DOES PERCEIVED BELONGING IMPACT

PERFORMANCE? EXAMINING THE IMPACT THAT

MINORITY STATUS AND TIME PERSPECTIVE HAVE

ON PERCEPTIONS OF BELONGING AND

ULTIMATELY PERFORMANCE

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Abstract: Despite social commentary and a more top-of-mind awareness of the demographic characteristics of the workforce, cultivating a gender and performance-balanced workforce has proven to be a challenge in many industries. Many United States corporations have defined and publicized their gender diversity objectives. However, they have not been able to measurably decrease not only gender imbalance, but also a persistent gender-related performance gap. The goal of this research is to examine effects that have not previously been studied to see whether one's perceptions of the world are different when in a demographic minority within an organization, and whether these perceptions alter important performance-predicting variables.

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INTRODUCTION

Recruiting and retaining a gender-balanced workforce has proven to be challenging to firms in certain industries. In specific industries – like financial services, engineering, telecommunications, oil, energy, and technology – that historically have not been gender-balanced (Murthy, 2015), corporations define and publicize diversity objectives, resulting in a high level of interest in recruiting and cultivating a diverse workforce. Still, the demographic industry norm in the United States today includes some significant gender gaps, with females occupying a minority position in many industries and corporations. For instance, women comprise only 14% of executive officer positions and only 16.9% of Fortune 500 board seats. In law, women comprise about 45% of associates, but only 20% are partners in law firms. In information technology, women hold only 9% of management positions and 14% of senior management positions at Silicon Valley startups (Warner, 2014).

Although companies are striving toward gender balance in numbers, with much more work to go, it also is important to address issues of performance across gender. The success in retaining and increasing performance, specifically of females who are statistically underrepresented in some industries relative to their proportion in the general population, has proven to fall short of performance, pay equality, and retention objectives (Calvert Investments, 2013). For example, research into gender gaps in sales performance shows that in the financial services industry,

females earn less than their male counterparts by nearly 40%, suggesting both possible pay and performance imbalances (Hecker, 2014).

Focusing specifically upon sales, firm profits are strongly impacted by the recruiting and hiring of salespeople with the ability to perform (Darmon, 1993). The implications of this impact are the challenges and expenses involved in those efforts by many organizations (Fern, Avila, & Grewal, 1989; Lucas, Parasuraman, Davis, & Enis, 1987). Corporations spend considerable resources recruiting individuals, yet success in maintaining effective employees, particularly female salespeople, after they are hired has proven to be a difficult task. In studies of organizations within the financial services industry, the average recruiting cost of hires is $29,159, the turnover rate is 27.2%, and attrition costs average $49,508 (Hoffmeister & Rocco, 2011). In an extreme example, the average cost of fully training and licensing salespeople can cost as much as $300,000; yet in in the financial services industry, only 20% survive past year four, an 80% attrition rate due to a lack of sales performance (Byrne, 2011).

Previous research has been done on gender gaps in various industries related to pay, performance, and success (Blau & Kahn, 2007; Khoreva, 2011; Solberg, 2005). These studies, however, tend to focus more on the existence or occurrence of such gaps, without attempting to explain and better understand core reasons for the gaps or the processes that may lead to such gaps. The goal of this dissertation is to determine effects that have not been directly studied, including an examination of factors that can help explain the disparity in the individual performance of women working in male-dominated industries; their perception of organizational support, self-efficacy, and belonging; and ultimately the impact on their sales performance.

This dissertation also looks at another potentially important factor: the time perspective of males and females. Specifically, the focus is to determine whether an individual's future-oriented time perspective (i.e., a focus upon goals and achievement in the future) could potentially decrease the impact of perceptions of organizational support and belonging and have a moderating impact on sales performance.

Outcomes may include uncovering unique effects and interactions that could help to explain and lead to solutions for higher performance of those falling outside of the demographic majority in an organization. I will also look at whether a future-oriented time perspective has a moderating effect on sales performance given individuals' organizational belonging perceptions. I do not intend to examine gender discrimination or claim discrimination; instead I seek to investigate the potential effects of being different from the demographic role norm.

Research Question

How does one's minority status within an organization impact her perception of belonging and ultimately performance, and can the effect of such perceptions be modified by an individual's time perspective?

Gender and Pay

Gender gaps by industry are one issue, but another issue is that in many of these same industries a gender pay gap exists that in sales often equates specifically to performance. In the financial services industry, for instance, females comprise 31.2% of the industry; however women sales advisors earn 61.3% of what men in the field make according to United States government data (Hecker, 2014) and are only 5% of the highest performers in the industry (Garmhausen, 2015). Although in some industries these wage gaps may exist for salaried positions when men/women are playing the same role in an organization, what makes the financial services industry (and similar industries) interesting is that it is generally a pay-for-performance industry. Additionally, the wages in this particular industry are performance-based sales; in other words, wages are not based on salaries or promotions.

Several studies indicate that when they are in the demographic minority within a group or organization, women and racial minorities experience difficulty when working alongside those in the majority (Morrison & von Glinow, 1990). Aronson and Inzlicht (2004) find that women perform worse when sensing that they are in the "out-group" or the minority within a group. In this study, women's math performance dropped in relation to the number of men in the room. The drop is

attributed to what is referred to as a "stereotype threat." A stereotype threat is described as a concern that one's actions are seen through the lens of a negative stereotype (Steele & Aronson, 1995). Similar results are found with others who are in the minority within a group or organization. According to research by Thompson and Sekaquaptewa (2002), in response to pressures to diversify, organizations hire more females but they still occupy a minority position, thereby creating a situation that unintentionally may hinder their chances of success.

Other research points to other factors for female underperformance, including lack of competitiveness (Robie, Brown, & Shepherd, 2005), or when women are on the receiving end of inferior sales assignments or sales leads as reasons for lack of equality in success (Madden, 2012). Furthermore, other studies of performance of females in business draw many conclusions, although the results have been conflicting. Some find that the most important factor to performance is mindset, or personal characteristics, or one's primary focus area – whether it be work or home activities – to be key determinants, leaving many unanswered questions.

Njeru, Bwisa, and Kihoro (2012) find that the mindset of male entrepreneurs is more important than that of females in determining how their businesses perform. They discovered that traits of the men they studied such as innovativeness, business alertness, and creativity allowed the men to interact more effectively, resulting in higher performance than their female counterparts. Still other studies conclude that personal characteristics such as motivation and experience are key determinants of success and performance in males and females (Lee & Stearns, 2012). Still other studies find that family focus over business focus is the differentiating factor in gender-based performance (Du & Henrekson, 2000; Vijaya & Hemamalini, 2012).

However, responses to demographic differences in combination with organizational factors like perceived support and belonging and one's time perspective have not been examined.

Theoretical Bases

In this study, I investigate potential effects related to the impact of "point of view" that accompany being a demographic minority within an industry. That is, does being a demographic minority influence one's view of the work world, ultimately influencing such things as perception of organizational support, sense of purpose, and sense of belonging? Using Perceived Organizational Membership (POM) as a theoretical framework, I look at the perceptions of organizational support, along with sense of belonging, and how these factors may impact performance. I do not consider whether being in a minority, as a single factor, causes performance issues. Rather, I examine whether perceptions of the world are influenced by virtue of being a demographic minority. It is these perceptions that may alter important performance-predicting variables.

Masterson and Stamper (2003, p. 486) call for more research to be conducted within the POM framework, "to search for patterns in relationships among dimensions under specific contextual conditions," and they continue to call for a focus on specific contexts with regard to consistency and conflicting messages individuals perceive from the "multiple rights and responsibilities associated with membership." I focus upon this call to determine whether being in a minority position affects individual perceptions of organizational support and organizational belonging, which may be impacted by self-efficacy, a construct known to have direct and indirect effects on sales performance (Churchill, Ford, Hartley, & Walker, 1985); Brown & Peterson, 1994; Boorom, Goolsby, & Ramsey, 1998; VandeWalle, Brown, Cron, & Slocum, 1999; Gomez, McLaughlin, & Wittink, 2004). In so doing, I examine a potential process, beginning with a statistically significant underrepresentation from an industry's demographic norm, to provide a theoretical understanding of the linkage between gender and performance in a professional services industry.

This dissertation also is grounded in Self-Perception Theory (Bem, 1972), in addition to POM. Self-Perception Theory brings explanations of the formation of perceptions that one develops about him or herself. The definitions of "self" are developed from the accumulated experiences that we feel define us (Robak, 2001). A self-perception is not necessarily a definition of character, but more of an

organized way of viewing the assumptions people hold about their personal qualities (McGuire & McGuire, 1988). This perception of self in individuals within the workplace can be seen in "the ability to respond not only to the overt behavior of others, but to respond as well to the controlling variables of which their behavior appears to be a function," (Bem, 1972, p. 6) such that the individual's self-perceptions are a combination of what they see and what they feel. Since people come to know themselves in the same way they do others, through observation, then situational factors can manipulate an individual's self-attributions more than introspectively asking "Who am I?" (Bem, 1972; Robak, 2001). Therefore, Self-Perception Theory forms the theoretical basis in conjunction with the POM framework to examine sales performance in statistically underrepresented individuals.

Time Orientation and Performance

An under-researched influence upon workplace performance is the notion of time perspective. In this dissertation, I focus on whether one's time perspective may help to overcome potential shortcomings related to a sense of belonging to help achieve performance, regardless of context. That is, once a perception of organizational belonging is formed, can one's time orientation interact with such a perception to ultimately influence performance?

Studies on time orientation find that there is a positive association specifically between Future Time Perspective and performance. Future Time Perspective has been defined as "the present anticipation of future goals" (Simons, Vansteenkiste, Lens, & Lacante, 2004, p. 122), and results from motivational goal setting (Nuttin & Lens, 1984). Future thinking is focused on achievement and future rewards fueled by energy and persistence to reach goals. Previous studies negatively correlate Future Time Perspective with emotional factors like mood and categorize it as strategic, not emotional in nature (Zimbardo, Keough, & Boyd, 1997). Future Time Perspective has also been found to be a regulator of behavior and perceptions (Simons et al., 2004; Stolarski, Matthews, Postek, Zimbardo, & Bitner, 2014).

Works by Zimbardo and Boyd (1999, 2008) and subsequent research across cultures using the Zimbardo Time Perspective Inventory (Syrcova et al., 2007) make the case that an individual's time perspective is meaningful, including to their performance.

