Antecedents And Consequences Of Perceived Insider Status And Suggestions For Future Research

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Abstract

Although research on perceived insider status (PIS) spans two decades, a systematic review of the findings in this field has not been conducted. This review assesses the antecedents and outcomes associated with PIS, the theories underpinning PIS, and the exact nature of these relationships. This study adopted the preferred reporting items for systematic reviews (PRISMA) methodology to identify the number of studies that should be included in the literature review. The findings are based on 70 empirical studies from 2002 to 2021 that focus on the drivers and consequences of PIS. This study identified a list of consistent antecedents that fall into the categories of leadership style (leader–member exchange, servant, differential, authoritarian, and destructive leadership), organizational factors (support, characteristics, justice, human resources practices, politics, and workplace incivility), and personal factors (e.g., proactive personality). Moreover, this study identified several consistent consequences (commitment, creative engagement, resilience, innovation, job satisfaction, citizenship behavior, self-esteem, voice behavior, task performance, and in-role job performance). In addition, this study contributes to business and management literature by demonstrating the importance of employees' perceptions of insider status within an organization. Additionally, proposes suggestions for future studies.

Keywords: Perceived insider status, perceived insider identity, perceived organizational support, social exchange theory, literature review.

1. Introduction

In the past two decades, practitioners and academicians have both paid more attention to perceived insider status (PIS). Stamper and Masterson (2002) were considered the first academic scholars to theorize PIS. They relied on their conceptual framework of social exchange theory (SET). PIS occurs in the association between organizations and employees. Additionally, the scholars distinct between insider and outsider "employees may use inducements such as benefits, training, and promotions to send signals to certain employees that they have achieved insider status (and subsequently send signals to employees who do

not receive these inducements that they are outsiders)" (Stamper & Masterson, 2002, p. 877). Masterson and Stamper (2003) later conceptualized PIS, psychological ownership, and organizational identity under the concept of belonging, which is related to perceived organizational membership. Five years after the publication of Stamper and Masterson's (2002) influential work, Chen and Aryee (2007) empirically tested the effects of delegations on the task performance consequences of employee satisfaction, affective organizational commitment, and innovative behavior through the mediating role of PIS. Their key findings showed that the relationship between delegation

and organizational commitment, task performance, and innovative behavior is fully mediated by PIS, while PIS partially mediates the association between delegation and employee satisfaction. After that, the number of studies began to increase over time.

The concept of PIS may contradict with perceived organizational support. Individual employees should believe that the organization values their contributions to the organization before perceiving that they truly belong to the organization. Perceived organizational support is the degree to which workforces believe their employer values their contributions, cares about their happiness, and meets their socioemotional needs (Rhoades & Eisenberger, 2002). Therefore, PIS is different in that workers can feel that an organization appreciates their contributions (perceived organizational support) but does not feel like an organizational insider (Stamper & Masterson, 2002). The current literature confirms that perceived organizational support (Stamper & Masterson, 2002), perceived supervisor support (Hui et al., 2015; Lapalme et al., 2009), family supportive supervision (Choi et al., 2017), and supportive human recourse practices (Gu et al., 2020) are conceptualized as antecedents of PIS, since organizational support is one of several critical job resources that can influence desired outcomes (Aldabbas et al., 2022). This is in line with Stamper and Masterson's (2002) statement that "POS is a necessary prerequisite to perceiving insider status in the workplace" (p. 879).

In reviewing the papers that is related to PIS systematic literature review, we find that there were very limited studies. For example, Ng and Allen, (2018) explored through meta-analysis whether organizational attachment is related to employee health, whereas the study considered nine types of psychological attachment (commitment, trust, identification, person–organization fit, embeddedness, self-esteem,

psychological ownership, PIS, and relational psychological contracts). Caron et al. (2019) investigated PIS thematically for articles that took cultural diversity, inclusive leadership, inclusive management, and pro-diversity practices into account; moreover, they reviewed PIS specifically within the psychological contract background. Finally, Dai and Chen (2015) stress on the explanation of influencing aspects and mechanisms of PIS from a concept perspective and call for additional research on PIS to better understand the antecedents and consequences.

Despite the fact that perceived insider status (PIS) research has been ongoing for more than two decades, there has never been a complete review of the findings in this field. Therefore, more research is needed to understand the lack of PIS systematic literature review. Thus, the objectives and contribution of this review is to synthesize the studies over two decades to understand the antecedents, mechanism, boundary conditions and consequences of PIS to advance the knowledge by exploring the gaps in this area and propose future directions. Moreover, this review systematically analyzes research on the PIS concept and its relationship with other related concepts and theories over two decades. Furthermore, this review seeks to fill this gap by demonstrating that PIS is a critical concept for organizational efficiency and effectiveness. The review is structured as follows. This study provides the method has been used in the study, follows results that includes subsections of bibliometric characteristics, definitions, methodologies, conceptualizations and key theories used on these studies are related to PIS. Section four discuss the results and propose future studies, then discuss the limitations of the study on section 5. Finally, we summarize the conclusion of this study.

