THE PLACE AND SIGNIFICANCE OF WORKING STAFF IN PERCEIVED INSIDER STATUS

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ABSTRACT

Objective of this study is to identify belonging perceptions of Academic and Administrative staff and to examine the importance of working staff in perceived insider status (PIS). In this respect, an area research was applied on the Academic and administrative staff of Gazi University's different vocational schools of higher education. Results indicate that academic and administrative staff of institutes does not have perceived insider status.

Key Words: Perceived Insider Status, Belonging, Administrative staff, A*cademic staff.*

ALGILANAN İÇSELLİK STATÜSÜNDE ÇALIŞANLARIN YERİ VE ÖNEMİ

ÖZET

Bu çalışmanın amacı, akademik ve idari kadro çalışanların aidiyet algılarının tespit edilmesi ve aidiyet algısında kadronun öneminin incelenmesidir. Bu amaçla, Gazi üniversitesine bağlı farklı meslek yüksekokularında çalışan toplam 100 akademik ve idari personel üzerinde bir alan çalışma yapılmıştır. Araştırma sonuçlarına göre kurumda çalışan idari ve akademik personellerin aidiyet algısının oluşmadığı söylenebilir.

Anahtar kelimeler: Algılanan aidiyet, aidiyet, akademik kadro, idari kadro

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1. INTRODUCTION

In today's business world where the competition is growing rapidly, for an effective human resources management, it is a must to comprehend how workers perceive their position in the organization and how this perception influences their behaviors. Employees' positive behaviors which enhance organizational productivity might be an important factor that provides organizational sustainability and in this sense, ensures competitive advantage to the organization. The workers' orientation to this desired objective; may depend on the extent they feel themselves as a part of the company. Workers who have strong feelings about belonging to organization try to show their skills to their boss and co-workers to get appreciation (Kim et al.,2009).

The term perceived insider status, which is recently added to the literature and means to what extent an employee considers he or she is a part of the organization, is a very significant term to generate many positive results in organizational terms. According to Stamper and Masterson (2009), perceived insider status is a situation in which workers feel themselves as a part of the organization and it focuses on this sense of belonging.

When the literature was scanned, no research was found where sense of belonging of university staff is the main variable. From this point of view, this is a study trying to figure out belonging feelings of academic and administrative staff of the university.

For this purpose, first, basic information is given theoretically about the terminology, and then results of the study are evaluated.

2. THEORETICAL SCOPE OF STUDY

2.1 Sense of Belonging to the Organization

One of the most significant attitudes in terms of organizational behavior is the one that individual develops for his/her job. This is also called sense of belonging. If the employee develops a positive attitude towards their job, the sense of belonging will be high; but if he/she develops a negative attitude, sense of belonging will be low. An employee who doesn't have job satisfaction will be frequently absent and will seek opportunities to leave the organization and find another job. This harms the company or organization he/she works for. Because their stress level is low, workers with high sense of belonging live longer and more peaceful, because their stress level is low. People who are happy at work reflect their joy outside. Satisfied employees maintain their positive attitude. These people generally have positive attitudes towards life and people around. They view the life more dynamically and optimistically (Özkalp ve Kırel, 2000).

The term sense of belonging is closely related with the terms motivation, morale and job identification. But, these have different meanings. While motives require an effort for an objective, belonging means employee's identification with job and organization. An individual expects that the job and work environment must be suitable for their personal values in order to meet his/her certain needs. If their needs and standards of judgment are consistent with their jobs, sense of belonging occurs (Erdoğan, 1996). Harmony of those values motivates the individual for success and promotes job identification.

A recent research which focused on sense of belonging in terms of new management concept stresses the importance of ensuring workers' job satisfaction and organizational satisfaction. It is observed that when workers' sense of belonging is higher, organizational performance is

affected in a positive way. While development of sense of belonging minimizes undesired results like absenteeism, late coming and quitting the job; it increases the quality of product and services (Erdogan, 2006).

2.2 Perceived Insider Status

Since and individual works in a certain organization, he/she gives importance to be a member of that group and to get the support of the administrator; considers staying out of the group is hindering (Lapalme et al., 2009:922). This idea causes an employee develop many perceptions concerning his/her relation with the organization (Wang et al., 2010: 149). One of the most significant perceptions developed between the employee and the organization is the perception of belonging. This perception related to an individual's positioning him/her in the organization is defined as an employee's perception that he/she is a member of the group and a part of the organization (Lapalme et al., 2009:922).

According to Stamper and Masterson (2002), perceived insider status (PIS) means an employee's perception that he/she is a part of the organization. The term in question reflects cognitive aspect of self-concept. Perceived insider status focuses on workers' senses of belonging to their organizations. This concept is a perception in which employees feel themselves as a part of the organization and they have important roles in organization's activities.