Figure 1: Conceptual Model
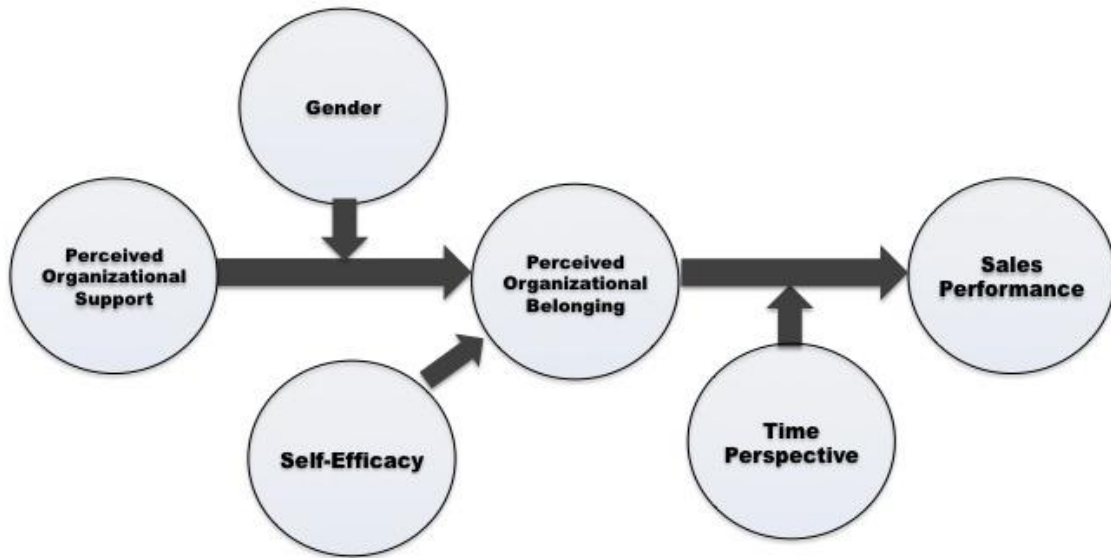
CHAPTER II

THEORY AND LITERATURE REVIEW

To uncover the antecedents of performance by those with a statistically underrepresented status in an industry, I developed a conceptual model based on the theoretical background of Self-Perception Theory and the framework of Perceived Organizational Membership (See Figure 1).

Perceived Organizational Membership (POM)

The framework of POM proposed by Masterson and Stamper (2003) is an integrative framework representative of the overall employee-organization relationship and understanding the impact of environmental and organizational conditions affecting employee perceptions of this relationship. POM is defined as employees' perceptions of membership in the organization, reflecting their overall relationship with that organization, based on the three underlying dimensions of belonging, mattering, and need fulfillment. These underlying dimensions and mechanisms may be helpful in predicting employee attitudes and behaviors within an organization. At present, the POM framework has yet to be conceptually applied and empirically developed in a sales context, although the theory does fit this context (Masterson & Stamper, 2003).

The theory draws upon Graham's (1991) essay on organizational citizenship that details the rights and responsibilities that are associated with an individual's organizational membership. It posits that all organizational members have some level of rights and responsibilities, even if

those rights and responsibilities could differ between organizations and may also differ between employees who work for the same organization. The theory of Perceived Organizational Membership moves beyond Graham's work to determine the underlying motives that individuals may have in seeking organizational membership. This theory is an organizing framework to view the employee-organizational relationship.

Employees engage with organizations in a manner that depends on their self-perception in relation to the organization, along with their interaction with fellow organization members. This suggests that organizational membership functions in combination with the self-perception of being a member (or not) and the identity of the organization in which the individual desires to be included.

Studies emphasize that organizational membership is less a matter of being an insider or an outsider, but rather knowing the degree to which you have membership (Tyler, 1999). An organization acts like a community. Membership in that organization can be seen as inclusion within the community.

Work by Korschun, Bhattacharya, and Swain (2014) on boundary-spanning employees and relationships with external stakeholders suggests that employees can have a significant impact on organization-level performance based on person-level relationships. Individual-level attitudes and behaviors, along with self-perceptions of the individual, form group-level perceptions and organizational identification, e.g., membership in a community.

Other research has been conducted to determine whether the changes in work force demographics have caused perceptions of a cultural distance within organizational membership and the subsequent implications, affective experiences, and organizational commitment of diverse employees (Carden, 1996).

Underlying Dimensions

According to Masterson and Stamper (2003), the POM framework entails three dimensions, or motives, including feels of belonging, mattering, and need fulfillment. When these underlying

motives, which are paramount to POM, are not being met, individuals may perceive a lack of

organizational membership, causing their behavior to change.

The constructs that are examined within the dimensions of POM include perceived organizational

support (mattering), perceived organizational belonging (belonging), and perceived organizational fit

(need fulfillment).

Mattering

Perceived Organizational Support (POS), as the mattering dimension of POM, is defined as the

perception that the organization values the employee by caring for his/her well-being (Knapp, Smith,

& Sprinkle, 2014). POS "may be used by employees as an indicator of the organization's benevolent

or malevolent intent in the expression of exchange of employee effort for reward and recognition"

(Lynch, Eisenberger, & Armeli, 1999, p. 469). Individuals personify the organization through an

exchange relationship that allows the socio-emotional need of mattering to be met, thereby

incorporating organizational membership into their self-identification process (Byrne & Hochwarter,

2008; Hutchison, Sowa, Eisenberger, & Huntington, 1986). This dimension has been referred to as

the influence dimension of perceived organizational membership. McMillan & Chavis (1986) defined

it as a sense of mattering, influence, or making a difference.

Belonging

Perceived Organizational Belonging (POB) within the POM framework represents the perception

of personal relatedness with others as demonstrated through insider or in-group member status. This

status leads to a psychological ownership and possessiveness toward the things that individuals

control, know, and invest themselves into within their organizations (Ashforth & Mael, 1989; Knapp

et al., 2014; Masterson & Stamper, 2003; Stamper & Masterson, 2002; VandeWalle, Van Dyne, &

Kostova, 1995).

Masterson & Stamper (2003) focused on three relational concepts that correspond to the

belonging dimension of POM, including organizational identity, psychological ownership, and

perceived insider status. Organizational identification is the perception of belonging to the work organization and thus strongly identifying and becoming invested in the organization and its failures and successes (Mael & Ashforth, 1995). Psychological ownership is an individual's sense of loyalty responsibilities and possessiveness toward the organization (VandeWalle et al., 1995). Perceived insider status is a concept designed to reflect the degree to which employees perceive themselves to be insiders, not outsiders (Stamper & Masterson, 2002).

In research by Armstrong-Stassen & Schlosser (2011), the theoretical framework of perceived organizational membership was applied to the retention of older workers. They found that the perception of support and belonging positively impacted retention of older workers, who also happen to be in the demographic minority. They found that the relationship between needs fulfillment and mattering plays an important role in fostering a perception of belonging. Older workers will want to remain with an organization when the organization focuses on their needs specifically and shows that it values their contributions. This interaction leads to a sense of belonging which leads to increased retention of these older workers.

Need Fulfillment

Research shows that a positive predictor of overall attachment security, model of self, and model of other occurs when individuals believe that their basic needs for autonomy, competence, and relatedness are being fulfilled (La Guardia, Ryan, Couchman, & Deci, 2000). Masterson and Stamper (2003) refer to need fulfillment in POM as compatibility between one party's needs and the other party's contributions (Kristof, 1996). They focus on two relational concepts by which employees deal with their perceptions of need fulfillment through organizational membership. The first is a perception of persona-organization fit, and the second is psychological contracts.

Personal-organization fit reflects the fit and compatibility between the organization and the individuals who work at the organization (Kristof, 1996). Psychological contract refers to employees' psychological contracts with their organizations that defines the terms, conditions, and expectations

that the employee has for the reciprocal exchanges that are required in the organization-employee relationship (Rousseau, 1989).

Little research, however, shows direct linkages between need fulfillment (person-organization fit and psychological contracts) and belonging (Kreiner & Ashforth, 2004), although relationships have been established with employee work behavior (Cable & DeRue, 2002; Kim, Aryee, Loi, & Kim, 2013; Masterson & Stamper, 2003). Research has examined the dynamics of the relationship between psychological contract breach (needs dimension) and organizational identification (a belonging dimension), finding that employees' perception of psychological contract breach negatively affects their organizational identification (Epitropaki, 2013).

In this dissertation, I do not investigate job functions or whether individuals are a fit for the organization. Therefore, this dimension is not specifically included in the proposed model. Further, in both data sets collected for this research, all participants hold the same role or job within their particular study, bringing commonality to the job aspect of organizational membership. Masterson and Stamper (2003) argue that the dimensions of POM are not required to be related, yet they propose that the dimensions may be positively related and have some commonalities. The goal of this study is to determine whether and how some of these underlying mechanisms impact employee perceptions of themselves and act as an antecedent to performance, either positively or negatively.

Self-Perception Theory

Self-Perception Theory also brings an important theoretical foundation to this dissertation as it develops an explanation for the formation of perceptions that one develops about him/herself. The theory was developed by Bem (1965) to explain how an individual's attitudes and behaviors are inferences generated by observation of behavior. Bem (1972, p. 2) summarizes his theory by stating, "Individuals come to 'know' their own attitudes, emotions, and other internal states partially by inferring them from observations of their own overt behavior and/or the circumstances in which this behavior occurs."

The theory was presented by Bem (1967) as an alternative to Leon Festinger's (1962) Theory of Cognitive Dissonance, which is summarized as the existence of attitudes, views, and/or beliefs that are inconsistent or incompatible with one another, but still are held simultaneously by an individual. Self-Perception Theory describes attitude change in the context of attitude-congruent behavior, while Dissonance Theory describes attitude change in the context of attitude-discrepant behavior (Fazio, Zanna, & Cooper, 1977).

Self-Perception Theory was developed as an explanation for the way individuals form first-person statements about the experiences of their lives (Bem, 1972). The theory posits that self-observation and situational cues lead to attitude and self-perception. Self-perceptions emerge from individuals' self-descriptions whereby they internalize stimuli and events and label them to develop perceptions of self. The "private internal states" privy only to the individual, especially with regard to workplace organizational membership, make "differential reinforcement of the appropriate descriptive response directly contingent upon the presence or absence of the stimuli which are to be labeled" (Bem, 1972).

Self-perception processes have been found to be central to the understanding and interpretation of a number of social influence phenomena, including the "foot-in-the-door" phenomena (a person's greater likelihood of complying with a request when that request has been lead by another less demanding act of compliance) (Freedman & Fraser, 1966) and the behavioral effects of self-attributions shaped as outcomes of previous behavior (Uranowitz, 1975). The theory is supported by research reporting how people infer their beliefs from their behavior and suggests that such a process occurs only when there are cues, thus implying that behavior may be similar to initial attitudes and relevant to initial beliefs (Fazio, 1987; Kiesler, Nisbett, & Zanna, 1969).