2. Method
2.1 Research approach and coding

Structured literature review has been adopted to explore the gaps with orientation to research techniques, approaches, and variables based on the compiled information of Paul and Criado (2020). Furthermore, determining the top ten studies based on scholarly output and citation. The current study's coding protocol was as follows: first, bibliometric characteristics related to authorship, publication outlet, number of citations, and year of publication were coded; second, propose definition for PIS, methodology related to settings, scale used, sample size, and statistical analysis was coded; and fourth, PIS conceptualization whereas variables related to antecedents, mediator or moderator, and consequences were coded. Finally, key theories were used in the literature review.

2.2 Data collection

Article titles and keywords related to "perceived insider status" and "perceived insider" spanning the last two decades (2002–2021) were searched for in the following databases: WorldCat.org, Electronic Collections Online, Article First, SAGE Journals, Taylor and Francis Journals, Education Resources Information Center (ERIC), ScienceDirect, Business Source Complete, and Google Scholar. The inclusion, exclusion, and data extraction criteria are explained as follows. Articles were included based on the following criteria: articles were published from 2002 onwards, specifically from 2002 to 2021; the articles were published in peer-reviewed journals (Scopus index), written in English, were quantitative studies, and featured PIS as one of the main constructs of the study. Second, studies were excluded if they were written in languages other than English and if they were book chapters, eBooks, theses, conceptual papers, dissertations, essays, print books, conferences, qualitative studies, and proceedings. Third, a data extraction procedure was used. Figure 1 shows a flowchart of the method, illustrating the selection process for the articles to be included in this review, and the structure of the flowchart was adopted from the PRISMA Group (Moher et al., 2009). Five steps were used to create the final pool of articles: 1) a total of 698 articles were identified from different databases,* and 1080 were identified from Google Scholar; 2) duplicate articles were removed, and the remaining articles (148) were all screened to ensure that published journal articles included PIS as one of the main constructs; 3) the 75 articles that used PIS in their arguments or proposed some future directions to include PIS were included; 4) 73 articles were assessed for their eligibility after full-text reading, and three papers were excluded after the full text was read due to a lack of PIS being the main construct (Chen et al., 2013; Kim & Hyun, 2021; Yu & Hyun, 2021); 5) the same process revised (twice) to ensure that there was no neglect of any study that should be included in this review.
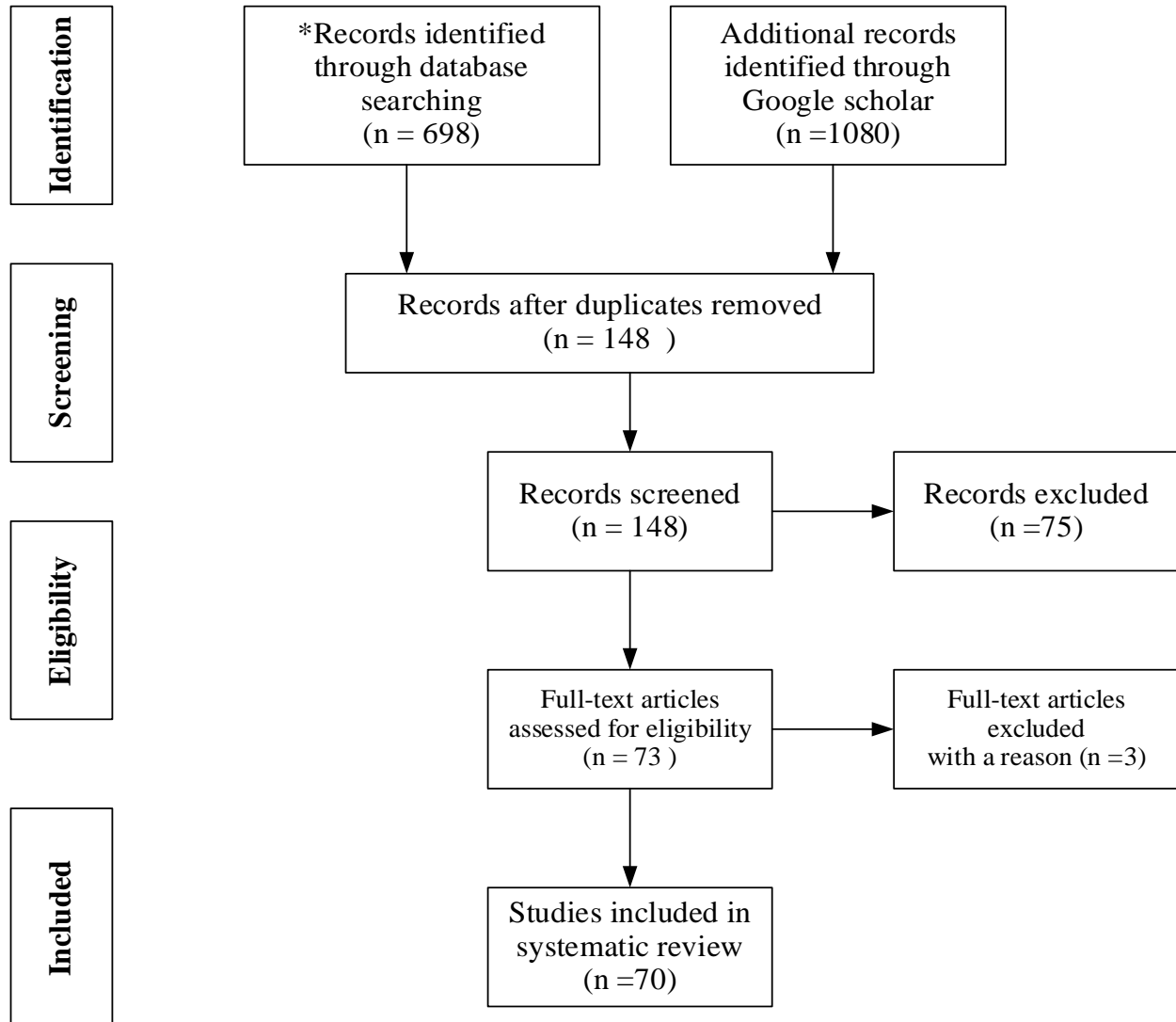
Figure 1. PRISMA Flow Diagram

