# Social Identity theory in the domain of HRM: A systematic review from 2011 to 2022

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**ABSTRACT**

**Background and Purpose:** This systematic review focused on the research and practice of Social Identity Theory (SIT) in Human Resource Management (HRM) between 2011 and 2022. Thus, it will help identify significant research areas, methods, important theories, geographic focus, and industries addressed in this domain.

**Methods:** Subsequently, the type of SR was defined as a Systematic Literature Review (SLR), which was accompanied by a three-fold process of planning, conducting and reporting. It was possible to work with academic databases, including Taylor & Francis, Emerald, and Springer. To perform the search, key phrases such as 'social identity theory', 'HRM,' and 'human resource management' were used, and this led to the identification of 184 papers published between 2011 and 2022.

**Results:** Extracting all the articles reviewed, the number of pertinent published studies was established to be 50. Between 2011 and 2015, the interests of scholars in the context of the analysis of SIT were organizational citizenship behavior, cultural aspects, and leadership. From 2016 to 2018, the topics became high-performance work systems and transformational leadership. The study themes were occupational entrepreneurship from 2019 to 2022, professional identification, and CSR. Namely, the literature pointed to the influence of Corporate Social Responsibility (CSR) on employees' attitudes and organizational consequences.

**Conclusions:** Using SIT, this paper aims to spearhead research in the application of HRM, which has shown an increasing trend since 2016. The following studies should increase the databases involved and include different types of publications to get a deeper insight into SIT in HRM.

## Introduction

Social identity theory (SIT) was conceptualized by Henri Tajfel in the 1970s while working at Bristol University in the United Kingdom. Preserving the focus on categorization and social perception established at the beginning of his career (e.g., Tajfel, 1969) while demonstrating a personal passion for prejudice, discrimination, and intergroup conflicts, Tajfel posed for the purpose of giving a systematic account of all of the phenomena above. SIT, as highlighted, is "a social psychological theory of intergroup relations, group processes, and the social self" (Hogg et al., 1995) and originated from the European school of social psychology, particularly in post-WWII Europe (Hogg et al.,

2004). SIT originates from Tajfel's initial concepts during the 1950s, which focused on enhancing perceptions of social categorization processes and moving to the cognitive aspect of prejudice and minimal intergroup discrimination in the 1960s and 1970s (Tajfel, 1974). In the beginning, Tajfel concentrated on intergroup battle, prejudice, and discrimination caused by out-group devaluation.

Therefore, this focus was in sync with the social and political changes in the early 1950s and 1960s. Socio-political instability remained the antecedent of SIT development and contributed to understanding collective action, societal change, and other extreme processes (Hogg et al., 2017; Hogg, 2019; Choi & Hogg, 2020). In the early 1970s, Tajfel's interest extended to the premise of a more complex categorization process, which was previously exclusively associated with out-group derogation. Working with John Turner, this shift articulated what SIT is about today. Swiss-born Tajfel could not advance the social identity theory beyond 1982 before he died, but Michael Hogg and Dominic Abrams took on the baton.

The development of SIT was built on Tajfel's (1972) first conceptualization of social identity, which was later elaborated to describe how perceptions of intergroup relations reflect the relationships' status, legitimacy, and time frames. At the same time, Turner (1985) introduced the analysis of social categorization and comparative in-/out-group classification in his work, which became closely associated with Tajfel's statements and resulted in the further development of SIT by the mid-1970s (Tajfel & Turner, 1979). Like SIT, Buckley and Casson's (1976) MNE internalization theory also evolved to fit the socioeconomic and political environment (Buckley & Casson, 2020). In the 1980s, Tajfel's theory of self-categorization offered a view of social identity formation within groups (Turner et al., 1987). His contribution to social influences (1982), social categorization (1975), and self-categorization (1985) paved the way for further work by Hogg and Abrams in 1988. However, as seen in the following papers, much of the contemporary SIT dialogue glosses processes related to the In-Group and Out-Group Behavior first postulated by Tajfel & Turner in 1979.

After Tajfel's work, SIT has transitioned from a concern about in-group homogeneity to matters involving global society's economy and culture. According to the theories of sociologists, social identities have changed because of globalization (Giddens, 1991). Hogg et al. (1995) emphasized two crucial components of SIT: positive in-group stereotyping and socio-cognitive categorization and self-enhancement that strengthens the luminosity of intergroup distinctions. Later, in the mid-1980s, Turner (1985) elaborated on self-categorization social comparison and self-identification processes postulated by Tajfel and Turner (1979). Other variables in the study include self-esteem, which is viewed as a dependent and an independent variable, as elaborated by Abrams and Hogg (1988). This hypothesis states that where diversity and classes of people get a positive spin, social identity boosts self-esteem; however, where there is an issue of race discrimination and where threats of public ownership loom, self-esteem takes a knock.