Other research delving into the theory of self-perception considers emotions and whether they follow or lead actions – whether the same process that generates emotional experiences also produces feelings, whether people differ in the degree to which their feelings are based on their actions or their situations, and finally whether the process of self-perception is unconscious and fundamentally cognitive (Laird & Bresler, 1992). Research also investigates the biases linking to one's self-

perception accuracy as it relates to Self-Perception Theory. The importance of the theory within the context of this present study, however, is the foundation for understanding how we perceive ourselves, which may provide insight into behaviors and beliefs when individuals are in situations where they do not see many people who are "like them" within the community or organization (Robins & John, 1997).

Often an organization does not have the community in place for individuals to communicate their self-perceptions with respect to organizational membership. Therefore, the organization remains oblivious to the perceptions of the statistically underrepresented individuals, but this also may lead the individuals to ambiguous self-perceptions. Ambiguity is defined as "to describe those situations in which memberships are experienced as vague, problematic, or unstable" (Bartel & Dutton, 2001). Without clear evidence of membership, one's self-perception of organizational status may be in question.

CHAPTER III

HYPOTHESES

The previous literature review leads to the six constructs in the model. In this section, the constructs are integrated into hypotheses and connected with the previous theoretical support.

Statistical Demographic Underrepresentation

The socio-cultural demographic characteristics of some industries are similar throughout Western society: white and male. When individuals become statistically underrepresented in the workplace, the intersectionality of this complex web of social norm deviations lowers the perception of belonging, or intimate association, to an organization.

In his research on stigma, Erving Goffman (1963, p. ?) states:

In an important sense there is only one complete unblushing male in America: a young, married, White, urban, northern, heterosexual Protestant, father, of college education, fully employed, of good complexion, weight, and height, and a recent record in sports… Any male who fails to qualify in any one of these ways is likely to view himself – during moments at least – as unworthy, incomplete, and inferior.

Goffman continues, saying that visible signs of difference have the automatic effect of discretization in societal terms, and these demographic deviations create a challenge to perceptions of belonging when not a member of the "good ole boys club."

An individual's statistical underrepresentation in an organization and the impact that can have on them and on the organization is shown by research regarding those who are objectively organizational outsiders. Lapalme, Stampler, Simard, and Trembley (2009) investigate whether agency workers can experience perceived insider status, regardless of their classification as outsiders, and how perceived support from the organization contributes to their perceptions of insider status and affective commitment. They find that externalized workers can experience perceived insider status, or a sense of belonging (Stamper & Masterson, 2002), when receiving perceived support from supervisors and the organizations' permanent workers. If one perceives that he/she is getting needed support from the organization, will this lead to a feeling of belonging within that organization, moderated by gender?

Perceived Organizational Support (POS)

Previous research finds several outcomes related to POS, including higher levels of job performance, job satisfaction, increased organizational commitment, and reduced turnover and intentions to leave (Byrne & Hochwarter, 2008; Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009; Shanock & Eisenberger, 2006). The interactions of the constructs within the theory have uncovered that POS increases employees' perceived insider status – the belonging dimension of POM (Stamper & Masterson, 2002).

Byrne and Hochwarter (2008) consider POS a factor capable of positively affecting performance through decreasing stressors and fostering organization commitment. POS has been shown in the extant literature on the consideration of social support to be a significant moderator in relationships between organizational job stress and individual's physical and mental health, thereby relating positively to outcomes of improved commitment, satisfaction, and mood of individual employees (Jain, Giga, & Cooper, 2013).

Based upon the concepts of POM, I examine individual identification and belonging within the organization as they related to the mattering dimension through the lens of demographic deviation from the industry norm. POS in highly supportive organizations allows employees who are in the

demographic minority to perceive higher levels of belonging due to the potential for increased opportunities within the organization. The potential to participate in organizational decision making and increased organizational support has been shown to act as a precursor and buffer against the demands and stresses of the organization, such as belonging (Van Schalkwyk, Els, & Rothmann, 2011).

Research on support suggests that the benefit of organizations' POS efforts have more effect when employees believe that the organization's actions are voluntary. As such, an organization that acts in ways perceived to be self-serving, motivated by external forces, or done in order to repair the organization's image rather than a genuine, authentic effort to improve employee well-being, will likely not produce a positive effect (Byrne & Hochwarter, 2008; Rhoades & Eisenberger, 2002).

In their study on POS, Allen, Shore, and Griffeth (2003) look at its antecedents, the perceptions of supportive human resources practices, and how these contribute to the formation of POS. They find POS to positively impact organizational commitment and job satisfaction and negatively associate with withdrawal, thus helping to predict voluntary turnover in organizations.

Mohr (1999) finds that individuals will make dispositional conclusions about organizations based on how they perceive the fairness of the organization and its procedures. He predicted that perceptions of organizational support would be related to perceived fairness of selection procedures that were predicated in this case due by affirmative action procedures.

Perceived Organizational Belonging (POB)

The idea of POB has been associated with diversity literature. In order to create a productive work environment, matters of inclusion are fully interrelated with diversity and have increasingly been recognized by organizations and studied in research (Khosla, 2014; Roberson, 2006; Wooten, 2008). Many studies find that without a sense of belonging or inclusion within an organization, diversity initiatives do not have the desired outcomes of performance and retention of demographically underrepresented individuals. (Miller & Katz, 2002; Pless & Maak, 2004). In fact,

organizations that do not embrace inclusion efforts may prevent employees from reaching their highest potential and using their full range of skills and competencies (Harvey, 1999; Roberson, 2006).

Hildebrandt (2012) investigated the perceptions of belonging by studying online and on-ground doctoral students. This research identified the importance of socialization causing a perception of belonging for on-ground doctoral students. It also found that online doctoral students had a lower sense of belonging and less faculty-student and student-student interaction than on-ground doctoral students. The study looked at how the use of social networks could impact the perception of belonging. Surveys found that 80% of the online students were current users of online social networks and would like to see additional use of social networks in the course of their academic activity as a method for increasing their feelings of belonging.

Researchers have found that people who are different from their co-workers, demographically reported feeling more uncomfortable and less attached with a sense of belonging to their organizations (Tsui, Egan, & O'Reilly, 1992). When individuals deviate from the demographic industry norm, the ability to adhere to the concepts within POB and levels of belonging perception will decrease. Bem (1965, 1972) proposed Self-Perception Theory, which states that individuals develop their attitudes and perceptions of self, at least partially, through inference from observations of their own behavior and the situations and circumstance in which they occur.

In Bem's (1972, p. 4) research on self-perception theory, he states:

Many of the self-descriptive statements which appear to be exclusively under the control of private stimuli may in fact still be partially controlled by the same accompanying public events used by the training community to infer the individual's inner states in the first place.

Organizational identification, psychological ownership, and perceived insider status together make up the construct POB. People's belonging is wrapped in their identification and is associated with a feeling of security and stability through their self-perception in relationship to other individuals in the organization (Cooper & Thatcher, 2010; Zagenczyk, Gibney, Few, & Scott, 2011). As

individuals label and identify aspects of the environment around them, group members give cues to group membership acceptance. This self-definition comes through the "narratives and stories they construct about themselves…the same way that they come to know others" (Robak, 2001, p. 529), and this observation of belonging to the norm develops through self-perception and the experiences of the perceived support of the organization.

Studies find that employees with perceived insider status have a higher likelihood of experiencing greater attachment, an increased desire to stay at the firm, and are more willing to exert considerable effort (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Masterson & Stamper, 2003). Additionally, research finds that the development and support of individuals may cause them to perceive that these efforts are done for them specifically, in turn motivating a sense of obligation to succeed (Glaveli & Karassavidou, 2011) and increasing their insider status and feelings of belonging.

Hypothesis 1: Statistical underrepresentation moderates the positive relationship between POS and POB, such that minority status strengthens the positive effect.

Self-Efficacy and Belonging

One of the frequently researched determinants of sales performance where researchers agree is the construct of self-efficacy. Self-efficacy is defined as "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (Wood & Bandura, 1989). Self-efficacy research shows that people will perform better if they believe that they have the skills necessary to be successful (Barling & Beattie, 1983). But how does self-efficacy impact sense of belonging?

In previous research conducted to understand career and academic behavior, self-efficacy was examined as a predictor. Students were asked to rate their confidence in completing tasks that are important to succeeding in science and engineering majors. Analysis revealed that self-efficacy was a

more important predictor of grades and persistence in technical/scientific majors than interest congruence (Walsh & Srsic, 1995).

Gupta, Ganster, and Kepes (2013) find that self-efficacy predicted objective and subjective performance more than other more frequently used measures to predict job performance such as the Big 5. Research finds many conflicts regarding the value of broad personality predictors (Barrick, 2005; Barrick, Steward, & Piotrowski, 2002; Hogan, Hogan, & Roberts, 1996; Murphy, 2005; Ones, 2005) due to predictive ability and "faking" (Hogan et al., 1996).

Self-efficacy beliefs are often goal-directed and underlie motivated behavior and affect direction and persistence (Betz, 2007; Donnay & Borgen, 1996, 1999). Operationalizing self-efficacy not as the skills an individual has, but rather the self-perceptions and judgments of what can be done with the skills they have (Bandura, 1986) and how that impacts interactions inside a company and within individual perceptions of belonging in the organization is the focus of this study.

Meta-analyses (Colquitt, LePine, & Noe, 2000; Judge, Jackson, Shaw, Scott, & Rich, 2007) clearly find a strong relationship between self-efficacy and performance. Numerous studies demonstrate that self-efficacy can enhance performance through training measures (Frayne & Latham, 1987; Gist, Schwoerer, & Rosen, 1989; Parker, 1998). Research also explains linkages between self-efficacy and performance, showing that individuals who feel capable of performing particular tasks will perform them better (Barling & Beattie, 1983; Parker, 1998), will persist with tasks despite adversity (Lent, Brown, & Larkin, 1987), and will cope in a more effective manner with change (Hill, Smith, & Mann, 1987; Parker, 1998). These studies show a higher correlation between self-efficacy and performance in low-complexity contexts such as retail sales. Effective performance requires employees who are confident in their abilities to take on broader tasks.

In my research, the focus is not on the direct impact that self-efficacy has on performance. The specific focus is to determine whether high self-efficacy is a precursor to higher levels of perceived organizational belonging, ultimately with a potential impact on sales performance.