*WorldCat.org; Electronic Collections Online; Emerald; Article First; Business Source Complete; Business Source Complete; SAGE Journals; Taylor and Francis Journals; Education Resources Information Center (ERIC); ScienceDirect).

3. Results

3.1 Bibliometric characteristics

This section describes the top 10 cited studies, their countries of publication, publication outlets, and publication trends over time. The top 10 cited studies are described in Table 1.

Table 1. Top 10 most highly cited studies

Authors	[a]Total Citations	Order	Authors	[b]Citation per year
Chen and Aryee (2007)	662	1	Chen and Aryee (2007)	44.13
Kim *et al.* (2009)	457	2	Kim *et al.* (2009)	35.15
Stamper and Masterson (2002)	438	3	Harris *et al.* (2014)	26.75
Armstrong-Stassen and Schlosser (2011)	216	4	Tsai *et al.* (2015)	26.57
Harris *et al.* (2014).	214	5	Schaubroeck *et al.* (2017)	25.20
Tsai *et al.* (2015)	186	6	Stamper and Masterson (2002)	21.90
Schaubroeck *et al.* (2017)	126	7	Armstrong-Stassen and Schlosser (2011)	19.64
Lapalme *et al.* (2009)	104	8	Ouyang *et al.* (2015)	13.14
Wang and Kim (2013)	102	9	Wang and Kim (2013)	11.33
Ouyang *et al.* (2015)	92	10	Lapalme *et al.* (2009)	8.00

Notes: [a] Based on Google Scholar (30th Jan. 2022); [b] Current year (2022) minus year of publishing.

The second is the country of publication. Table 2 shows that China was the dominant country for PIS publications (n = 55, 79%), followed by the USA (n = 4, 6%), Canada (n = 3, 4%), and South Korea (n = 3, 4%). China's collectivist culture may be one of the reasons why China is a dominant country in conceptualizing PIS in its studies; "In the context of Chinese cultural collectivism, the concept of perceived insider status is paramount" (Liu et al., 2021, p. 9).

Table 2. Country of PIS publications

Country	No of publications	Percentage
China	55	79%
USA	4	6%
Canada	3	4%
South Korea	3	4%
Asian and European continents	1	2%
Ghana	1	2%
Pakistan	1	2%
Singapore	1	2%
Turkey	1	2%
Total	70	100%

The third is publication outlets. Table 3 lists journals that published the PIS concept twice or more in the same journal. In particular, 12 of 47 journals met this criterion, with the remaining 35 journals publishing only once. However, the journals that used the PIS concept most published from 2002 to 2021 (Frontiers in Psychology: n = 6, 8.57%; Journal of Organizational Behavior: n = 4, 5.71%; and Sustainability n = 4, 5.71%).