The tremendous increase in the development of SIT is observed in its evolution to cognitive dimensions, which gave rise to the universal social identity theory of the group or the social identification theory (Turner et al., 1987; Abrams & Hogg, 2010). This theory defines *groups* as mentally independent prototypes, which means that groups share characteristics and features like attitude, behavior, and culture that separate and set them apart. These prototypes give impetus to how people in the given groups perceive, act, and possibly stereotype each other. These previous works have focused on the areas of SIT and Human Resource Management (HRM) in several fields. For

example, Omidi et al. conducted a systematic literature review of socially responsible HRM on OM in 2022, and Korte dissected the implications of SIT for training development in 2007. Thus, the subject of SIT is multifaceted, and while it is attracting more attention, a complete literature review still needs to be created. Concerning the specific field of study, this systematic review aims to synthesize the current knowledge and evidence on SIT in the HRM domain published after 2011. Thus, the fundamental novelty of this review stems from a critical evaluation of the previous works in this domain on the one hand and from having pinpointed the existing gaps on the other. Its questions aim to reveal recent publications, critical theories employed jointly with SIT in HRM, and industries and regions that were investigated.

What was the focus of previous SIT theory studies in the HRM domain?
What was the regional context covered in the previous studies of SIT theory in the domain of HRM?
What was the research method used in the previous study?
What were the significant theories used along with SIT theory in the domain of HRM in previous studies?
What industrial areas are covered in the study of SIT theory in HRM?

The systemic Literature Review (SLR) approach forms the basis of knowledge development and facilitates theory development in a particular subject (Webster 2002). (Kitchenham, 2007) defined SLR as identifying, evaluating, and consolidating all available research related to research questions, research sites, or new events. This study follows Kitchenhand and Charters' guidelines (Kitchenham, 2004), which state that the SLR approach consists of three main stages: planning review, conducting reviews and reporting the results.

**Stage one: Planning**
Before performing any SLR, it is necessary to clarify the purpose and objectives of the review (Kitchenham, 2007). After identifying the objectives of the review and research questions, at the planning stage, it is essential to design a review protocol that will be used to conduct the review (Kitchenham, 2007). Using a clear review protocol will help explain how to select the source of the book, website, and search keywords. The review protocol reduces research bias and clarifies the research methodology used to conduct systematic reviews (Kitchenham, 2007). (Figure 1 shows the review procedure used for this study.

**Stage two: Conducting the review**
At this stage, the relevant documents were collected using a two-part method, and duplicate titles were collected using Mendeley software. Finally, researchers used a selective approach to identify the most relevant articles in the current review. Details of each step of this section are discussed below:

**Literature identification and collection**
This study used a two-stage approach Webster, (2002) to identify and compile relevant topics for review. The study systematically searched for social identity theory in HRM in the first phase using selected academic data, including Taylor & Francis, Emerald, and Springer. The selection of these educational

sites is consistent with previous SLR studies (Ahmadi et al., 2019; Balaid et al., 2016; Busalim, 2016). Based on the structure of these reviews and research questions, these online information search sites focused on the topic, summary, and keywords. The search for these information sites began in March 2022 using the keywords "social identity theory", "HRM", "social identity", and "human resource management". This study conducted several searches on each website. They used Boolean logic operators (i.e.,) to obtain multiple published lessons related to the review topic. Results from this category were 184 studies published between 2011 and 2022.

**Study selection**

Based on the identification of these studies, and after eliminating duplication in studies, this research evaluated the title content or abstract of every study using three criteria of selection:
1. The focus was on the theory of social identity in the HRM domain
2. Used methods of the researcher during the review period
3. Other theories as well as the theory of social identity

The total number of studies that were collected is 104. The papers included are reviewed, thoroughly coded, and addressed according to their database, publishing year, geographical gathered data, and research methods. In the second step, their findings are categorised based on results of the theory of social identity and HRM, practices, and antecedents; Figure 1 represents the process of article selection in this research.
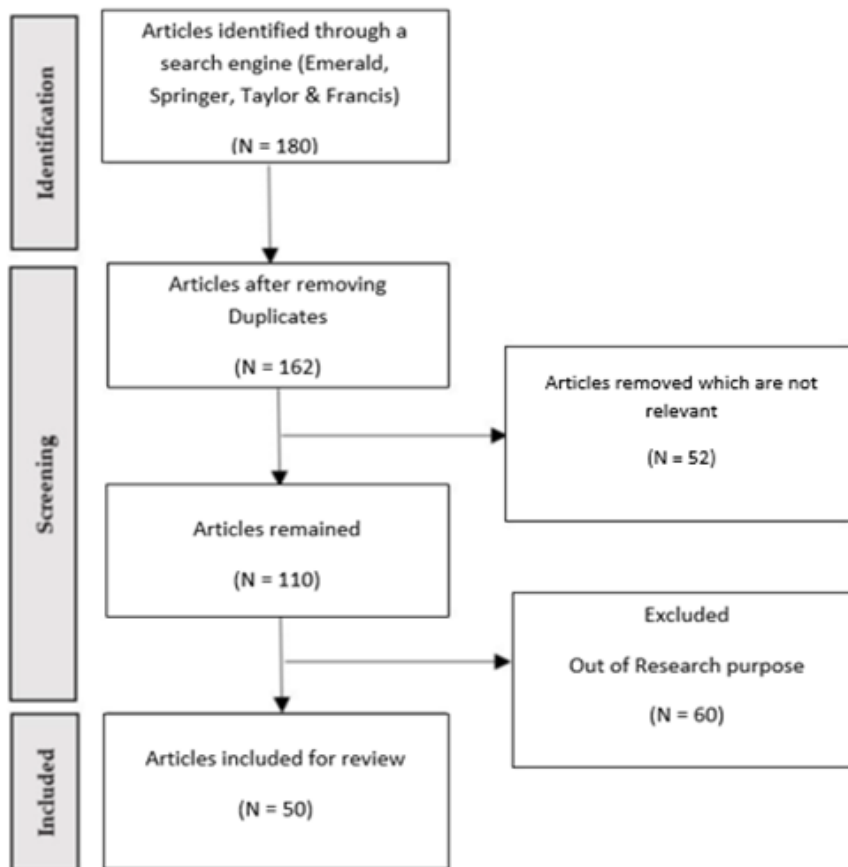
*Figure 01: PRISMA flow chart*