Self-Efficacy and POB

Individuals who have a sense of inclusion in the workplace, being a part of the in-group, will experience higher levels of POB through the unified achievement of shared organizational goals (Masterson & Stamper, 2003). POB is "a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together" (Masterson & Stamper, 2003; McMillan & Chavis, 1986, p. 9). As the intimate bonds of this shared commitment increase, perceptions of belonging and acceptance, which may increase the likelihood of individual sacrifice for the group, increases willingness to accept additional responsibilities, and thus increases perceptions of belonging and organizational membership (Masterson & Stamper, 2003).

Previous research on the linkages between organizational belonging and self-efficacy focuses on the overall community of the organization from the outside in, whereas this present study operationalizes belonging as the individual's POB within the organization, inside out. Instead of belonging as "social solidarity" or a "social anthropological" view of the group, I measure the individual's perspective of belonging in the organization through key factors that influence self-efficacy. Atkin and Hassard (1998) find that the connection between self-efficacy on POB increases individual's perceptions of enjoyment, job interest, confidence, and satisfaction in the organization ().

Several studies posit that higher self-efficacy and a higher sense of POB come from individuals' perceptions of support, organizational identification, psychological ownership, and perceived insider status, which increase sales performance of individuals who deviate from industry demographic norms (Atkin & Hassard, 1998; Masterson & Stamper, 2003; McMillan & Chavis, 1986; Stamper & Masterson, 2002; VandeWalle et al., 1995). Therefore, individuals with higher levels of self-efficacy will have more of a perception of organizational belonging due to the belief that they have the skills necessary to succeed.

Hypothesis 2: Individuals' self-efficacy relates positively to their level of perceived organizational belonging.

Belonging and Performance

The determinants of sales performance are a well-researched area of great interest to sales managers, recruiters, and those who are responsible for and have an interest in increasing sales performance inside an organization (Boorom et al., 1998; Brown & Peterson, 1994; Churchill et al., 1985; Gomez et al., 2004; VandeWalle et al., 1999). There are many contradictory findings, however, as to which variables impact sales performance in an individual salesperson.

Walton and Cohen (2007) find that uncertainty about belonging, especially when chronic, can undermine minorities' performance. Alternatively, research indicates that feelings of connectedness and of belonging within organizations are linked to engagement, productivity, and performance. Organizations that nurture and support their employees in an attempt to make them feel like they are valued can motivate employees to reciprocate through enhanced performance as well as strengthened affective commitment (Chatman, Polzer, Barsade, & Neale, 1998; Grant & Parker, 2009).

A study by Belle, Burley, and Long (2015) of teleworkers and how they experience organizational belonging finds that a shift occurs from a perception of less belonging moving toward a perception of more belonging, producing a subsequent shift from work production to work passion and a shift from employee status to organizational advocate status.

A belonging intervention study conducted by Walton and Cohen (2011) finds a significant correlation between belonging and academic performance outcomes. The study was conducted with two cohorts of African-American and European-American freshmen students and aimed to bring a sense of social belonging. The results suggest that belonging can have broad consequences that reduce what were typical inequalities in academics and health. The belonging intervention tripled the percentage of African-Americans earning GPAs in the top 25% of their class and reduced the percentage of African-Americans performing in the bottom 25% of their class on both indices. Brief

interventions designed to instill a feeling of belonging are found to promote performance and well-being, even long after their delivery (Walton & Cohen, 2007; Cohen, Garcia, Purdie-Vaughns, Apfel, & Brzusloski, 2010).

Sales performance is operationalized in this research by using a self-report of sales performance ranking by financial salespeople. Participants rank their sales performance in the previous year (Elite – Top 10%, somewhere in the Top 50%, and under 50%) and rank themselves on meeting their own sales goals and the goals set by their company. In a second data collection, sales performance is examined through the same self-report lens as well as through the company's actual performance ranking.

Hypothesis 3: Perceived Organizational Belonging is positively related to performance.

Future-Oriented Time Perspective (FOTP)

Studies find that time perspective is learned and can be modified by a variety of personal, social, and institutional influences (Stolarski, Bitner, & Zimbardo, 2011). I will specifically look at whether a future-oriented time perspective has a moderating effect on sales performance given organizational belonging perceptions.

Time perspective, as defined by Zimbardo and Boyd (1999, p. 1271) is "a fundamental dimension in the construction of psychological time emerging from cognitive processes, partitioning human experience into past, present, and future temporal frames." Their assumption and research indicating that time perspective has an influence on much of human behavior, including judgments, decisions, and actions, lead to the development of a new scale, the Zimbardo Time Perspective Inventory (ZTPI). There are five factors in ZTPI. The first is Past-Negative, appearing as a generally negative, aversive view of the past. The second is Present-Hedonistic, which reflects an impulsive, risk-taking attitude toward time and life. The third is Future and reflects a general future orientation with behavior dominated by moving toward future goals and rewards. The fourth is Past-Positive and

reflects a warm and sentimental attitude toward the past. The fifth is Present-Fatalistic and reflects a hopeless attitude and helplessness toward the future and life (Zimbardo & Boyd, 2008, 2015).

For the purposes of this study, I focus on the future-oriented time perspective dimension as it has been found in previous studies to have a positive effect on achievement and performance. A key element to FOTP is that it enables the person to transcend compelling stimulus forces and delay apparent sources of gratification if these are seen to potentially result in negative consequences (Harber, Zimbardo, & Boyd, 2003; Ryack, 2012; Syrcova et al., 2007; Stolarski et al., 2011; Stolarski et al., 2014; Zimbardo & Boyd, 2008; Zimbardo & Boyd, 1997, 1999, 2015).

Mischel and Baker (1975), in a study at Stanford University's Bing Nursery School, find that children who delay the gratification of eating a marshmallow had a FOTP. Later in their lives these same children were found to have scored 210 total points higher on SAT scores than their peers in the study who impulsively ate the marshmallows.

Zhang, Karabenick, Maruno, and Lauermann (2011) find that learners with high preference for delay of gratification are willing to maintain academic goals, even when there are attractive alternatives. Several studies find that delay of gratification is an important construct relating to students' academic achievement (Bembenutty, 1999; Taing, Smith, Singla, Johnson, & Chang, 2013).

FOTP is specifically related to performance, whereas other time perspectives individually have not. Future Time Perspective Theory suggests that behavior is dominated by a striving for future goals and rewards, correlating positively with performance, even given individuals' current situations in organizations (Lens, Paixao, Herrera, & Grobler, 2012; Nuttin, 2014; Nuttin & Lens, 1984). Future orientation is found to be associated with higher levels of conscientiousness, focus on achievement, and performance in terms of grade point average in school (Zimbardo & Boyd, 1999, 2015). It is also found to be associated with enhanced motivation, deep conceptual learning, better performance, and more intensive persistence (Simons et al., 2004).

In this study, I posit that this FOTP moderates other perceptions of belonging and organizational membership due to a clear path of goals.

Hypothesis 4: Future-oriented time perspective (FOTP) negatively moderates the positive

relationship between POB and sales performance.

CHAPTER IV

METHODOLOGY

Research Study 1

I conducted the first study in October 2015. Individuals who were surveyed were all financial advisors, both male and female, who self-selected to take the survey after receiving an email request. The list was sourced from an opt-in list of 10,038 financial advisors across many different financial firms throughout the United States that subscribed to a free newsletter published by Red Zone Marketing, Inc. The survey was an online, Qualtrics instrument consisting of validated scales from model constructs with a total of 15 questions.

Research Study 2

As an alternative to the self-reported sales performance data collected in the first study, I conducted a second study with salespeople from a sales organization in the financial services industry and included actual sales data. I conducted this study in May 2016. The company provided sales performance, top-to-bottom ranking, and goal-to-actual data for each salesperson at the company. Each salesperson self-selected to take the survey after receiving an email request to participate.

This company is an industry leader in the financial services industry with high-performing salespeople who distribute financial products including mutual funds through financial advisors. I elected to utilize the performance ranking data provided by the company as the data most closely matching the first study.

The survey was an online, Qualtrics instrument consisting of validated scales from the model constructs, with a total of 15 questions. The survey and measures were identical to the first study, with the addition of company-provided sales data for each salesperson and associated sales performance ranking from top to bottom.

Measures

The *Perceived Organizational Belonging* scale was sourced from studies done by Knapp et al.(2014), Stamper and Masterson (2003), Van Dyne and Pierce (2004), and Mael and Ashforth (1989, 1992). Participants responded to eight items that referenced their perceived organizational belonging. The items were scored on a seven-point Likert-type scale (1 = Strongly Disagree, 7 = Strongly Agree). Scores were obtained by computing the mean rating of the eight items. Example items included "I feel I am an insider in this work organization," and "I feel a very high degree of personal ownership for this organization."

The *Perceived Organizational Support* scale was sourced as a modified, shortened version of the Survey of Perceived Organizational Support by including those items that loaded highest in the Eisenberger et al. (2002) factor analysis. Participants responded to nine items that referenced their perceived organizational support. The items were scored on a seven-point Likert-type scale (1= Strongly Disagree, 7 = Strongly Agree). Scores were obtained by computing the mean rating of the nine items. Example items included "Help is available from the organization when I have a problem," and "This organization really cares about my well-being."

The general perceived *Self-Efficacy* scale was sourced from studies by Luszczynska, Scholz, & Schwarzer (2005). Participants responded to 10 items with reference to their self-efficacy. The items were scored on a four-point Likert-type scale (1 = Not At All True, 4 = Exactly True). Scores were obtained by computing the mean rating of the 10 items. Example items included "I can always manage to solve difficult problems if I try hard enough," and "It is easy for me to stick to my aims and accomplish my goals."

The *Zimbardo Future Time Perspective* scale was sourced from Zimbardo & Boyd (1999) and a modified, shortened version validated by (Ryack (2012). Participants responded to nine items with reference to their future time orientation. The items were scored on a five-point Likert-type scale (1 = Very Uncharacteristic, 7 = Very Characteristic). Scores were obtained by computing the mean rating of the nine items. Example items included "I believe a person's day should be planned ahead each morning," and "I am able to resist temptations when I know there is work to be done."

In an effort to gain a broader understanding of the demographic variables that affect perceived organizational belonging, a substantive list of demographic information was requested from respondents. Sales performance was self-reported as a specific ranking within the industry and within the organization. Sales performance ranking data was also provided by the company and was be matched to each salesperson in Study 2.

CHAPTER V

ANALYSES AND RESULTS

Data gathering for the first study began in October 2015, and the second study was completed in May 2016. All data analyses for both studies were performed using SAS Statistical software. This chapter presents the analysis and results for both data sets. The present study presents four hypotheses. Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) were utilized to identify the underlying factor structure. Factor analysis was used to provide evidence of construct validity (Hinkin, 1998).