Table 3. Publication outlet

Journal Name	No	Percentage
Frontiers in Psychology	6	8.57%
Journal of Organizational Behavior	4	5.71%
Sustainability	4	5.71%
International Journal of Environmental Research and Public Health	3	4.29%
International Journal of Hospitality Management	3	4.29%
Social Behavior and Personality	3	4.29%
Academy of Management Journal	2	2.86%
Asia Pacific Journal of Management	2	2.86%
Chinese Management Studies	2	2.86%
Current Psychology	2	2.86%
Journal of Leadership & Organizational Studies	2	2.86%
Frontiers of Business Research in China	2	2.86%

The fourth is publishing trends over time. Figures 2 and 3 show the publication trends over time yearly and every four years, respectively. It is evident that the PIS concept is increasing in prevalence over time, whereas 64% (n = 44) of the publications were published in the last four years from 2017 to 2021.
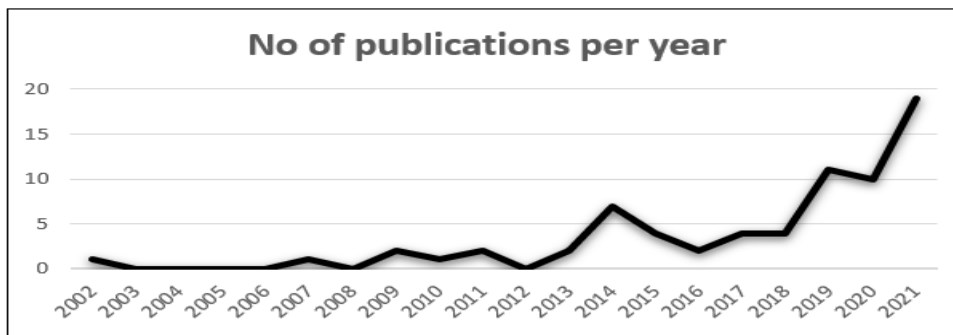

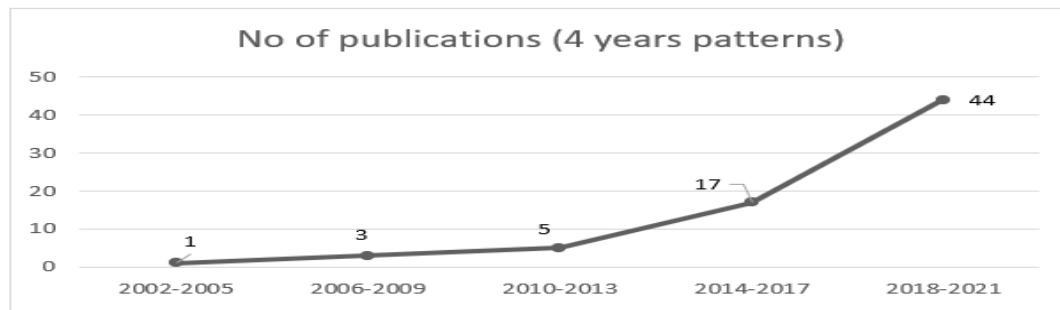Figure 2. Number of publications per year.

Figure 3. Number of publications across four-year ranges.

3.2 PIS definitions

In this section, we aim to observe some critical definitions of PIS before proposing a new definition based on social exchange theory. Stamper and Masterson (2002) defined PIS as "a perception about the relationship between an employee and an organization" (p. 877). Masterson and Stamper (2003) further stated that PIS represents "a sense that employees have earned a 'personal space' and acceptance inside their work organization" (p. 483). Lapalme (2009) defined PIS as an indicator of a sense of belonging to the community of the work organization. Ding and Chang (2019) stated that the perception of PIS inclusion underlines the fact that individuals believe they are valued. Furthermore, Zheng et al. (2019) defined PIS "as the extent to which employees perceive that they are accepted and recognized by the teams" (p. 5). PIS reflects identity linked to a sense of centrality and is well informed (Knapp et al., 2019). From the previous definitions, this review aimed to obtain a global definition of PIS driven by (SET):

"PIS is the degree to which employees acknowledge acceptance from their organization for their status, which enhances the relationship between employee and employer and ultimately positively affects organizational performance"

In line with SET, this definition expects that the organization or supervisor explicitly or implicitly signals to the employees that (s)he has "acceptance;" the organization should predict the feelings that will create the type of obligation for this employee to be concerned about their organization, which will improve performance and productivity. This feeling of obligation, which is a result of PIS, motivates individual employees to work extra hours, help other employees, and report any risks that might threaten the organization. Consequently, the organization strengthens this relationship with the employee by letting her feel that she is an insider and accepted in the organization, thus increasing the organization's chances of obtaining positive outcomes (e.g., improved behavior and performance), and employees from the other side will keep doing things that satisfy the organization's objectives to sustain feelings of insiderness and acceptance for long-term relationships.