A total of 50 studies were collected. The selected papers for this review were thoroughly addressed and coded regarding their publishing year, database, research method, and geographical data coverage.
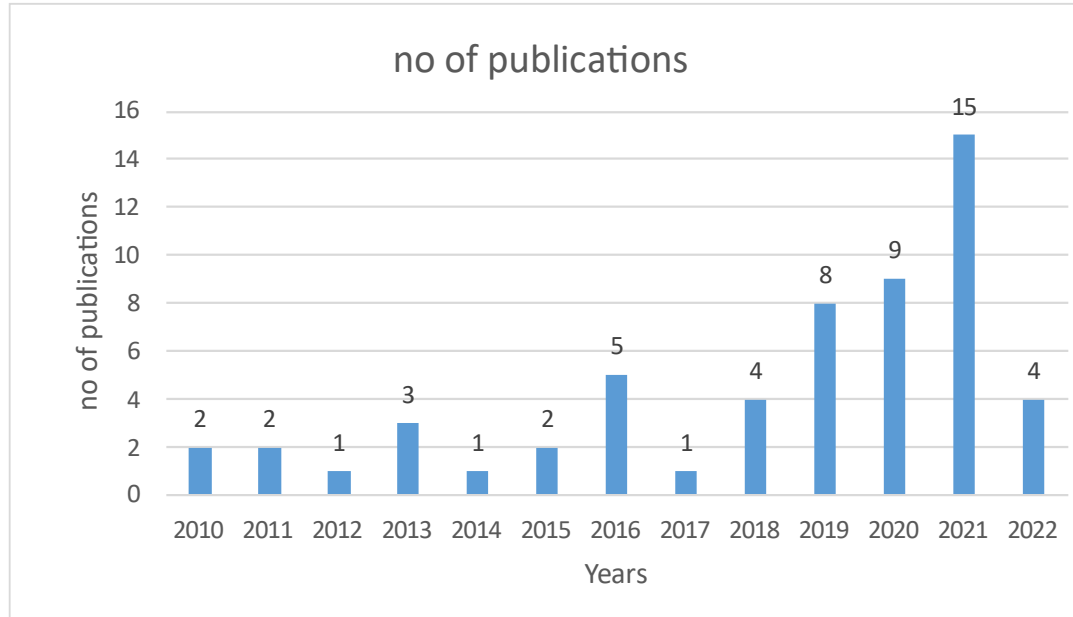


*Figure 02: Number of Publication*

As depicted in Figure 1, the number of articles published on social identity theory and the HRM domain has gradually increased since 2011—the highest number of articles published from the selected database in the years 2019,2020 and 2021. From 2011 to 2015, the number of published articles in this field was relatively low. We can see significant growth from 2016 to 2022. The increasing number of articles reveals that the perspective of social identity theory in the HRM domain is increasingly attractive to researchers.

*Figure 02: SIT theory and HRM development over the years*

Furthermore, this study covered the key topics during the review. Figure 2 shows the development of social identity theory work in HRM. In the first five years (2011-2015), the significant growth of published articles was relatively low. The articles revolved around social identity theory in identifying organisational citizenship behaviour, societal and cultural aspects, leadership styles used to identify knowledge, and the flow of social identity in multinationals. In the year (2016-2018) studies used social identity theory in High-performance work systems, perceived inclusion in the workplace, and incorporated transformational leadership in SIT theory and HRM domain. In the years (2019-2022) the studies revolved around occupational, entrepreneurship and professional identification. Used The perceived CSR domain is an identity for the renowned organisation that gives it a strategic and sustainable edge. Studies also moved from organisational citizenship to corporate citizenship.

**RQ1: What was the focus of previous SIT theory studies in the HRM domain?**

The review results revealed that the identified primary studies for social identity theory in the domain of HRM covered a wide range of research contexts. Further results show that the study of social identity theory systematic review focused on two streams in the domain of HRM through selected search engines, As shown in Table 2.