Study 1 Data – October 2015

A total of 397 respondents, all financial advisors at a variety of firms, filled out their surveys completely. Study participant demographics are shown in the following tables .

Table 1. Age of Study 1 Participants

Age	Count	Count (%)
18-24	2	1
25-34	22	6
35-44	55	14
45 - 54	122	31
55 - 64	144	36
65+	50	13
Unknown	2	1
Total	**397**	**100**

Table 2. Geographic Region of Upbringing of Study 1 Participants

GeoUp	Count	Count (%)
Northeast	103	26
Southeast	52	13
Midwest	154	39
Southwest	41	10
Northwest	22	6
Outside the U.S.	25	6
Total	**397**	**100**

Table 3. Gender of Study 1 Participants

Gender	Count	Count (%)
Male	310	78
Female	86	22
Other	1	0
Total	**397**	**100**

Table 4. Ethnicity of Study 1 Participants

Ethnic	Count	Count (%)
Asian/Pacific Islander	13	3
Black/African-American	10	3
Hispanic/Latino	7	2
American Indian/Alaskan Native	2	1
White/Caucasian	356	90
Other	9	2
Total	**397**	**100**

Table 5. Marital Status of Study 1 Participants

MarStat	Count	Count (%)
Married	336	85
Single	21	5
Divorced	27	7
Widowed	3	1
Domestic Partnership	10	3
Total	**397**	**100**

Table 6. Highest Level of Education of Study 1 Participants

Education	Count	Count (%)
High School	29	7
Associates/Technical	38	10
Bachelor's	208	52
Master's	98	25
Doctorate	10	3
Professional Degree (MD or JD)	14	4
Total	**397**	**100**

Study 1 - Survey Response Construct Measures Analysis

In the construct measures analysis, the measurements were evaluated to ensure acceptable reliability of the measures, validity between measures, and the expected factor structure. Both EFA and CFA were utilized to evaluate the factor structure. For the measurement model, the fit statistics Chi-Square (χ^2), comparative fit index (CFI), and root mean square error of approximation (RMSEA) were utilized. Using χ^2 (Hinkin, 1998), the smaller the χ^2 the better model fit as two or three times as large as the degrees of freedom is acceptable as an indication of good model fit. However, χ^2 is sensitive to sample size, thus use is suggested with caution. The CFI (Bentler, 1990) provides insight into fit with values ranging from 0.0 to 1.0 with >.95 great, > .90 traditional, > .80 permissible CFI $\geq$ 0.95 (Hu & Bentler, 1999). The RMSEA (Steiger, 1990) with fit values ranges as follows: close fit 0.0 to 0.05), fair fit (0.05 to 0.08), mediocre fit.08 to 0.10), poor fit (> 0.10).

In evaluating the acceptable reliability of the measures, acceptable validity between measures, as well as the expected factor structure, descriptive statistics were run, as seen in the table below. This study had little missing data. A correlation matrix was run on all the items; 33 of 36 items correlated at least .3, with at least one other item suggesting reasonable factorability.

Table 7. Descriptive Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
OrgBEL_1	397	5.28967	1.45963	2,100	1	7	This work organization makes me believe that I am included in it
OrgBEL_2	397	4.70529	1.77277	1,868	1	7	I feel I am an insider in this work organization
OrgBEL_3	397	4.83879	1.81998	1,921	1	7	This is my organization
OrgBEL_4	397	5.09320	1.62645	2,022	1	7	I sense that this organization is our company
OrgBEL_5	397	5.03023	1.78775	1,997	1	7	I feel a very high degree of personal ownership for this organization
OrgBEL_6	397	4.91940	1.83638	1,953	1	7	I sense that this is my company
OrgBEL_7	397	4.32242	1.75719	1,716	1	7	Most of the people who work for this company feel as though they own the company
OrgBEL_8	397	4.61713	1.85715	1,833	1	7	It is hard for me to think of this organization as mine
OrgBEL_9	397	5.28212	1.71034	2,097	1	7	When I talk about this organization, I usually say "we" rather than "they"
OrgSup_1	397	6.01511	1.11227	2,388	1	7	Help is available from the organization when I have a problem
OrgSup_2	397	5.64736	1.35086	2,242	1	7	The organization really cares about my well-being
OrgSup_3	397	5.60453	1.39345	2,225	1	7	The organization is willing to extend itself in order to help me perform my job to the best of my ability
OrgSup_4	397	5.31234	1.61376	2,109	1	7	Even if I did the best job possible, the organization would fail to notice
OrgSup_5	397	5.34509	1.34063	2,122	1	7	The organization cares about my general satisfaction at work
OrgSup_6	397	5.61965	1.44562	2,231	1	7	The organization shows very little concern for me
OrgSup_7	397	5.07809	1.58320	2,016	1	7	The organization cares about my opinions
OrgSup_8	397	5.21662	1.45068	2,071	1	7	The organization takes pride in my accomplishments at work
SelfEf_1	397	3.58186	0.52846	1,422	1	4	I can always manage to solve difficult problems if I try hard enough
SelfEf_2	397	2.82116	0.64020	1,120	1	4	If someone opposes me, I can find the means and ways to get what I want
SelfEf_3	397	3.24937	0.58671	1,290	1	4	It is easy to stick to my aims and accomplish my goals
SelfEf_4	397	3.46096	0.60854	1,374	1	4	I am confident that I can deal efficiently with unexpected events
SelfEf_5	397	3.48615	0.55317	1,384	2	4	Thanks to my resourcefulness, I know how to handle unforeseen situations
SelfEf_6	397	3.67003	0.49178	1,457	2	4	I can solve most problems if I invest the necessary effort
SelfEf_7	397	3.45592	0.61233	1,372	1	4	I can remain calm when facing difficulties because I can rely on my coping abilities
SelfEf_8	397	3.48866	0.57119	1,385	2	4	When I am confronted with a problem, I can usually find several solutions
SelfEf_9	397	3.49622	0.56685	1,388	1	4	If I am in trouble, I can usually think of a solution
SelfEf_10	397	3.54192	0.54191	1,409	2	4	I can usually handle whatever comes my way
FuTime_1	397	3.55416	0.92944	1,411	1	5	I believe a person's day should be planned ahead each morning
FuTime_2	397	3.69270	0.88835	1,466	1	5	I am able to resist temptations when I know there is work to be done
FuTime_3	397	4.39798	0.67255	1,746	2	5	I meet my obligations to friends and authorities on time
FuTime_4	397	3.93703	0.85491	1,563	1	5	Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
FuTime_5	397	4.46599	0.79897	1,773	1	5	It upsets me to be late for appointments
FuTime_6	397	4.03526	0.84612	1,602	1	5	When I want to achieve something, I set goals and consider specific means for reaching those goals
FuTime_7	397	3.57431	0.94956	1,419	1	5	I keep working at a difficult, uninteresting task if it will help me get ahead
FuTime_8	397	4.03275	0.98033	1,601	1	5	I make lists of things I must do
FuTime_9	396	3.89394	0.83521	1,542	1	5	I complete projects on time by making steady progress

The model's overall descriptive statistics and correlations are in the table below.

Table 8. Descriptive Statistics and Correlations for All Study Variables

Variable	Mean	STD	1	2	3	4	5
1. Perceived Organizational Belonging (POB)	44.10	12.94	—				
2. Perceived Organizational Support (POS)	43.84	9.06	0.76	—			
3. Self Efficacy	34.26	3.78	0.21	0.2	—		
4. Future Oriented Time	35.57	4.76	0.12	0.1	0.34	—	
5. Sales Performance	8.78	2.43	0.21	0.2	0.28	0.30	—

Next an analysis was completed using a Kaiser-Myer-Olkin (KMO) test to measure sample adequacy (MSA) as well as Bartlett' Test of Sphericity to test that the correlation matrix is an identity matrix, as seen in the table below. The MSA in the KMO was .92, which is excellent and certainly meets the minimum criteria. The Bartlett's Test found that no common factors contain the degrees of freedom, χ^2 statistic, and *p*-value. Therefore, a null hypothesis is rejected, concluding that the factor analysis is appropriate for this data. Finally, the communalities were all above .3, further confirming that each item shared some common variance with other items. Given these indicators, factor analysis is suitable.

Table 9. Study 1 – Bartlett Test of Sphericity Based on 396 Observations

Test	DF	χ^2	Pr > χ^2
H0: No common factors	630	8,443.7840	<.0001
HA: At least one common factor			
H0: Six factors are sufficient	429	669.3527	<.0001
HA: More factors are needed			
χ^2 without Bartlett's Correction	699.1476		
Akaike's Information Criterion	-158.8524		
Schwarz's Bayesian Criterion	-1,866.8791		
Tucker and Lewis's Reliability Coefficient	0.9548		

Then a principal components analysis was used. Initial Eigenvalues indicated that the first four factors explained most of the variance, as seen in the table below, which is in line with previous theoretic support. A rotated factor pattern was then run using varimax and oblimin rotations of the factor loading matrix, as seen in the table below.

Table 10. Variance Explained by Each Factor

Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
6.4279199	5.2616618	4.6494809	2.7214717	2.0684423	1.2561254

A total of 19 items were retained, meeting the minimum criteria of having a primary loading of .4 or above. The Eigenvalues and scree plot with the reduced items are below.