3.3 PIS methodologies

This section focuses on the scales used, the validity tests for the scales, sample size, sectors, and statistical analyses. Stamper and Masterson (2002) assessed a 10-item PIS scale and then recommended using six PIS scale items. In detail, Stamper and Masterson (2002) found that a 7-item scale loaded on factor one, and one item of these 7 items was considered to conceptually overlap with the perceived organizational support

scale; thus, Stamper and Masterson (2002) ultimately suggested a 6-item scale. The scale is one-dimensional, and it is the only scale that was used in all studies in the literature review. The 6-item scale has three positive items and three reverse items (R). The items include the following: "I feel very much a part of my work' organization," "My work organization makes me believe that I am included," "I feel like I am an 'outsider' at this organization (R)," "I don't feel included in this organization (R)," "I feel I am an 'insider' in my work organization," and "My work organization makes me frequently feel 'left-out'" (R). Seventy studies used one scale developed by Stamper and Masterson (2002). Interestingly, 58 (83%) studies used the 6-Item PIS scale, as per Stamper and Masterson's recommendations. The remaining 12 (17%) used different numbers of items (e.g., 10, 5, 4, and 3). The validity of the test for the original study by Stamper and Masterson (2002) was .88, and the validity for all studies showed valid and reliable scales in different countries (e.g., Canada, China, Ghana, Pakistan, Singapore, South Korea, Turkey, and the USA). The alpha coefficient for the 70 studies ranged from 74% to 96%. The total sample size used in the review was n = 21,360, and the sample size varied from one study to another; however, the sample size for the review ranged from 117 to 750 usable respondents. The majority of studies were from the services sector (n = 42, 60%), manufacturing (n = 10, 14%), and others (public sector, non-governmental organizations [NGOs], defense, universities, and mixed studies between services and manufacturing sectors; n = 18, 26%). For the analysis of the 70 studies used, the dominant method was regression (n = 49, 70%), followed by structural equation modeling (n = 21, 30%).

3.4 PIS conceptualizations

It is important to clarify the protocol tackled to code the independent, mediator, moderator, and dependent constructs. The PIS was conceptualized in 70 studies from 2002 to 2021 as mediators (n = 45, 64%), moderators (n = 10, 14%), independent variables (n = 10, 14%), and dependent variables (n = 5, 7%). Although different antecedents and outcomes of PIS have been investigated, the results shown in Figure 4 have consistently been linked to PIS. More specifically, any construct that was employed more than twice was classified as either an antecedent or a consequence. A recent empirical study conducted by Huang and He (2021) argued that PIS is a crucial intermediary of the association between human resource practices and organizational citizenship behavior, which donates to a better understanding of the social exchange ideology through which human resource practices promote organizational citizenship behavior. It was evident that PIS is important for employees to enhance their feeling of membership in their organization, and as such, will let them behave actively toward organizational citizenship behavior (Lv & Yu, 2020) and maintain the positive association between proactive personality and organization-based self-esteem (Liao, 2015), as well as between organizational compassion and innovative employee behavior (Guo & Zhu, 2021). However, Figure 4 clarifies our arguments that PIS would be a good example to be incorporated through SET, that once employees perceive support, servant leadership, justice, and participation in decision-making, this may create an obligation for the employees to return these types of support in at least one of these forms, such as by being more committed, engaged, resilient, and proactive, thus enhancing organizational performance overall.
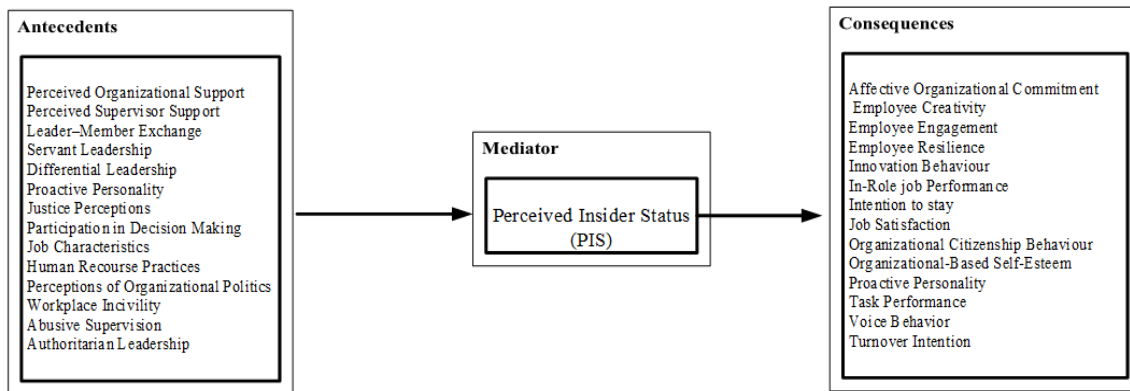
Figure 4. Antecedents and consequences of PIS.