The first stream focused on using CSR (corporate social responsibility) as an identity of a reputable organisation. Previous studies on social identity theory used the CSR domain as an identity in the organisation. According to (Schaefer et al., 2020), a study focused on employee perception and reaction to the company's CSR communication policies. They analysed how the employees liked the company's CSR advertisements, CSR engagement, and message credibility and how they related to employees' organisational pride, WOM, and job satisfaction with CSR. The study reveals four different domains in CSR: employee-oriented, customer-oriented, philanthropy-oriented and environment-

oriented CSR. Results revealed that CSR engagement, job satisfaction, and CSR engagement positively influenced all four CSR domains. Another study, Incorporate CSR, analyses firms' financial performance by underpinning the SIT theory through the serial mediation of employees' innovative job performance (EIJP) and individual-level organisational identification (OID). Data collected from 60 manufacturing firms through the Pakistan Stock Exchange (PSX) results revealed that there is a serial mediation that lies between the employees' innovative job performance (EIJP) and individual-level organisational identification (OID) (Mahmood et al., 2021). Another study works on how and why employees engage in Corporate social responsibility (CSR) activities and what positive effects come up for the organisation (Harrach et al., 2020).

Using SIT as an underpinning theory, the study works on the impact of Employees' CSR perception on environmental performance using mediation of organisational citizenship behaviour and employee pro-environmental behaviour towards the environment utilising data by adding three controversial industries (oil, Gas, hotel, tobacco) (Channa et al., 2021). Another focus of the study found a moderated mediation model using employees' CSR perception and job performance through the mediation of job crafting and moderation of perceived organisational support. The results revealed a full mediation impact of job crafting on CSR and Job performance and a positive indirect moderating effect of perceived organisational support (Hur et al., 2021). However, another aspect of the first stream highlighted the study of employees' perception of voluntary pro-environmental behaviour impact on CSR. The study's results revealed data from 183 supervisors of medium and large-sized hotels and casinos in China and Macau, showing that the employee perception effect indirectly affects their engagement through organisational identification of voluntary pro-environmental behaviour (Tian & Robertson, 2019). Another study used employees' internal CSR perceptions and identified the relationship between participative leadership and pride in membership with organisational identification. Results revealed that participative leadership positively impacts employees' internal CSR perception, leading to pride in membership and organisational identification in SMEs (Lythreatis et al., 2019). Drawing from SIT and social exchange theory, this study used a CSR theoretically driven conceptual model that delivers to predict and explain why, when, and how employees react toward CSR activity in a way that influences organisational social and economic performance (de Roeck & Maon, 2018).

Along with CSR, Employee's citizenship, behaviour, and task performance uses SIT. Previously, studies focused on a macro level, but this study used a micro-level CSR using a serial mediation model, which helps to analyse things more precisely. The results revealed that SIT and organisational citizenship behaviour play a sequential mediation role in task performance and CSR, a U-shaped inverted relationship between task performance and OCB (He et al., 2019). The last study focused on CSR, organisational commitment, employee attitudes, identification, and trust. The data collection of 519 employees in the manufacturing industry revealed that all dimensions of CSR affect employees' commitment and that there is a serial mediation between trust and identification (George et al., 2020).

The second stream focused on the High-performance work system (HPWS). Recently, current studies focused on HPWS as a social identity that gives the organisation a new way to move forward. For instance, the study works on the moderate and mediating mechanisms that connect with HPWS. It also demonstrates the difference between individual-level Employee HPWS and organisational-level management HPWS. It finds the antecedents of employee organisational identity based on social identity and social exchange theory (Liu et al., 2020). Consistent with these results, (Andersén & Andersén, 2019) found that most studies focused on firms' level HPWS, but this study works on how employees are affected by HPWS. The findings revealed that managers and women show affective commitment through HPWS, but men are unaffected by commitment with HPWS. The study results considered that individual differences were found when examining the effect of HPWS (Andersén & Andersén, 2019). A study found that through HPWS, the employee'sEmployee's job performance will increase. The study contributes to a more comprehensive knowledge of HRM performance by using SIT. The authors demonstrate that other variables like social climate and social identification play an essential role in HPWS positively impacting job performance and psychological empowerment (Bartram et al., 2021). Table 2 demonstrates more focused areas covered by social identity theory in the domain of HRM.