Table 11: Study 1 Eigenvalues of the Correlation Matrix: Total = 19, Average = 1

Number	Eigenvalue	Difference	Proposition	Cumulative
1	7.618718100	4.78398289	0.4010	0.4010
2	2.834735210	1.13405678	0.1492	0.5502
3	1.700678430	0.26286712	0.0895	0.6397
4	1.437811310	0.80489998	0.0757	0.7154
5	0.632911320	0.07167903	0.0333	0.7487
6	0.561232300	0.01807872	0.0295	0.7782
7	0.543153580	0.02688963	0.0286	0.8068
8	0.516263950	0.04101636	0.0272	0.8340
9	0.475247590	0.08977828	0.0250	0.8590
10	0.385469300	0.01223401	0.0203	0.8793
11	0.373235290	0.03642944	0.0196	0.8989
12	0.336805850	0.01913515	0.0177	0.9166
13	0.317670700	0.01931274	0.0167	0.9334
14	0.298357960	0.04107201	0.0157	0.9491
15	0.257285950	0.03815583	0.0135	0.9626
16	0.219130120	0.02569340	0.0115	0.9741
17	0.193436710	0.02309257	0.0102	0.9843
18	0.170344140	0.04283193	0.0090	0.9933
19	0.127512210	—	0.0067	1.0000

Figure 2. Study 1 Scree Plot in Item Reduced Factor Model
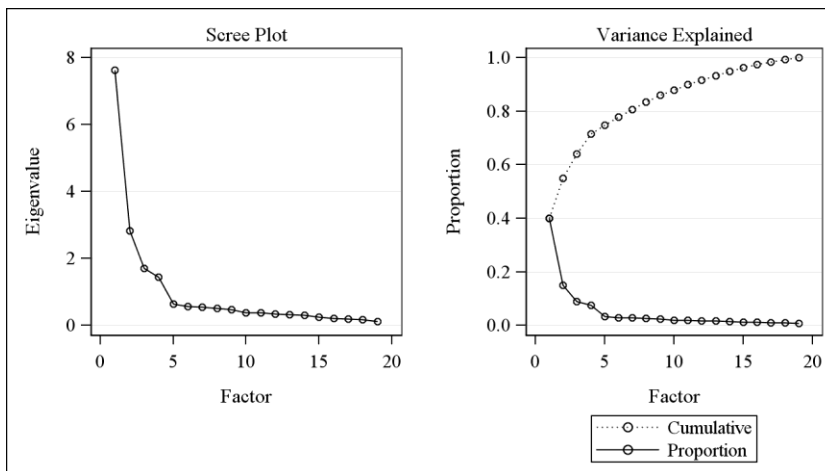
A principal components analysis of the remaining 19 items was conducted, as seen in the table below, showing the factor pattern based with all items loading over .5.

Table 12: Rotated Factor Pattern – Study 1

Rotated Factor Pattern		Factor1	Factor2	Factor3	Factor4
OrgBEL_2	I feel I am an insider in this work organization	69[*]	41	8	3
OrgBEL_3	This is my organization	86[*]	17	5	5
OrgBEL_4	I sense that this organization is our company	80[*]	39	2	4
OrgBEL_5	I feel a very high degree of personal ownership for this organization	86[*]	29	6	3
OrgBEL_6	I sense that this is my company	88[*]	29	4	5
OrgBEL_8	It is hard for me to think about this organization as mine	80[*]	17	6	6
OrgSup_1	Help is available from the organization when I have a problem	6	79[*]	8	8
OrgSup_2	The organization really cares about my well-being	36	83[*]	5	1
OrgSup_3	The organization is willing to extend itself in order to help me perform my job to the best of my ability	37	81[*]	0	1
OrgSup_5	The organization cares about my general satisfaction at work	40	72[*]	11	0
OrgSup_7	The organization cares about my opinions	45	66[*]	5	-1
OrgSup_8	The organization takes pride in my accomplishments at work	53	64[*]	5	3
SelfEf_5	Thanks to my resourcefulness, I know how to handle unforeseen situations	1	10	79[*]	10
SelfEf_8	When I am confronted with a problem, I can usually find several solutions	16	-7	76[*]	14
SelfEf_9	If I am in trouble, I can usually think of a solution	-1	11	85[*]	2
SelfEf_10	I can usually handle whatever comes my way	4	9	85[*]	7
FuTime_2	I am able to resist temptation when I know there is work to be done	9	-4	19	75[*]
FuTime_4	Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play	1	-1	4	83[*]
FuTime_9	I complete projects on time by making steady progress	4	12	7	79[*]

Printed values are multiplied by 100 and rounded to the nearest integer.
[*]*Values greater than 0.6.*

Below are the Cronbach's alphas for all the factors. According to *The Handbook of*

Organizational Measurement (Price, 1997), Cronbach's alpha is the accepted measure for reliability

for internal consistency. A coefficient alpha of .7 or higher is a strong indication of covariance and

suggests that the sampling domain has been captured adequately. All the alphas in Study 1 are .792

and higher, indicating high reliability. See Table 13.

Table 13. Cronbach's Alpha Summary – Study 1

No.	Factors	Cronbach's Alpha
1	POB	0.942
2	POS	0.919
3	Self Efficacy	0.862
4	Future Time Orientation	0.792

All the fit statistics for the model are acceptable as an indication of good model fit. The RMSEA

is considered fair, although still a generally accepted indication of good fit.

Table 14. Fit Statistics – Study 1

Fit Index	Fit Value
Fit Function	0.9068
χ^2	358.1756
χ^2 DF	146.0000
$\text{Pr} > \chi^2$	< .0001
Standardized RMR (SRMR)	0.0479
RMSEA Estimate	0.0607
RMSEA Lower 90% Confidence Limit	0.0527
RMSEA Upper 90% Confidence Limit	0.0686
Bentler Comparative Fit Index	0.9566
Bentler-Bonett NFI	0.9292
Bentler-Bonett Non-Normed Index	0.9492
Bollen Non-Normed Index Delta2	0.9568

Statistical Analysis: Study 1 - October 2015 Survey

Correlation and multiple regression analysis were used to examine the inter-relationships among

continuous variables. Path analysis was used to test causal effects. *p*-Values less than or equal to .05

are considered statistically significant.

Hypothesis 1

The first hypothesis was explored to determine whether individual statistical demographic

underrepresentation (Gend M/F) in an organization moderates the relationship between their

perceived organizational support and the perceived organizational belonging that one experiences, such that lower levels of support are positively associated with lower levels of belonging when in the demographic minority. POB is measured using the composite scores from the sum of OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8. POS was a composite score from the sum of OrgSup_1, OrgSup_2, OrgSup_3, OrgSup_5, OrgSup_7, and OrgSup_8. As seen in Table 3, in this study 311 men responded and 86 females for a total of 397 respondents. The female respondents comprised 21.6% of the participants in the study.

Multiple regression analysis was used to test for the moderation of effect of demographic underrepresentation (measured by gender such that Female = gender underrepresentation) on the relationship between perceived organizational support and perceived organizational belonging. The regression results as presented in the table below indicate that the model is a good fit, with over 50% of the variation explained by the model. Significant moderation effects were observed of gender deviation below ($t = 2.53$, $p = 0.01$). These results indicate that the relationship between organizational belonging and perceived organizational support varies depending on perceived gender deviation.

Table 15. Hypothesis 1 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	-0.04	0.04	-0.88	0.3790
Perceived Organizational Support (POS)	0.66	0.04	16.63	< .0001
Gender Deviation (Yes)	0.14	0.09	1.68	0.0930
POS*Gender Deviation (Yes)	0.22	0.09	2.53	0.0120
Model Fit:				
R^2: 0.51	F(3,393)= 135, p <.0001			

*Beta values are Standardized Coefficients

Figure 3. Relationship between POS and POB by Gender Deviation
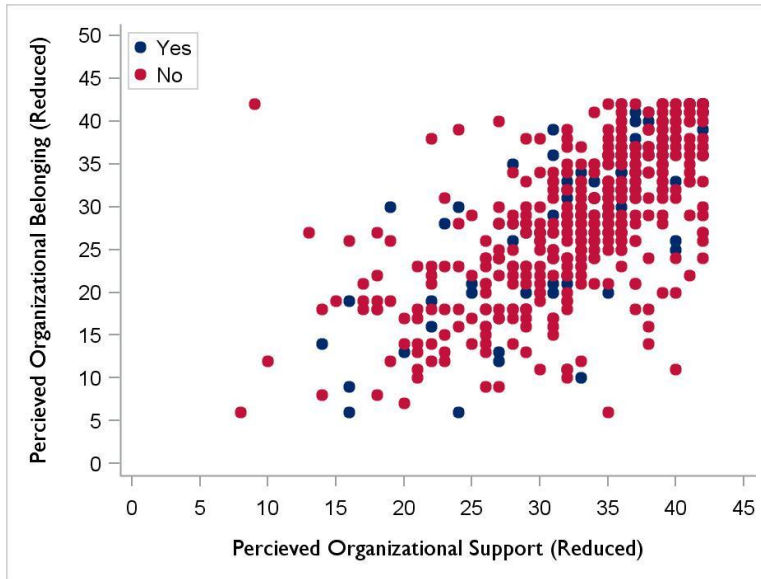
Hypothesis 2

The hypothesis was explored that self-efficacy, measured by the composite sum of SelfEf_5, SelfEf_8, SelfEf_9, and SelfEf_10, relates positively to level of perceived organizational belonging, measured using the composite scores from the sum of OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8. Correlation analysis was used to evaluate the relationship between perceived organizational belonging and self-efficacy. A positive relationship was observed between the variables (correlation coefficient $r_{(395)} = 0.24$, $p < .0001$).

Table 16. Hypothesis 2 – Correlation Coefficients, $N = 397$

	Perceived Organizational Belonging (POB)
Self-Efficacy	$r = 0.24$, $p < .0001$

These results suggest that perceived organizational belonging increases as the levels of perceived self-efficacy increase, but not at the same rate. The strength of the relationship as measured by R^2 is 0.03, indicating that 3.0% of the variation in perceived organizational belonging can be explained by its relationship to self-efficacy. The hypothesis that self-efficacy positively relates to POB is

supported, as shown in the table below ($t = 2.99$, $p = 0.003$); the notion that gender deviation moderates the relationship is not supported ($t = 0.97$, $p = 0.3$).

Table 17. Hypothesis 2 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	*p*-Value
Intercept	-0.05	0.06	-0.85	0.394
Self-Efficacy	0.17	0.06	2.99	0.003
Gender Deviation (Yes)	0.22	0.12	1.84	0.067
Self-Efficacy*Gender Deviation (Yes)	-0.12	0.12	-0.97	0.334
Model Fit:				
R^2: 0.03		F(3,393) = 4.2, *p* =.006		

*Beta values are Standardized Coefficients

Hypothesis 3

This hypothesis examined whether individuals with lower levels of perceived organizational belonging (measured using the composite scores from the sum of OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8) have lower levels of sales performance by looking at a combined measure of self-reported performance. In this analysis, sales performance was measured using an aggregated score of rank in organization, personal performance goal rank, and organizational performance goal rank (PerfRank1 – PerfRank3). Missing/not applicable ratings from PerfRank3 were coded as neutral and given a score of 2.5. I used a correlation analysis to explore the relationship between sales performance and found evidence of a positive relationship (correlation coefficient $r_{(395)}$ 0.22, $p < .0001$). These results suggest that lower levels of perceived organizational belonging are associated with lower-level sale performance.

Table 18. Hypothesis 3 – Correlation Coefficients, $N = 397$

	Sales Performance
Perceived Organizational Belonging (POB)	$r = 0.22$, $p < .0001$

We observe similar results using regression analysis; about 4% of the variation in sales performance is explained by perceived organizational belonging. The hypothesis is supported, as shown in the results table below ($t = 3.17$, $p = 0.002$), even when we adjust for gender deviation.