3.5 PIS key theories

This section discusses the two key theories that were used in the literature review related to PIS. This research found that almost 34% (n = 24) of the studies conceptualized at least one of these two theories in their frameworks. Stamper and Masterson (2002) built their concept based on SET because of the social exchange process in which individuals feel obligated to support the organization in attaining its objectives and goals. Therefore, the two most relevant theories related to PIS are SET and social identity theory (SIT). SET is used in many disciplines for its flexibility and simplicity in explaining the relationship between two parties (employers and employees). Based on SET and the norm of reciprocity, older employees who perceive the organization to meet their needs, feel that their organization values their involvement, and perceive that they have insider status are more likely to exhibit behavioral engagement than those with a weaker employee–organizational membership (Armstrong-Stassen & Schlosser, 2011). Human resource management (HRM) practices are intended to provide employees with resources and incentives in exchange for their contribution to the organization, and employees who benefit from these HRM practices feel obligated to reciprocate with organizational citizenship behavior (OCB) based on the principle of mutual reciprocity and benefit (Huang & He, 2021). High-quality in-group exchange between a leader and subordinate is characterized by mutual trust, support, and obligation, which indicates that the leader includes the subordinate as a member of the in-group (Ou et al., 2018). In relation to SIT, the self is reflexive in that it can take itself as an object and categorize, classify, create social categories, or engage in classifications. SIT is the perception of membership in a social group (Zeng & Xu, 2020). This review can conclude that there is a clear similarity between SIT and self-categorization theory (SCT); therefore, this study noted that in the literature review, some scholars used the two theories for their models' arguments (e.g., Guerrero et al., 2013; Schaubroeck et al., 2021). Therefore, high-quality leader member exchange (LMX) can indirectly affect OCB by enhancing positive perceptions of insider status. Thus, Wang et al. (2010) argued that the effect of LMX on OCB is not only a type of social exchange but also a process of self-categorization. Table 4 clarifies the most commonly used theories in the conceptualization of PIS. It is evident that most studies used SET, SIT, role identity, self-categorization, self-determination, social information processing, self-concept, self-representation, and human

capital theories. In addition, it is important to state two crucial remarks (Table 4): 1) these theories were used, but this review highlighted those that were used twice or more, and 2) some studies created their conceptual framework by using more than one theory; this study only thematically found frequent theories used by studies and are reflected in Table 4.

Table 4. Key theories used in PIS

Theory	Studies
Social Exchange Theory (SET)	(Armstrong-Stassen and Schlosser, 2011; Çalışkan *et al.* 2014; Du and Liu, 2020; Huang and He, 2021; Khan *et al.,* 2019; Kim *et al.,* 2019; Li *et al.,* 2014; Ou *et al.,* 2018; Stamper and Masterson, 2002; Qureshi and Ahmed, 2021; Raub, 2018; Rose, 2018; Wang *et al.,* 2010; Zhang, C. *et al.,* 2021).
Social Identity Theory (SIT)	(Choi *et al.,* 2017; Guerrero *et al.,* 2013; Knapp *et al.,* 2014; Liu *et al.,* 2019; Opoku *et al.,* 2019; Ouyang *et al.,* 2015; Schaubroeck *et al.,* 2017; Schaubroeck *et al.,* 2021; Yin *et al.,* 2021; Zhan *et al.,* 2019; Zeng and Xu, 2020).
Role Identity Theory	(Kang *et al.,* 2021; Wang *et al.,* 2017; Wang and Liu, 2021)
Self-Categorization Theory	(Chen *et al.,* 2017; Rouzi and Wang, 2021; Zhao *et al.,* 2014; Zhao and Liu, 2020).
Self-Determination Theory	(Guo *et al.,* 2020; Liu *et al.,* 2014; Zhu and Li, 2021).
Social Information Processing Theory	(Li *et al.,* 2021; Zhu *et al.,* 2019).
Self-Concept Theory	(Wang *et al.,* 2021; Xiao *et al.,* 2021).
Self-Representation Theory	(Chen and Aryee, 2007; Li *et al.,* 2019).
Human Capital Theory	(Lapalme *et al.,* 2009; Xiao *et al.,* 2020).