| Focus Area | Source | No of Articles |
|---|---|---|
| Green HRM, Green Creativity | (Ahmad et al., 2021) | 1 |
| CSR domain/ Perceived CSR activities/ Employee Reaction to CSR/Employee CSR perception/ | (Schaefer et al., 2020)/ (Mahmood et al., 2021)/(Tian & Robertson, 2019)/(de Roeck & Maon, 2018)/ (Channa et al., 2021)/(Harrach et al., 2020) / (Lythreatis et al., 2019) / (Hur et al., 2021)/(He et al., 2019) / (George et al., 2020) | 10 |
| Employment decision of Indigenous workers | (Seet et al., 2021) | 1 |
| Socially responsible HRM and organisation citizenship behaviour | (Newman et al., 2016)/ (Y. Liu et al., 2011) | 2 |
| Organisational identification | (Y. Liu et al., 2011)/ (Ngo et al., 2013)/ (Lythreatis et al., 2019)/ / (Kumar et al., 2012) / (Sharma & Phookan, 2022) / | 5 |
| Societal culture on public service motivation | (Ritz & Brewer, 2013) | 1 |
| Expatriates' adjustment to host country nationals (HCNs) | (Mumtaz & Nadeem, 2020)/ (Peltokorpi & Pudelko, 2021) | 2 |
| Corporate citizenship and turnover intention/ Corporate citizenship behaviour toward the environment | (Lin, 2019)/ (Channa et al., 2021) | 2 |
| Senior entrepreneurship identification | (Soto-Simeone & Kautonen, 2021) | 1 |
| Affective commitment through training / Organization Commitment | (Grund & Titz, 2021) / (Afshari et al., 2020) | 2 |
| Virtual teams and organisations | (Mirbabaie et al., 2021) | 1 |
| MNE knowledge flows | (Reiche et al., 2015) | 1 |
| Occupational Identity | (Cafferkey et al., 2020) | 1 |
| Professional identity | (Singh et al., 2019) | 1 |
| High-performance work systems | (Bartram et al., 2021) / (F. Liu et al., 2020)/ (Andersén & Andersén, 2019)/ (Mihail & Kloutsiniotis, 2016) | 4 |

| Employer brand, Employer attractiveness, corporate image | (Younis & Hammad, 2021) | 1 |
|---|---|---|
| Demographic diversity, processes and outcomes | (George et al., 2020) | 1 |
| Perceived inclusion | (Chen & Tang, 2018) | 1 |
| Leadership style /transformational leadership, employee turnover | (Z. Liu et al., 2013) / (Lythreatis et al., 2019) / (Cheng et al., 2016) | 3 |
| Perceived organisational support | (Mishra, 2014) | 1 |
| HRM practices on the retirement decision of older workers | (Hennekam & Herrbach, 2015) | 1 |

*Table 01: Focus Areas*

## RQ2: What was the regional context in previous social identity theory studies in the HRM domain?

The results of the study reveal, as shown in Table 3, that most of the primary studies were conducted in Asia (N= 31), followed by Europe (N = 10), Australia (N = 4), and the UK (N = 2). Few studies were conducted in Africa, the USA, and the Middle East (N = 3 each). Only four studies were conducted in more than one country. As shown in Table 3, most studies published in the Asian region considered social identity theory as the leading indicator to highlight identity issues and work on the CSR domain. Also, these countries focused on expatriates' experiences by transforming social identity theory in HRM. Some other countries focused on organisational, occupational, and professional identification.

| Region | Source | Studies |
|---|---|---|
| USA | (Guan & so, 2016) | 1 |
| Australia | (Schaefer et al., 2020)/(Reiche et al., 2015) /(Afshari et al., 2020) / (Cheng et al., 2016) | 4 |
| Europe | (Harrach et al., 2020) / (Grund & Titz, 2021)/(Mirbabaie et al., 2021) / (Reiche et al., 2015) / (Reiche et al., 2015) / (Cafferkey et al., 2020) / (Andersén & Andersén, 2019) / (Bogodistov & Lizneva, 2017) / Hennekam & Herrbach, 2015) / (Mihail & v. Kloutsiniotis, 2016) | 10 |
| Asia | (Ahmad et al., 2021)/ (Mahmood et al., 2021) /(Mumtaz & Nadeem, 2020)/(Channa et al., 2021)/ (Nadeem & Mumtaz, 2018) / (Newman et al., 2016)/ (Y. Liu et al., 2011)/ (Mumtaz & Nadeem, 2020)/(Tian & Robertson, 2019)/ (Ngo et al., 2013)/ (Reiche et al., 2015)(He et al., 2019)/ (Bartram et al., 2021) /(Nadeem & Mumtaz, 2018) / (Chen & Tang, 2018) /(F. Liu et al., 2020) / (Z. Liu et al., 2013) / (Lin, 2019)/ (Joe et al., 2018) / (Hur et al., 2021) / (Reiche et al., 2015)/ (Peltokorpi & Pudelko, 2021) / (Singh et al., 2019)/ (George et al., 2020) / (Mishra, 2014) / (Younis & Hammad, 2021) / (Liu. Z, et al., 2013) / Hewapathirana, 2011) | 31 |
| UK | (Soto-Simeone & Kautonen, 2021)/ (Reiche et al., 2015) | 2 |
| Africa | (Lythreatis et al., 2019) | 1 |
| Middle east | (Lythreatis et al., 2019) | 1 |

*Table 02: Regional Context*

## RQ3: What was the research method used in the previous study?

As shown in Table 4, previous studies focused on different methods to analyse social identity theory in the HRM domain. The review identifies qualitative, quantitative, and mixed approaches. Results revealed that most studies used the quantitative approach (N = 35), using different methods and

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techniques mentioned below in tables with citations. Very few studies used a qualitative approach (N = 6), and only (N = 3) used a mixed methods approach. The rest of the articles out of the total articles focus on conceptual papers (N = 6).