Gender deviation was not found to be a moderator of the relationship between POB and sales performance.

Table 19. Hypothesis 3 – Multiple Regression Results

Independent Variable	Beta*	SE	*t* Value	*p*-Value
Intercept	0.00	0.06	0.08	0.930
Perceived Organizational Belonging (POB)	0.18	0.06	3.17	0.002
Gender Deviation (Yes)	-0.04	0.12	-0.34	0.730
POB*Gender Deviation (Yes)	0.12	0.12	0.97	0.330
Model Fit:				
R^2: 0.04		$F(3,393) = 5.57$, $p = .0005$		

*Beta values are Standardized Coefficients

Viewing the results using only the self-reported performance rating (PerfRank_1) shows that the hypothesis is also supported, as shown in the results table below ($\chi^2 = 12.21$, $p < 0.5$). This indicates that when we adjust for gender deviation, increasing POB improves the probability of being part of the Elite 5%.

Table 20. Hypothesis 3 – Multiple Regression Results Using Self-Reported Ranking

Independent Variable	Estimate	SE	χ^2	*p*-Value
Intercept (Elite - Top 10%)	-0.60	0.12	25.78	<.0001
Intercept (Somewhere in the Top 50%)	1.80	0.15	139.26	<.0001
Perceived Organizational Belonging (POB)	0.39	0.11	12.21	0.0010
Gender Deviation (Yes)	-0.22	0.24	0.85	0.3600
POB*Gender Deviation (Yes)	0.16	0.23	0.44	0.5100
Odds Ratios	**Estimate**	**Lower CI**	**Upper CI**	
POB at Gender = Yes	1.72	1.15	2.59	
POB at Gender = No	1.48	1.19	1.83	

Model
$\chi^2 = 19.4$, $p = 0.0002$
Area under ROC = 0.62
Sommer's D = 0.24

Hypothesis 4

This hypothesis explored whether a future-oriented time perspective negatively moderates the positive relationship between perceived organizational belonging and sales performance. In this analysis, I measured sales performance using an aggregated score of rank in organization, personal performance goal rank, and organizational performance goal rank (PerfRank1 – PerfRank3).

Missing/not applicable ratings from PerfRank3 were coded as neutral and given a score of 2.5. I used a multiple regression analysis to test for the moderation of effect of future-oriented time perspective on the relationship between POB and sales performance. The hypothesis is not supported, as shown in the results table below ($t = -1.46$, $p = 0.15$), even when we adjust for gender deviation. Gender deviation was not found to be a moderator in the relationship between POB and sales performance.

Table 21. Hypothesis 4 – Multiple Regression Results

Independent Variable	Estimate	SE	χ^2	p-Value
Intercept	0.02	0.05	0.38	0.7000
Perceived Organizational Belonging (POB)	0.18	0.05	3.67	0.0003
Future Oriented Time	0.26	0.05	4.75	<.0001
POB*Future Oriented Time	-0.07	0.05	-1.46	0.1500
Gender Deviation (Yes)	-0.07	0.12	-0.60	0.5500
Future Oriented Time*Gender Deviation(Yes)	0.07	0.12	0.62	0.5300
Model Fit:				
R^2: 0.12	$F(5,391) = 10.51, p < .0001$			

*Beta values are Standardized Coefficients

Viewing the results using only the self-reported performance rating (PerfRank_1) shows that the hypothesis is also not supported, as shown in the results table below ($\chi^2 = 0.13$, $p = 0.72$). However, significant direct effects of POB ($\chi^2 = 15.64$, $p < .0001$) and future-oriented time ($\chi^2 = 9.93$, $p = 0.002$) on sales performance were found.

Table 22. Hypothesis 4 – Multiple Regression Results Using Self-Reported Ranking

Independent Variable	Estimate	SE	χ^2	p-Value
Intercept (Elite - Top 10%)	-0.60	0.12	25.25	<.0001
Intercept (Somewhere in the Top 50%)	1.87	0.16	142.93	<.0001
Perceived Organizational Belonging (POB)	0.40	0.10	15.64	<.0001
Future Oriented Time	0.35	0.11	9.93	0.0020
POB*Future Oriented Time	-0.03	0.10	0.13	0.7200
Gender Deviation (Yes)	-0.26	0.24	1.16	0.2800
Future-Oriented Time*Gender Deviation(Yes)	0.09	0.24	0.15	0.7000

Odds Ratios	Estimate	Lower CI	Upper CI
Future Oriented Time at Fixed POB at Gender = Yes	1.56	1.02	2.38
Future Oriented Time at Fixed POB at Gender = No	1.42	1.14	1.77

Model
$\chi^2 = 33.4$, $p < .0001$
Area under ROC = 0.64
Sommer's D = 0.29

Study 2 Data – May 2016

One hundred thirty salespeople at a financial services company filled out the survey completely,

which was 97% of the entire population of salespeople at this company. Study participant

demographics are shown in the tables below.

Table 23. Age of Study 2 Participants

Age	Count	Count (%)
18 - 24	9	7
25 - 34	52	40
35 - 44	33	25
45 - 54	18	14
55 - 64	3	2
65+	1	1
Unknown	14	11
Total	**130**	**100**

Table 24. Geographic Region of Upbringing of Study 2 Participants

Geo_Up	Count	Count (%)
Northeast	96	74
Southeast	9	7
Midwest	15	12
Southwest	7	5
Northwest	2	2
Outside the U.S.	1	1
Total	**130**	**100**

Table 25. Gender of Study 2 Participants

Gender	Count	Count (%)
Male	104	80
Female	26	20
Other	0	0
Total	**130**	**100**

Table 26. Ethnicity of Study 2 Participants

Ethnicity	Count	Count (%)
Asian/Pacific Islander	4	3
Hispanic/Latino	3	2
American Indian/Alaskan Native	1	1
White/Caucasian	115	88
Other	7	5
Total	**130**	**100**

Table 27. Marital Status of Study 2 Participants

Marital	Count	Count (%)
Married	74	57
Single	53	41
Divorced	1	1
Domestic Partnership	2	2
Total	**130**	**100**

Table 28. Highest Level of Education of Study 2 Participants

Edu	Count	Count (%)
High School	2	2
Associates/Technical	3	2
Bachelor's	119	92
Master's	6	5
Total	**130**	**100**

Study 2 - Survey Response Construct Measures Analysis

In this second study of construct measures analysis, I used EFA to explore the factor structure. Due to the sample size of 130, a CFA is not available. I completed the analysis using the Kaiser-Myer-Olkin (KMO) test to measure sample adequacy (MSA) as well as the Bartlett' Test of Sphericity to test that the correlation matrix is an identity matrix, as seen in the table below. The MSA in the KMO was .83, which is excellent and certainly meets the minimum criteria. Bartlett's test found that no common factors containing the degrees of freedom, χ^2 statistic, and *p*-value; therefore, the null hypothesis is rejected and I conclude that the factor analysis is appropriate for this data. Finally, the communalities were all above .3, further confirming that each item shared some common variance with other items. Given these indicators, factor analysis is suitable.

Table 29. Study 2 – Bartlett Test of Sphericity Based on 130 Observations

Test	DF	χ^2	$Pr > \chi^2$
H0: No Common Factors	171	1,349.0426	<.0001
HA: At Least One Common Factor			
H0: Factors are Sufficient	101	152.5018	0.0007
HA: More Factors are Needed			

I then used a principal components analysis. The eigenvalues and scree plot are listed in Table 30 and Figure 4 below. Variance explained is also listed in Table 31 below.

Table 30. Study 2 – Eigenvalues of the Correlation Matrix: Total = 19, Average = 1

Number	Eigenvalue	Difference	Proportion	Cumulative
1	6.60667211	3.78220488	0.3477	0.3477
2	2.82446723	0.88053508	0.1487	0.4964
3	1.94393215	0.72204338	0.1023	0.5987
4	1.22188877	0.41005499	0.0643	0.6630
5	0.81183378	0.03556709	0.0427	0.7057
6	0.77626669	0.09045916	0.0409	0.7466
7	0.68580753	0.11043264	0.0361	0.7827
8	0.57537488	0.02843202	0.0303	0.8130
9	0.54694286	0.02951966	0.0288	0.8417
10	0.51742320	0.08026889	0.0272	0.8690
11	0.43715432	0.01631433	0.0230	0.8920
12	0.42083999	0.07000200	0.0221	0.9141
13	0.35083799	0.04578380	0.0185	0.9326
14	0.30505419	0.04871747	0.0161	0.9487
15	0.25633671	0.03144709	0.0135	0.9621
16	0.22488962	0.03671856	0.0118	0.9740
17	0.18817106	0.02427583	0.0099	0.9839
18	0.16389523	0.02168356	0.0086	0.9925
19	0.14221168		0.0075	1.0000

Figure 4. Scree Plot
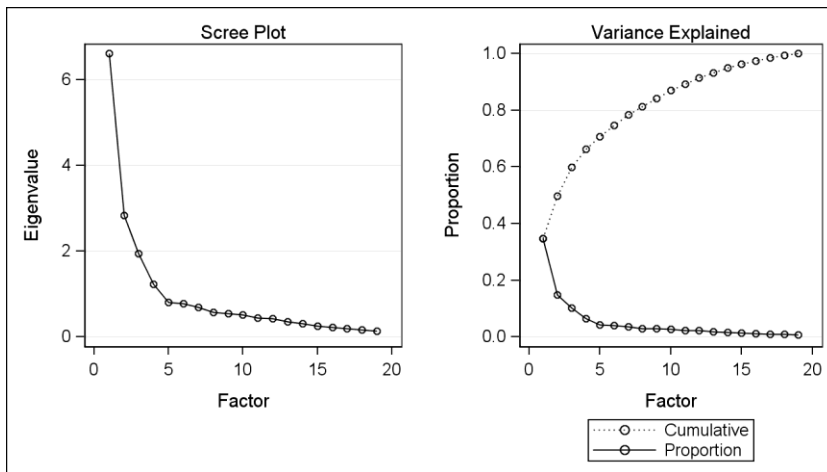
Table 31. Variance Explained by Each Factor (Rotated)

Factor 1	Factor 2	Factor 3	Factor 4
4.1136724	3.8961145	2.8219879	1.7651854

I then ran the rotated factor pattern using varimax and oblimin rotations of the factor loading matrix as seen in the table below.