4. Discussion and future studies

The aim of this study is to review the literature on PIS from 2002 to 2021 and explore the antecedents and consequences of PIS, theories underpinning PIS, scale used for measuring PIS, scale reliability, context, citations, and authors' published PIS. Based on these research agendas, additional research on PIS antecedents and outcomes should be conducted to better understand the concepts related to PIS (Stamper & Masterson, 2002). This was evident through a review of the importance of PIS for organizational performance, since employees with a strong sense of PIS will see themselves and their organization as a community of destiny (Pervaiz et al., 2021). Employees with high PIS can acquire personal space in the organization and freely communicate their needs and experiences with their coworkers, creating a sense of intimacy and belonging (Guo & Qiu, 2019). Moreover, employees with high PIS are more occupied in their jobs (Ding & Shen, 2017). In particular, PIS reflects an individual's social resources and on-the-job work experience (Lee & Hui, 2011).

One of the key findings in terms of the theories that were used was that SET, SIT, role identity, self-categorization theory, and self-determination theory were most commonly used to theorize PIS. It is evident that these theories reflect motivational theories to conceptualize PIS and other related concepts. However, PIS is an

important contextual motivational factor that signals that an individual's motivation is concentrated during work (Horng et al., 2016). Moreover, this study argues that enhancing PIS will impact employees' trust in themselves, co-workers, and the organization, since enhancing PIS will boost self-leadership (Gong et al., 2021).

Secondly, in the last 10 years [2012–2021], studies on perceived insider status (PIS) have increased 10.5 times compared to the period from 2002 to 2011. Based on these statistical figures, it seems that PIS use in research will increase in the future, since PIS motivates work ethic and encourages employees to gain the knowledge and expertise required to be part of the organization's "in-group" (Tsai et al., 2015). Research has shown that PIS is beneficial for the employee creativity (Horng et al., 2016; Liu et al., 2019; Tsai et al., 2015; Zhan et al., 2019; Zhao et al., 2014), innovative behavior (Çalışkan et al., 2014; Chen & Aryee, 2007; Guo & Zhu, 2021; Lee & Hyun, 2016; Opoku et al., 2019; Wang et al., 2017; Zeng & Xu, 2020; Zhang et al., 2021), and job performance (Li et al., 2019; Raub, 2018; Schaubroeck et al., 2017, Sui & Wang, 2014; Wang & Kim, 2013).

Thirdly, in reviewing the literature, it is evident that some studies have used perceived insider identity interchangeably with PIS (Pervaiz et al., 2021; Yu et al., 2020; Zhu et al., 2019). We argue that PIS is more of a border concept than a perceived insider identity because PIS has a place and status within a social group while insider identity only reflects (e.g., a person's identity).

Having reviewed 70 studies, the present review found that a lot of work can still be done in this field and have potential for future studies. First, leadership style, the most frequent antecedent in the literature, was used as an antecedent of PIS. Authoritarian leadership (Schaubroeck et al.,2017; Zhang S. et al., 2021); Leader–member

exchange (Sui & Wang, 2014; Wang et al., 2010); differential leadership (Zhang C. et al., 2021), and abusive leadership were also found to be antecedents (Sarfraz et al., 2021). Moreover, PIS was found to be stronger in "high leader and high subordinate" emotional appraisal ability correspondence (Shuwen & Jinlian, 2020). Future studies could investigate the effects of transformational, transactional, laissez-faire, autocratic, democratic, charismatic, and ethical leadership on PIS and organizational performance. Future research could conceptualize PIS as a mediator or moderator in these previous relationships between leadership style and performance. Furthermore, additional study to examine PIS as a mechanism linking responsible leadership to voluntary workplace green behaviors is required (Zhang J. et al., 2021).

Second, it could be interesting to see the role of PIS in the relationship between HRM practices/managerial caring and positive employees' outcome (e.g., engagement), which are these models have been recently developed by (see, Saks, 2021,2022), these studies bring the "caring models" into business and management literature and human resources practices. Since PIS made the care workers more responsible towards the organization and its performance (Tuffour, 2018).

