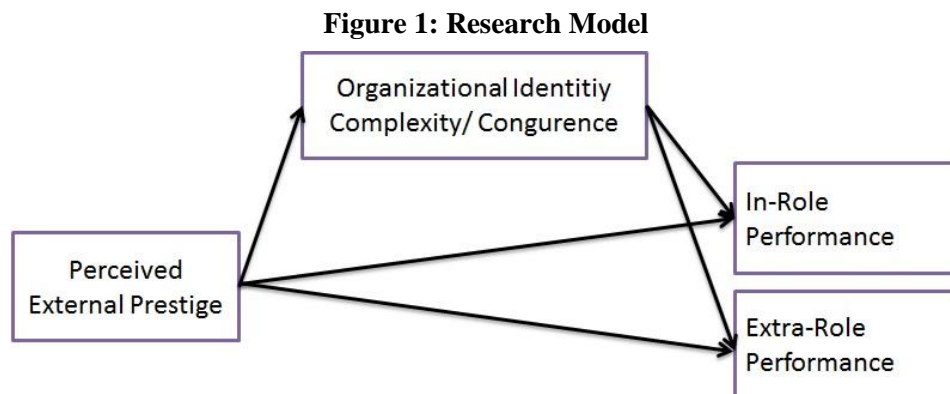
1H$_1$: Organizational identity complexity/congruence mediates the relationship between perceived external prestige and in-role performance.

2H$_1$: Organizational identity complexity/congruence mediates the relationship between perceived external prestige and extra-role performance.

3H$_1$: There is a difference in a) perceived external prestige b) organizational identity complexity /congruence c) in-role performance d) extra-role performance in terms of employees' occupation.

4H$_1$: There is a difference in a) perceived external prestige b) organizational identity complexity/congruence c) in-role performance d) extra-role performance in terms of institution.

3.2. Participants and Procedure

In social psychology literature, if individuals have multiple identities, they come up against complexity for social identity. On the basis of this statement, having multiple organizational identities can cause complexity for organizational identity. Illustrating it, we focused on outsourcing labors who are from X company, but work for Y company. Assuming outsourcing labors experience identity complexity of their organizations they belong and work, we determine whether they experience complexity or congruence of identification with organizations.

In order to investigate the relationship between perceived external image and in-role/ extra role performance as well as the mediating effect of organizational identity complexity/congruence on this relation, we gathered data from outsourcing labors who work for two public universities' campuses in Istanbul. Especially, we tried to select similar campuses in terms of many criteria such as, having the same faculties and departments, locating the center of the Istanbul, being recognized by many people living in Istanbul, etc. 230blue collar employees, whose occupations are cleaning and security, responded the questionnaire. Among 230 respondents, 48% are cleaning personnel, 52% are security personnel, 46% are in Campus A (104 year-old-university), %54 are in Campus B (561 year-old-university).

The data was collected from outsourcing labors on the campuses. They are gathered faculties' classes and researchers handed out the questionnaires and also helped them to explain the questionnaire.

3.3. Measures

The questionnaire comprises 15 items to measure organizational identity complexity/congruence, 5 items perceived external prestige, 9 items in-role performance and 7 items extra role performance.

As independent variable, perceived external prestige was measured by organizational image scale adapted by Riordan et al. (1997) who developed this scale lying at the root of Dutton and Dukerich's (1991) study. In-role and extra role performance which are dependent variables were measured using Lynch et al.'s (1999) in-role and extra role performance scales. The mediator is organizational identity complexity which was measured by multi-dimensional identification scale developed by Stoner et. al. (2011). Especially perceived external prestige and organizational identity complexity/congruence items were adapted the comparison form in order to indicate employees' perception about both organizations that they belong and work.

Example items were: 'Generally I think [name of main company that employees work for] has a good reputation instead of [name of outsourcing company that employees belong] in the community', 'I consider myself a member of [name of main company] instead of [name of outsourcing company].'

3.4. Validity and Reliability

Previously, reliability and construct validity were investigated to indicate how consistent and valid (Kerlinger and Lee, 2000: 641-689) perceived external prestige, in-role and extra role performance and organizational identity complexity scales used in present study. Then item-total correlation analyses were conducted each scales and no items' correlation coefficient is under 0.20, so explanatory factor analyses were done the three scales separately.