An individual, who has requirements like personal development, identity formation and self perception, makes some comparisons in work life while developing these perceptions. Considering themselves as a part of company and identified with the organization and so that creating personal space while he/she defines his/her identity by comparing himself/herself with the organization, is called perceived insider status (Chen and Aryee, 2007:2).

When perceived insider status is viewed from this perspective, it is a perception that meets socio – emotional needs like organizational identity, psychological possession, being a member - arising from being a member of the organization. It also defines role status in self identification (Stamperet al., 2009: 319). Related to changing policy between the organization and worker, individuals who has perceived insider status will have higher supporting perception and it is considered that these workers will utilize the opportunities organization presents like education and promotion so workers' positive attitudes to the company will increase (Buonocore, 2009: 4).

Factors like individual's personal features, perceptions related to organization, the way of work might be the premises of perceived insider status. As the perceived insider status is higher, the individual feels him/her more like a part of the organization. Development of perception of belonging to the organization is possible with the presence of boundaries that indicate there are in-group and out of group workers. Perceived insider status emphasizes the feeling that workers have gained an individual status and they are accepted in the organization, so that forms the identity of workers in the organization. So perceived insider status is built in parallel with workers' organizational identity, status and roles.

Common opinion in the literature is that status that workers have (either full-time or part-time) effects their perceptions, attitudes and behaviors in the organization. But some researches shows that it is not always true (Gakoviç and Tetrik, 2003). Basic idea resulting from these researches is that workers' status does not have a significant influence on workers organizational behaviors and attitudes. From this viewpoint, it is assumed that other factors, apart from workers' status, will be more effective on perceived insider status. For instance, when workers don't feel safe in organization or safe during their works, they will have low perceived insider status (Buonocore, Metallo ; Salvatore2009).

Main point to emphasize here is, based upon the assumption that each employee will have their own perceptions; basic expectations of the employees should be spotted. While a worker develops perceived insider status when he/she feels safe, other may develop this perception if his/her economical needs are met. Besides, organizational support on worker is considered to be an important determiner on perceived insider status.

One of the most recent researches about the perceived insider status is Oflazer Mirap's (2008) research that presents the effects of perceived insider status on task performance, contextual performance and total performance. Perceived insider status is a term that expresses how much workers feel themselves as a part of the organization. The area research applied on private health sector indicates that there is a positive and strong relation between perceived insider status and task performance, contextual performance and total performance (Oflazer Mirap, 2008: 142-148).

Organizational opportunities like training and promoting in rank can be deemed as examples of this situation. Those kinds of opportunities given to the employees have positive effects on their perceived insider status. Because of that, permanent workers think that they are presented more of these opportunities and their perceived insider status is higher (Buonocore, Metalla and Salvatore, 2009).

On the other hand, contrary to permanent workers, non-permanent workers might have low perceived insider status. The important point between the high and low perceived insider statuses is whether the organization makes distinction about the opportunities it presents to its employees. It is thought that there will not be significant differences in workers' perceived insider status in an organization who presents equal resources to its workers whatever the workers' statuses are (permanent - non-permanent).

3. METHOD

In this part of the study, the aim, hypothesis and findings will be revealed.

3.1. Scope Of Research

Frame of research; analyze the level of perceived insider status for academic and managerial personnel who working for 5 different vocational schools of Gazi University. The scope of research in practice angle there are randomly chosen 80 academic and 70 managerial personal which means 150 personal from vocational schools of Gazi University. There are 150 surveys sent but 100 of them were answered and sent back.

3.2. Methodology of the Research

In this study we have tried to determine the perceived insider status of the Management and Academic Staff of different vocational schools of Gazi University and it is tried to show the importance of perceived insider status. Academic and managerial personnel, working in Gazi University, their perception of belonging are searched with Area Search method. From the main purpose of the research which going as area search all information gathered with survey method. First section of survey interested in personnel's demographic properties, second section is interested in academic and managerial personnel perception of belonging. For measure the Perceived Insider Status Stamper and Masterson (2002), who developed this idea, gave 6 questions for Perceived Insider Status Scale. Participants' answers to these questions are measured with Likert scale. Participants answering that questions like 1: Absolutely Refuse 2: Refuse 3: Neither Refuse nor Accept 4: Accept 5: Absolutely Accept. The reason have chosen the method is in national and international literature at whole researches are

considered with Stamper and Masterson (2002) scale are got the Cronbach Alfa reliability coefficient (0,79-0,93).Research is analyze with the help of statistic programme named IBM SPSS Statistics 15.0 . For purposes of research established hypotheses tested and show the effects between related and unrelated variables, for make them come out we make regression so coming results are analyzed. This research covers only Institutes of Gazi University and the feedback results are enough for statistic evaluation.

3.3. Findings and Evaluation of Research

Demographic Findings

These people demographic information are below as a summary.

At survey form 5th choose is Proffesor but none of the professors answered the survey.