| Research Methods | Methods | Analytical technique | Source | Studies |
|---|---|---|---|---|
| *Qualitative* | semi-structured interviews / open-ended, inductive, and exploratory examination / Hermeneutics phenomenology | Thematic analysis/ Grounded theory approach (first order, themes, codes) / single case study/ Semi-structured in-depth interviews/ /software package NVivo 12 | (Seet et al., 2021)/ (Soto-Simeone & Kautonen, 2021) / (Cafferkey et al., 2020) /(Hennekam & Herr Bach, 2015) / (Hewapathirana, 2011) | 6 |
| *Quantitative* | dyadic approach (direct and indirect interviews)/ online Survey/closed-ended questionnaire / stratified sampling method/ time-lagged designed method/ primary & secondary data collection/purpose entire and snowball sample method / self-administered questionnaire /mediation links (multi-wave design) / Linked Personnel Panel (LPP) / sequential mediation approach/experiment study / Multi-level modelling (Monte Carlo simulation) / judgment sampling method / two-waved time-lagged data / Cross-sectional design/convenience sampling technique / formative and reflective constructs as well as Hierarchical Component Models (HCMs). | /Structural equation modelling technique (Smart PLS 3.3.3 )/ CFA (confirmatory factor analysis IBM SPSS AMOS Version 25)/ (CFA, SEM LISREL 8.80 technique)/ comparative fit index (CFI), incremental fit index (IFI), standardised root mean square (SRMR) / factor analysis, T-test, multiple linear regression/ Convergent and discriminate validity /multi-level regression analysis (Mplus software) zero-order correlation, one-factor model, three-factor model / Common method variances / moderated mediation through PROCESS macros for  SPSS/ One- Way ANOVA / OLS estimation / LimeSurvey interface (Version 3.17.5), Jamovi (1.0.8.0) / confirmatory factor analysis (CFA) with AMOS v.23 / descriptive statistics  / ANOVA with Post-Hoc Test/  Mplus 7.4 (asymptotic covariance matrix of estimates) / IBM AMOS 24.0 and Hayes' PROCESS macro 3.0 (Models 6 and 84) /Hierarchical regression analyses and bootstrapping / Hierarchical linear model analysis (HLM7 Software) / multivariate analysis of variance and covariance tests / three-step hierarchical linear regressions / log-likelihood estimator (Akaike's Information Criterion (AIC) | (Schaefer et al., 2020)/ (Ahmad et al., 2021)/(Newman et al., 2016)/(Guan & So, 2016)/ (Y. Liu et al., 2011)/ (Ritz & Brewer, 2013)/ (Mahmood et al., 2021) / (Mumtaz & Nadeem, 2020)/ (Lin, 2019)/ (Tian & Robertson, 2019)/ (Tian & Robertson, 2019)/ (Ngo et al., 2013)/ (Channa et al., 2021)/ (Harrach et al., 2020)/ (Grund & Titz, 2021)/ (Lythreatis et al., 2019)/(Hur et al., 2021) / (Mirbabaie et al., 2021)/ (Reiche et al., 2015) /(Peltokorpi & Pudelko, 2021) /(Cafferkey et al., 2020)/ (He et al., 2019) / (Singh et al., 2019) /(Bartram et al., 2021) / (Younis & Hammad, 2021) / (George et al., 2020) /(Nadeem & Mumtaz, 2018) / (Chen & Tang, 2018) /(F. Liu et al., 2020) / (Andersén & Andersén, 2019) (Liu.Z, et al., 2013)/ (Bogodistov & Lizneva, 2017) /(Mishra, 2014) / (Kumar et al., 2012)/ (Joe et al., 2018) / (Mihail & Kloutsiniotis, 2016) / (Cheng et al., 2016) | 35 |
| *Mixed Method* | Focus group / Survey /deductive and inductive / interviews/clustering method | Qualtrics survey/themes | (Guan & So, 2016)/ (Soto-Simeone & Kautonen, 2021) / (Afshari et al., 2020) | 3 |

*Table 03: Methodological context*

**RQ4: What industries have existing studies focused on using social identity theory in HRM?**

The results of a systematic literature review revealed that previous studies, along with region, trends and methods, also revealed the industrial context covered previously by using social identity theory in the domain of HRM. Table 4. Depicts the industries used in this study. Most of the studies used the manufacturing industry (N = 9) to highlight the research context in the HRM by using SIT. (N = 6) in the educational sector, (N = 7) focused on the energy sector, and (N = 4) focused on the tourism and IT sectors. The rest of the industrial distribution is discussed in the table below:

| Industries | Source | Studies |
|---|---|---|
| Education sector | (Guan & So, 2016) / (Mumtaz & Nadeem, 2020) /(Mirbabaie et al., 2021)/(Reiche et al., 2015) / (Younis & Hammad, 2021)/ (F. Liu et al., 2020) | 6 |
| The energy sector (Oil, Gas) | (Schaefer et al., 2020)/ (Ngo et al., 2013)/ (Nadeem & Mumtaz, 2018)/ (Channa et al., 2021) / (Kumar et al., 2012) | 7 |
| Remote art centres | (Seet et al., 2021) | 1 |
| Private sector | (Newman et al., 2016)/(Tian & Robertson, 2019) / (Hewapathirana, 2011) | 3 |
| Automotive industry | (Y. Liu et al., 2011) | 1 |
| Public sector | (Ritz & Brewer, 2013) | 1 |
| Manufacturing sector | (Mahmood et al., 2021) / (Mumtaz & Nadeem, 2020)/ (Ngo et al., 2013)/ (Grund & Titz, 2021)/ (George et al., 2020) / (Chen & Tang, 2018) / (Andersén & Andersén, 2019) / (Kumar et al., 2012)/ (Afshari et al., 2020) | 9 |
| Construction sector | (Mumtaz & Nadeem, 2020) | 1 |
| Food industry | (Mumtaz & Nadeem, 2020) | 1 |
| Tourism industry | (Lin, 2019) (Hur et al., 2021) /(He et al., 2019) /(Mishra, 2014) / | 4 |
| Service sector | (Grund & Titz, 2021)/(Lythreatis et al., 2019) | 2 |
| Telecommunication | (Ngo et al., 2013)/ (Nadeem & Mumtaz, 2018) | 2 |
| Tobacco | (Channa et al., 2021) | 1 |
| SME's enterprises | (Lythreatis et al., 2019) | 1 |
| Trading sector | (Lythreatis et al., 2019) | 1 |
| MNC pharmaceutical | (Peltokorpi & Pudelko, 2021) / (Cafferkey et al., 2020) / (Sharma & Phookan, 2022) | 3 |
| IT Sector | (Singh et al., 2019)/(Nadeem & Mumtaz, 2018) / (Chen & Tang, 2018)/ (Joe et al., 2018) | 4 |
| Banking industry | (Bartram et al., 2021) / (Kumar et al., 2012) / (Ahmad et al., 2021) | 3 |
| Electronic industry | (Liu. Z, et al., 2013) | 1 |
| Creative industry | (Hennekam & Herrbach, 2015) | 1 |

*Table 04: Industrial context*

**RQ5: What were the significant theories adopted in previous studies?**

The result of the review revealed that along with social identity theory, there are many other theories used by the researchers previously. Table 3 depicts the most used theory along with the social identity theory was the social exchange theory (N = 12), signalling theory (N = 2), identity theory (N = 2) and social categorisation theory (N = 1) rest of the theories are used once only in previous literature. A few primary studies did not use any subsequent theory.

The study briefly summarises the theoretical context we discussed above regarding identity theory. Along with SIT, some other theories have been contributed to the literature. Social exchange theory believes that our social behaviour results from exchange behaviour. Thus, exchange refers to maximising benefits and minimising risk (Ngo et al., 2013). To advance our knowledge, SET is used in different domains like CSR; when employees perceive that a company makes favourable CSR policies, it builds employees' trust due to the social exchange mechanism. They feel more empowered and committed to the organisation (George et al., 2020). It also suggested that resources can be exchanged in terms of economic forms and socioeconomic (pay bonus) forms; thus, this study used SET for identification purposes. These employees are ready to engage in long-term relationships with organisations and own the organisation (Y. Liu et al., 2011). Social exchange theory determined employees' reactions towards CSR and perceived organisational support, highlighting organisational citizenship behaviour (Newman et al., 2016). The review also highlights the Signalling theory, which is used along with organisational brand capability in positive WOM (Schaefer et al., 2020) and social identity theory.

In the same way, signalling theory is also used to analyse the Employee's perception of liking and disliking related to social context CSR that organisation identification as a socially responsible policy improves the performance of employees and enhances employees' citizenship behaviour (Younis & Hammad, 2021). The review also viewed the push-pull theory; entry into an organisation and outside can be seen as push (non-discretionary) and pull (discretionary) factors (Stimson & McCrea, 2004). Pull factors can be pulled, or it is a voluntary decision to do or perform the task or to leave or exit. Push factors are stressors that can be pushed by force because people have no decisions. This theory is used in the context of a meaningful career in social enterprises in remote areas. Workers push or pull themself to leave and stay in the organisation, and identity theory is also used (Seet et al., 2021).

The rest of the theories use one information elaboration theory, which proposes that diverse group members can positively influence group members because of the diverse workforce's different skills, abilities, knowledge, and information (George et al., 2020). The self-verification theory links organisational identification and the performance of the workforce in teams (Y. Liu et al., 2011). The researcher also used expectancy theory as a career development expectation, employees' expectation of their career development accomplishment in the organisation and how they perceived that they could attain a desirable position (Lin, 2019).