Results were indicated that perceived external prestige items gather in single factors, in-role and extra-role performance items load of two separate factors as previous researches in the literature. There was no item to be dropped in perceived external prestige scale, one item to be dropped in in-role performance and two items in extra-role performance scales. However, organizational identity complexity/congruence items divided into three factors different from the original scale that comprises four factors. After combining self-categorization and goodness of fit factors and dropping two items, remaining items settled in the scales' relevant factor. So the final perceived external prestige scale explained 59,507 variances, with 0,826 crombach alpha value; in-role and extra role performance scales explained 67,864 variances with 0,938 crombach alpha value and organizational identity complexity/congruence scale explained 72,138 variances with 0,921 crombach alpha value (Table 1). These results show that the scales are consistent to measure the concept.

Table 1: Results of the Factor Analysis and Reliability Testing

Variables	Factor Loadings	Mean	Standart Deviation	Variance explained (in %)	Cronbach Alpha (α)	KMO/ Bartlett's Test
Organizational Identitiy Complexity/Congruence/		**3,8306**	**0,86**	**72,138**	**0,921**	**0,896/ 0,000**
Factor 1:Self-Categorization and Goodness of Fit (8 Items)		**3,6543**				
Self-Categorization 3	,874					
Self-Categorization 2	,866					
Self-Categorization 1	,865					
Self-Categorization 4	,852					
Goodness of Fit 5	,847					
Goodness of Fit 8	,672					
Goodness of Fit 6	,639					
Goodness of Fit 7	,548					
Factor 2: Behavioral Involvement (3 Item)		**3,6085**				
Behavioral Involvement 13	,755					
Behavioral Involvement 14	,744					
Behavioral Involvement 15	,720					
Factor 3: Affective Attachment (2 Item)		**4,1854**				
Affective Attachment9	,880					
Affective Attachment10	,871					
PERCEIVED EXTERNAL PRESTIGE (5 Items)		**4,5991**	**0,57**	**59,507**	**0,826**	**0,725/ 0,000**
Perceived External Prestige 16	,846					
Perceived External Prestige 17	,844					
Perceived External Prestige 19	,798					
Perceived External Prestige 20	,703					
Perceived External Prestige 18	,645					
JOB PERFORMANCE		**4,5659**		**67,864**	**0,938**	**0,918/ 0,000**
Factor 1: In-Role Performance (8 Item)		**4,6344**	**0,58**			
In-Role Performance 27	,877					
In-Role Performance 30	,829					
In-Role Performance 29.	,825					
In-Role Performance 26	,749					
In-Role Performance 33	,732					
In-Role Performance 34	,707					
In-Role Performance 28	,621					
In-Role Performance 32	,586					
Factor 2: Extra-Role Performance(5 Item)		**4,4707**	**0,65**			
Extra-Role Performance 36	,872					
Extra-Role Performance 37	,789					
Extra-Role Performance 38	,770					
Extra-Role Performance 35	,745					
Extra-Role Performance 39	,712					

As seen in Table 1, mean score for organizational identity complexity/congruence is 3.8306, perceived external prestige is 4.5991, in-role performance is 4,6344 and extra-role performance is 4.4704. Organizational identity complexity/congruence and perceived external prestige items are queried in comparison from; hence these scores shows that there is congruence not complexity of organizational identity. Furthermore, being an employee working in a university campus is more prestigious than being an outsourcing labor. In-role and extra-role mean scores illustrates employees represent certain level of performance in their workplaces.

3.5. Results

After investigating reliability and validity of the perceived external prestige, organizational identity complexity/congruence and in-role performance as well as extra-role performance scales, correlation (Table 2) and regression analyses were conducted to test $1H_1$ and $2H_1$ hypotheses.

Table 2: Correlations

	Org. Identity Complexity/ Congruence	Perceived Ext. Prestige	In-Role Performance	Extra-Role Performance
Org. Identity Complexity/ Cong.	1			
Perceive External Prestige	,423[**]	1		
In-Role Performance	,373[**]	,504[**]	1	
Extra-Role Performance	,469[**]	,444[**]	585[**]	1

We used Baron and Kenny (1986)'s methodology to determine the mediating role of organizational identity complexity/congruence on the relationship between perceived external prestige and in-role performance and extra role performance, as seen in Table 3 and Table 4.