Table 1. Demographic Information

Demography		Number	Percentage (%)
	Male	62	62
Age	Below 25	2	2
	26-30 age	22	22
	31-15 age	16	16
	36-40 age	26	26
	Higher 41	34	34
Marital status	Married	66	66
	Single	30	30
	Other	4	4
Education	Primary Education	2	2
	High School	19	19
	Institute	10	10
	B.S.	10	10
	Master	59	59
Position in Institution	Management	39	39
	Academic	60	60
	No Answer	1	1
Time of your work	Less than 1 year	7	7
	1-5 years	41	41
	6-10 years	19	19
	11-15 years	14	14
	More than 16 years	19	19
Academic Positions	Lecturer	40	40
	Doctor	10	10
	Ass.Prof.	7	7
	Associate Proffesor	3	3
	No Answer	40	40

Reliability Analysis

Reliability analysis an analyze method that shows us what is the truth rate of research with many valuable statics. We can say in this search where we focus on Perceived insider status there are 6 likert type questions and with their answers analyses shows that %91,9 percent /Cronbach's Alpha) of trustworthy rate.

Reliability Statistics

Cronbach's Alpha	N of Items
,919	6

Difference Between Groups

In the scale for the investigate will there be a difference between perceived insider status we need to test it. To test this statistics we use average belonging point.

Staff Differences in Vocational Schools

According to position in vocational schools (management personal), academic personal) we need to understand is there a difference in perceived insider status so we make 2 hypothesis then search this thesis with t test.

- (There is no difference in perceived insider status with position)
- (There is difference in perceived insider status with position)

Table 2. Staff Differences in Vocational Schools

	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
PIS (perceived insider status)	.047	97	.963	.00962	.20626	-.39976	.41899

	POSITION	N	Mean	Std. Deviation
PIS(perceived insider status)	management staff	39	3.5513	1.07276
	Academic staff	60	3.5417	.95503

"There is no difference in belonging with position" thesis shows that there is no statistic difference between academic and management personal. (p=0.963> a= 0.05). This means workers in the institution have perceived insider status.

Differences for Academic Positions

According to academic position lecturer, dr, assoc. prof. dr., assistant professor, we need to understand is there a difference in received organizational perceived insider status so we make 2 hypothesis then search this thesis with ANOVA (one way analysis of variance).

- The means are all equal (there is no difference in perceived insider status with position).
- H_1 : least one of the $\mu_i \neq \mu_j$ least one of the means is different (There is difference in perceived insider status with position).

Table 3. Dıfferences for Academıc Positions

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
PIS	Between Groups	6.246	3	2.082	2.451	.073
	Within Groups	47.566	56	.849		
	Total	53.813	59			

We figure out that there is difference in perceived insider status with position($p=0.073 > a = 0.05$). This means workers in the institution have no perceived insider status.

Other demographic data are also analyzed. But sex, marital status or working hours in job makes no difference. When we think about age only 2 person who below 25 and education side there are only 2 primary school graduated person (low data profiles) makes analyses broke. So these situations have no effects on perceived insider status.

4. CONCLUSION AND DISCUSSION

Perceived insider status is an important element so that employees can identify with their vocational schools and achieve the common goal. Also creating a corporative culture with employees who do not develop sense of belonging is impossible. One of the most effective ways of creating a sense of belonging among the employees is improving communication between employees and institution. In particular the relationship with each employee directly to top managements, congratulating their employees on employees' achievements and increasing the social relations among the employees provide positive contributions to perceived insider status.

In this study we have tried to determine the perceived insider status of the Management and Academic Staff of different vocational schools of Gazi University and it is tried to show the importance of perceived insider status. As a results;

"There is no difference in belonging with position" hypothesis shows that there is no statistical difference between academic and management personal. This means workers in the vocational schools of Gazi University have no perceived insider status. We figure out that there is difference in perceived insider status with academic position. This means workers in the vocational school have no perceived insider status. Other demographic datas are also analysed. But sex, martial status or working hours in job makes no difference. So these situations have no effects on perceived insider status.

Firs of all a environment of confidence for employees has to be created in order to have perceived insider status. Employer and leaders play a role in make this happen. In this environment of confidence, team members who respect to each other and like help each other are indispensible. For instance, a employee's working with business maganers and workmates who show interest in himself and his feeling like be a part of the work help develop his sense of belonging. Addition to that another subject about improving sense of belonging is giving a chance to decide on employees' works and respecting employees for their achievements.

Also employees should have some privileges as a result of their achievements. For example, joining to careeer development course, seminar and meetings can make employees feel special. As a consequence of these, the most important factors of improving sense of belonging are employees get paid which will satisfy and can maintain a standard of living. high sense of belonging of employees, in other words being motivated to their work always come out to be good in terms of organization. Basic tools of being good motivated are social and financial justice, a good team work, make feel like be a part of the work to employees, rating systems and be rewarded employees' performance.

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