| Theories | Sources | Studies |
|---|---|---|
| *Signalling theory* | (Schaefer et al., 2020) / (Younis & Hammad, 2021) | 2 |
| *Push-pull theory* | (Seet et al., 2021) | 1 |
| *Identity theory / Role identity theory* | (Seet et al., 2021) / (Chen & Tang, 2018) | 2 |
| *Social cognitive theory* | (Guan & So, 2016) | 1 |
| *Social Exchange theory* | (Newman et al., 2016) / (Y. Liu et al., 2011)/(de Roeck & Maon, 2018)/ (Ngo et al., 2013)/ (George et al., 2020) /(Chen & Tang, 2018)/ (F. Liu et al., 2020)/ (Andersén & Andersén, 2019) / (Mishra, 2014)/ (Kumar et al., 2012) / | 11 |
| *Self-verification theory* | (Y. Liu et al., 2011) | 1 |
| *institution-based theory* | (Ritz & Brewer, 2013) | 1 |
| *Expectancy theory* | (Lin, 2019) | 1 |
| *Agency Theory* | (Davis et al., 2021) | 1 |
| *Social categorisation theory* | (Peltokorpi & Pudelko, 2021) /(George et al., 2020) | 2 |
| *Elaboration theory* | (George et al., 2020) | 1 |
| *Relational model theory* | (Bogodistov & Lizneva, 2017) | 1 |
| *Ethical climate theory* | (Joe et al., 2018) | 1 |

*Table 05: Theoretical context of the study*

## Discussion & conclusion

The current study used a systematic literature review approach to identify social identity theory in HRM from 2011 to 2022. Social identity theory, proposed by Turner and Tajfel in 1979, is a person's self-concept that he or she belongs to a particular group, member, or society. This study used a theory rather than a single variable, concept, or idea to analyse and review in detail. This study used SIT and then linked it with HRM. How many studies have used SIT with HRM? For this purpose, we introduce the theory and define its historical context, evolution, and development from social identity theory to social categorisation theory. In the same way, we briefly discussed the components of social comparison, social identification, social categorisation, and self-esteem in the introduction. The study proceeds to the next phase, where we start the review method. Our focus is the SLR approach. The SLR approach synthesises, identifies, and evaluates all available research papers related to research questions, new phenomena, or areas of research (Kitchenham, 2007). This study involves three stages: (1) planning the SLR review, the researcher starting to work on a research question on the relevant topic, and then reviewing the protocol and defining the criteria for selecting the literature sources. Figure 1 shows the criteria. The next stage is (2) conducting the review. In this stage, we perform inclusion and exclusion criteria, remove duplicates, and select search engines (publishers). This study used three publishers' Emerald, springer, and Taylor Francis and found 51 articles after the exclusion criteria (mentioned in Figure 1). (3) Report the review results in this stage and review selected articles based on our research questions. Before answering the question, our study examined the study's development from 2011 to 2022. Results found the highest number of articles published from the selected database in the years 2019,2020 and 2021. From 2011 to 2015, the number of published articles in this field was relatively low. Furthermore, this study covered the key topics during the review. Figure 2 shows the development of social identity theory work in HRM.

The study reviews five research questions. The first research question focused on crucial focus areas used in the context of social identity theory and the HRM domain. The results revealed that out of the total studies, ten research studies focus on CSR, as discussed in the table above. Another stream focuses on HPWS's high-performance work system. Four articles were found that work on HPWS and SIT in the HRM domain. The second research question is related to the regional context covered in previous studies. Results found that the highest number of studies (N=31) were conducted in Asian countries, Europe (N=10), Australia (N =4), USA (N=1). The third research question highlighted the industrial context covered in previous studies. Results found that most of the studies used the manufacturing sector, energy sector, educational sector, and IT sector to conduct the analysis. Table 4 further explains this context. The following research question focuses on the methodology covered in previous literature results, which found that most studies used a quantitative approach to analyse the results. Table 5 highlights all the methods and analytical techniques that previous researchers used. The last research question is focused on identifying the theoretical context that previous researchers used along with social identity theory. Results found that social exchange theory is used widely along with social identity theory because our study focuses on a theoretical aspect first, followed by the HRM domain. After the discussion and conclusion, we recommend some future direction to the researchers by keeping in mind that the purpose of this review is a theory so that we will give theory-related direction.

## Limitations and Future Direction

Like other SLR studies, the study has some limitations. First, our study only focused on three publishers, Emerald, Taylor, and Francis, which can limit our findings. Second, we only selected journal articles that needed to provide a clear picture of the study in terms of inclusion criteria. Third, most papers are closed due to insufficient access to journals and publishers. Fourth, our study only includes other studies, such as journal proceedings, conference papers, books, and book chapters.

Future studies should focus on more publishers or databases, including articles from renowned data sources such as Web of Science and Scopus. Second, the researcher adds proceedings, books, chapter conference papers, and articles. Future researchers contribute more when they have access to renowned journals and publishers. The study also adds other publishers like Wiley, Elsevier, Sage, etc. Future researchers must use other theories and review them or extend this study by including the abovementioned aspects.

Future researchers must use the review and work on upcoming studies, such as creating themes after reviewing papers and creating a conceptual model. The researcher also incorporates different regions and industries like textile, pharmaceutical or work on national, cultural, and entrepreneurial identities. Previously, researchers focused on a quantitative approach. For future studies, they must work on mixed methodologies, which give more strength to the findings and compensate for the shortcomings of using one methodology. It increases reliability and gives additional information about the relevant topic through triangulation or diverse evidence. Future researchers must use social identity theory in specific areas other than HRM.

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