Third, the type of personality (the Big 5 traits) might differ in its influence on PIS (e.g., conscientiousness, agreeableness, emotional stability, extraversion, and openness to experience). Such studies are crucial to understanding which types of personalities have a greater effect on PIS. Alternatively, future studies may conceptualize PIS as a mechanism or conditional process between personality types and outcomes (e.g., organizational performance and employee behavior). In addition, relating knowledge sharing to PIS would be an interesting area of research; specifically, when employees

feel that the organization and co-workers share knowledge without hiding, the study expects that such a relationship will enhance PIS and organizational performance overall. Prior study Aldabbas et al. (2021) has found that knowledge sharing enhances psychological empowerment and innovative behavior and that PIS may play a mediating role in the relationship between knowledge sharing and innovative behavior.

Fourth, in line with job demand resources, do job resources (e.g., perceived supervisor support and perceived organizational support) influence the level of work engagement when mediated by PIS? For example, employees with high levels of optimism and self-efficacy believe that good things will happen to them. This raises a new research question: "Do personal resources influence the level of work engagement and well-being when mediated by PIS?" Therefore, PIS may contribute by explaining the relationship between organizational support and employee creativity. Furthermore, it would be interesting to see if PIS is conceptualized as a sequential mediator with other mediators, such as empowerment or/and resilience in the relationship between organizational learning and engagement. Taking in the consideration that PIS is related to approach-oriented behavior (e.g., engagement in one's work) (Xu et al., 2021).

Fifth, a recent study investigated eight different organizational development programs on career development through the moderating role of gender (Pinnington et al., 2022). PIS may mediate or moderate such relationships to know more and to determine which program (e.g., 360-degree feedback, coaching, job assignment, employee assistance programs, on-the-job training, web-based career information, continuous professional development, and external education provision) has an effect on career development.

Finally, it was evident from the literature review that the Chinese context is dominant in using PIS in their studies compared to other countries. Still,

a lot of work and research is needed, since only nine countries (China, USA, Canada, South Korea, Ghana, Pakistan, Singapore, Turkey, and Asian and European continents) have examined this construct empirically through quantitative studies. To this day, there is no benchmark for PIS. However, such studies will help policymakers in their countries if citizens' PIS versus perceived outsider status is improved. Furthermore, this may be particularly important for countries with a large number of expatriates; it would also be interesting to know expatriates' PIS versus perceived outsider status in the country in which they live (e.g., in countries with a huge number of migrations, such as the United States of America, Germany, Saudi Arabia, Russian Federation, United Kingdom, United Arab Emirates, France, Canada, Australia, and Italy). Although the service sector is the dominant sector that uses PIS, there are still gaps in the literature that investigate PIS in the hospitality industry (e.g., airlines) (Lee & Hyun, 2016). Therefore, this review further suggests that more samples from manufacturing are needed.

5. Limitations

The objective of this study was to ensure unbiased sampling of the existing literature. However, the study selected only published papers in the Scopus index, ignoring doctoral dissertations, master's theses, and research reports. This may have created a biased selection; therefore, to reduce bias selection, future studies must include what the current study considers as exclusion criteria (Rhoades & Eisenberger, 2002). This study also ignored the analysis of the control variables, and future literature reviews related to PIS should consider this point. Finally, the current study may have ignored some studies that were not found in the searched databases, and future studies should reconsider additional databases to search for PIS-related articles. Finally, the PIS review currently focuses on

quantitative published studies rather than qualitative and theoretical frameworks.

6. Conclusion

This study focused on PIS and analyzed related literature from the last 20 years to better understand the antecedents and consequences that may be used to conceptualize PIS. The PIS concept offers intuitions and perceptions that are useful in enhancing organizational performance. PIS has long been recognized as a useful tool for giving employees a sense of belonging in the workplace. PIS was conceptualized in 70 studies from 2002 to 2021 as mediators (n = 45, 64%), moderators (n = 10, 14%), independent variables (n = 10, 14%), and dependent variables (n = 5, 7%). SET and SIT were the most frequently used

theories to interpret PIS (n = 24, 34%). The majority of studies were from the services sector (n = 42, 60%), manufacturing (n = 10, 14%), and others (public sector, NGOs, defense, universities, and mixed studies between services and manufacturing sectors; n = 18, 26%). For the analysis of the 70 studies used, the dominant method was regression (n = 49, 70%), followed by structural equation modeling (n = 21, 30%). Stamper and Masterson's (2002) scale was used by all studies. The Chinese context is dominant in using PIS compared to other countries (n = 55, 79%). This study adds to the body of knowledge by providing a complete evaluation of academic publications that focus on PIS. These findings contribute to a better understanding of PIS. This paper also reveals the existing gaps in PIS research, directing future research in the field.

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