Table 3: Mediation Analyses of Organizational Identity Complexity on the Relationship between Perceived External Prestige and In-Role Performance

Hypotheses 1- First Step Regression Analysis

Dependent Variable: In-Role Performance

Independent Variable: Perceived External Prestige	**Beta**	**t**	**p**
	0,504	8,909	0,000

R=0,504 **Adjusted R^2**=0,251 **F** = 79,366 **p** 0,000

Hypotheses 1- Second Step Regression Analysis

Dependent Variable: Organizational Identity Complexity/Congruence

Independent Variable: Perceived External Prestige	**Beta**	**t**	**p**
	0,423	7,123	0,000

R=0,423; **Adjusted R^2**= 0,175 **F** = 50,735; **p** =0,000

Hypotheses 1- Third Step Regression Analysis

Dependent Variable: In-Role Performance

Independent Variables:	**Beta**	**t**	**p**
Perceived External Prestige	0,422	6,885	0,000
Organizational Identity Complexity/Congruence	0,195	3,179	0,002

R=0,534; **Adjusted R^2**=0,279; **F** =46,285; **p** =0,000

Table 3 indicates the mediation analysis results about mediating role of organizational identity complexity/congruence on the relationship between perceived external prestige and in-role performance. The first step regression analysis illustrates that perceived external prestige is significantly related to in-role performance. The second one shows that there is a significant relationship between perceived external prestige and organizational identity complexity/congruence. The third step analysis indicates organizational identity complexity/congruence is related to in-role performance, when controlling for perceived external prestige. Finally, evaluating the results in the first and third step regression analysis, it can be seen reducing the beta coefficients of perceived external image (0,422<0,504) and p values are still significant (p<0,01). So $1H_1$ hypothesis is accepted and organizational identity complexity/congruence partially mediates the relationship between perceived external prestige and in-role performance.

Table 4: Mediation Analyses of Organizational Identity Complexity on the Relationship between Perceived External Prestige and Extra-Role Performance

Hypotheses 1- First Step Regression Analysis					
Dependent Variable: Extra-Role Performance					
Independent Variable: Perceived External Prestige		**Beta**	**t**		**p**
		0,444	7,566		0,000
R=0,444	**Adjusted R^2**=0,194	**F** = 57,250		**p** =0,000	
Hypotheses 1- Second Step Regression Analysis					
Dependent Variable: Organizational Identity Complexity/Congruence					
Independent Variable: Perceived External Prestige		**Beta**	**t**		**p**
		0,423	7,123		0,000
R=0,423;	**Adjusted R^2**= 0,175	**F** = 50,735;		**p** =0,000	
Hypotheses 1- Third Step Regression Analysis					
Dependent Variable: Extra-Role Performance					
Independent Variables:		**Beta**	**t**		**p**
Perceived External Prestige		0,299	4,917		0,000
Organizational Identity Complexity/Congruence		0,342	5,619		0,000
R=0,542;	**Adjusted R^2**=0,287;	**F** =48,166;		**p** =0,000	

Table 4 illustrates the mediating effect of organizational identity complexity/congruence on the relationship between perceived external prestige and extra-role performance according to Baron and Kenny (1986)'s mediation model. The first step regression analysis shows a significant relationship between perceived external prestige and extra-role performance. In the second step, there is a positive significant relationship between perceived external prestige and organizational identity complexity/congruence. The third step, organizational identity complexity/congruence significantly related to extra-role performance, as perceived external prestige is controlled. Comparing the results of the first and third step regression analyses, it can be seen reducing the beta coefficients of perceived external image (0,299<0,444) in and p values are significant (p<0,01). Consequently, 2H$_1$ hypothesis is supported, so organizational identity complexity/congruence is a partial mediator in the relationship between perceived external prestige and extra-role performance.

Investigating whether there is a difference in perceived external prestige, organizational identity complexity/congruence, in-role performance and extra-role performance in terms of the employees' occupation and institutions which they work for, we have conduct the variance analyses to test 3H$_1$, 4H$_1$ hypotheses.

Table 5: Independent Samples Test Results (Group 1: Cleaning, Group 2: Security)

		Levene's Test for Equality of Variances		t-test for Equality of Means			Means	
		F	Sig.	t	df	Sig(2-tailed)	Cleaning	Security
Org. Identity Complexity/Congruence	Equal variances assumed	11,244	,001	2,841	230	,005	3,9952	3,6748
	Equal variances not assumed			2,894	215,983	,004		
Perceived Ext. Prestige	Equal variances assumed	1,417	,235	-2,086	230	,038	4,5145	4,6721
	Equal variances not assumed			-2,075	221,063	,039		
3H$_{1a}$: supported, 3H$_{1b}$: supported								

Table 5 illustrates that there are significant differences in employees' perception of external prestige based upon their occupation. Scheffe test indicates that the mean score for external prestige perception of employees who are working as security personnel is higher than external prestige perception of employees who is working as cleaning personnel (4,6721 > 4,5145).

It also clarifies that the mean score for organizational identity complexity/congruence of employees who are working as cleaning personnel is higher than security personnel (3,9952>3,6748). So, $3H_{1a}$ and $3H_{1b}$ hypotheses are supported.

Table 6: Independent Samples Test Results (Group 1: Campus A, Group 2: Campus B)

		Levene's Test for Equality of Variances		t-test for Equality of Means			Means	
		F	Sig.	t	df	Sig. (2-tailed)	Campus A	Campus B
Organizational Identity Complexity/Congruence	Equal variances assumed	,155	,694	-3,659	233	,000	3,6115	4,0170
	Equal variances not assumed			-3,641	221,994	,000		
$4H_{1b}$: supported								

Table 6 indicates that there is a significant difference in employees' complexity/congruence for organizational identity based upon their campuses of institutions (4,0170>3,6115).According to results, employees working in Campus B experience less identity complexity than employees from Campus A. As a result, $4H_{1b}$ is supported in the research model.

4. Conclusion

Based on the social identity complexity concept, we have delineated the complexity in the organization level and named organizational identity complexity. We have focused outsourcing labors and explained their identification dilemma on the social identity complexity viewpoint. Considering that outsourcing labors belong to an organization but work for another organization, they might be in organizational identity complexity. So there is some complexity and congruence in identification that individuals identify themselves across their organization that they belong or work.

Pointing out the need for a broader and more dynamic understanding of organizational identity complexity, we investigate the concept of status as perceived external image about organization to explore employees' identification with organizations. Giving an example at the organizational level; an employee is from X company, but works for Y company; in other words, company Y have employed company X's employee as an outsourcing labor. Such an employee worked as an outsourcing labor in company Y, can adopted a primary organization identification to which the other organization (company X) identity is subordinated. In other words, employees identify themselves across the organization whose status is more than others. So these statements could affect the employee's in-role and extra role performance.

It is found that outsourcing labors represent congruence not complexity in organizational identity in this research. They might combine both organizational identities or adopt a primary identity, so they haven't experienced organizational identity complexity. This statement can be stem from working more prestigious institutions than belonging to, as a blue-collar employee. It can be explained via importance of university campuses from the community's perspective in Turkey.

In this research, there is a relationship between perceived external prestige and organizational identity complexity/congruence. In addition, both organizational identity complexity/congruence and perceived external prestige are related to employees' in-role and extra role performance. Organizational identity complexity/congruence explains extra-role performance more than in-role performance. However perceived external prestige explains in-role performance more than extra-role performance. On the other hand, there is a relationship between perceived external prestige and in-role, extra role performance directly and by means of organizational identity complexity/congruence indirectly. In other words, explaining the effect of perceived external prestige on in-role, extra role performance, we investigated employees' congruence and complexity for organizational identity. Consequently, organizational identity complexity/congruence is mediates the relationship between perceived external prestige and in-role/ extra-role performance. Conducting series of analyses, we have found differences in employees' perception of external prestige and organizational identity complexity/congruence based upon their occupation (cleaning and security).

Both of the universities were established long before, so they have had high status of the public. Moreover working in a university campus in Turkey has been perceived highly prestigious by the community, so their employees have perceived those as more prestigious organizations to work. External prestige perception of employees who are working as security personnel is higher than those who are working as cleaning personnel. On the other hand, considering that employees identify themselves across the organization whose status is more than others (Roccas and Brewer, 2002:97),in this study, cleaning personnel can experience low complexity or high congruence of identification when comparing with security personnel.

Furthermore there is difference between employees in Campus A (104 year-old-university) and B (561 year-old-university)regarding organizational identity complexity/congruence. Employees from older and well-established university campuses can experience more congruence or less complexity of organizational identity.

To summarize, in this paper we argue theoretically and show empirically that perceived external prestige is a key factor to decrease organizational identity complexity, and improve employees' in-role and extra-role performance. Especially university campuses have had a high regard in Turkey, so employees working in university campuses have perceived high external prestige and low organizational identity complexity. So this statement affects the employees' in-role and extra-role performance.

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