Table 32. Rotated Factor Pattern – Study 2

	Rotated Factor Pattern	Factor1	Factor2	Factor3	Factor4
OrgBEL_2	I feel I am an insider in this work organization	69[*]	41	8	3
OrgBEL_3	This is my organization	86[*]	17	5	5
OrgBEL_4	I sense that this organization is our company	80[*]	39	2	4
OrgBEL_5	I feel a very high degree of personal ownership for this organization	86[*]	29	6	3
OrgBEL_6	I sense that this is my company	88[*]	29	4	5
OrgBEL_8	It is hard for me to think about this organization as mine	80[*]	17	6	6
OrgSup_1	Help is available from the organization when I have a problem	6	79[*]	8	8
OrgSup_2	The organization really cares about my well-being	36	83[*]	5	1
OrgSup_3	The organization is willing to extend itself in order to help me perform my job to the best of my ability	37	81[*]	0	1
OrgSup_5	The organization cares about my general satisfaction at work	40	72[*]	11	0
OrgSup_7	The organization cares about my opinions	45	66[*]	5	-1
OrgSup_8	The organization takes pride in my accomplishments at work	53	64[*]	5	3
SelfEf_5	Thanks to my resourcefulness, I know how to handle unforeseen situations	1	10	79[*]	10
SelfEf_8	When I am confronted with a problem, I can usually find several solutions	16	-7	76[*]	14
SelfEf_9	If I am in trouble, I can usually think of a solution	-1	11	85[*]	2
SelfEf_10	I can usually handle whatever comes my way	4	9	85[*]	7
FuTime_2	I am able to resist temptation when I know there is work to be done	9	-4	19	75[*]
FuTime_4	Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play	1	-1	4	83[*]
FuTime_9	I complete projects on time by making steady progress	4	12	7	79[*]

Printed values are multiplied by 100 and rounded to the nearest integer.
[*]*Values greater than 0.6.*

Below are the Cronbach's Alpha for all the factors. The alphas in Study 2 are .772 and higher, indicating high reliability. See Table 33 below.

Table 33. Cronbach's Alpha – Study 2

No.	Factors	Cronbach's Alpha
1	POB	0.901
2	POS	0.876
3	Self Efficacy	0.863
4	Future Time Orientation	0.772

This model's overall descriptive statistics and correlations are in the table below.

Table 34. Descriptive Statistics and Correlations for Study 2 Variables

Variable	MEAN	STD	1	2	3	4	5
1. Perceived organizational belonging (POB)	28.67	6.59	—				
2. Perceived organizational Support (POS)	33.85	5.70	0.57	—			
3. Self Efficacy	13.97	1.78	0.26	0.21	—		
4. Future-Oriented Time	11.88	1.71	0.14	0.21	0.43	—	
5. Sales Performance	9.58	1.92	0.09	-0.01	0.23	0.08	—

1. Perceived organizational belonging (POB)= sum(OrgBEL_2,OrgBEL_3,OrgBEL_4,OrgBEL_5,OrgBEL_6,OrgBEL_8)

2. Perceived organizational Support (POS) = sum(OrgSup_1,OrgSup_2,OrgSup_3,OrgSup_5,OrgSup_7,OrgSup_8)

3. Self Efficacy = sum(SelfEf_5, SelfEf_8, SelfEf_9, SelfEf_10)

4. Future Oriented Time = sum (FuTime_2,FuTime_4,FuTime_9)

5. Sales Performance

Statistical Analysis: Study 2 - May 2016 Survey

I used correlations and multiple regression analysis to examine the inter-relationships among continuous variables. I used path analysis to test causal effects. *P*-Values less than or equal to .05 are considered statistically significant.

Hypothesis 1

I explored the first hypothesis to determine whether statistical demographic underrepresentation (Gend M/F) in an organization moderates the relationship between perceived organizational support and perceived organizational belonging, such that lower levels of support are positively associated with lower levels of belonging when in the demographic minority. I measured POB using the composite scores from the sum of OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8. POS was a composite score from the sum of OrgSup_1, OrgSup_2, OrgSup_3, OrgSup_5, OrgSup_7, and OrgSup_8. In this study, 104 men responded and 26 females, a total of 130 respondents as seen in Table 35. The female respondents comprised 20% of the participants in the study.

I used multiple regression analysis to test for the moderation of effect of demographic underrepresentation (measured by gender such that female = gender underrepresentation) on the relationship between perceived organizational support and perceived organizational belonging. The regression results as presented in the table below indicate that the model is a good fit with 34% of the variation explained by the model. The moderation effects of gender deviation were not statistically significant ($t = -.30$, $p = .14$). These results do not support the hypothesis that the relationship between organizational belonging and perceived organizational support is moderated by perceived gender deviation.

Table 35. Hypothesis 1 – Multiple Regression Results

| Independent Variable	Beta*	SE	t Value	*p*-Value
Intercept	-0.01	0.08	-0.18	0.8570
Perceived Organizational Support (POS)	0.62	0.08	7.80	<.0001
Gender Deviation (Yes)	0.05	0.18	0.26	0.8000
POS*Gender Deviation (Yes)	-0.30	0.20	-1.50	0.1400
Model Fit:				
R^2: 0.34	$F(3,126)= 21.29, p < .0001$			

*Beta values are Standardized Coefficients

Hypothesis 2

I explored this hypothesis that self efficacy, measured by the composite sum of SelfEf_5, SelfEf_8, SelfEf_9, and SelfEf_10, relates positively to the level of perceived organizational belonging, measured using the composite scores from the sum of OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8.

I used correlation analysis to evaluate the relationship between perceived organizational belonging and self-efficacy. I observed a positive relationship between the variables (correlation coefficient $r_{(128)} = 0.35, p < .0001$). These results suggest that perceived organizational belonging increases as the levels of perceived self-efficacy increase at a linear rate. The strength of the relationship as measured by the R^2 is 0.1225, indicating that 12% of the variation in perceived belonging can be explained by its relationship to self-efficacy. These findings support the hypothesis that individuals with higher levels of self-efficacy have higher levels of POB. The plot below shows the graphical view of the relationship.

Table 36. Hypothesis 2 – Correlation Coefficients, *N* = 130

	Perceived Organizational Belonging (POB)
Self-Efficacy	$r = 0.35, p < .0001$

Figure 5. Relationship between POB and Self-Efficacy
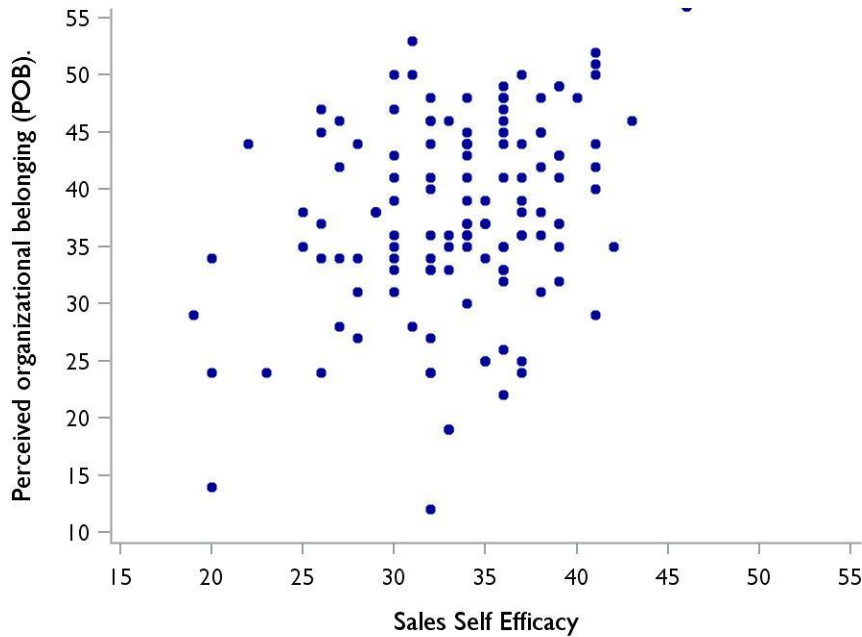
In the multiple regression analysis, the hypothesis that self-efficacy positively relates to POB is supported, as shown in the table below ($t = 2.34$, $p = 0.02$). The notion that gender deviation moderates the relationship is not supported ($t = 1.02$, $p = 0.31$).

Table 37. Hypothesis 2 – Multiple Regression Results

Independent Variable	Beta*	SE	*t*- Value	*p*-Value
Intercept	-0.01	0.10	-0.12	0.90
Self-Efficacy	0.22	0.09	2.34	0.02
Gender Deviation (Yes)	0.11	0.22	0.49	0.62
Self-Efficacy*Gender Deviation (Yes)	0.24	0.24	1.02	0.31
Model Fit:				
R^2: 0.07	$F(3,126) = 3.32$, $p = .02$			

*Beta values are Standardized Coefficients

Hypothesis 3

In this hypothesis, I examined whether individuals with lower levels of perceived organizational belonging have lower levels of sales performance by looking at a combined measure of self-reported performance as well as company-reported ranking of performance.

Self-Reported Sales Performance. In this hypothesis, I examined whether individuals with lower

levels of perceived organizational belonging (measured using the composite scores from the sum of

OrgBEL_2, OrgBEL_3, OrgBEL_4, OrgBEL_5, OrgBEL_6, and OrgBEL_8) have lower levels of

sales performance by looking at a combined measure of self-reported performance. In this analysis,

sales performance is measured using an aggregated score of rank in organization, personal

performance goal rank, and organizational performance goal rank (PerfRank1 – PerfRank3).

Missing/not applicable ratings from PerfRank3 were coded as neutral and given a score of 2.5.

The hypothesis that gender deviation positively moderates the relationship between POB and

sales performance is supported ($t = 2.87$, $p = 0.005$). Direct effects of POB on sales performance were

not observed ($t = -0.17$, $p = 0.87$).

Table 38. Hypothesis 3 – Multiple Regression Results

Independent Variable	Beta*	SE	*t*-Value	*p*-Value
Intercept	0.02	0.10	0.21	0.830
Perceived Organizational Belonging (POB)	-0.02	0.09	-0.17	0.870
Gender Deviation (Yes)	-0.10	0.21	-0.48	0.630
POB*Gender Deviation (Yes)	0.68	0.24	2.87	0.005
Model Fit:				
R^2: 0.07	F(3,393) = 3.19, p = .03			

*Beta values are Standardized Coefficients

Viewing the results using only the self-reported performance rating (PerfRank_1) shows that the

hypothesis is not supported, as shown in the results table below ($t = 0.67$, $p = 0.41$), even when

adjusting for gender deviation.

Table 39. Hypothesis 3 – Multiple Regression Results Using Self-Reported Ranking

Independent Variable	Estimate	SE	χ^2	*p*-Value
Intercept	2.39	0.36	44.30	<.0001
Perceived Organizational Belonging (POB)	0.27	0.33	0.67	0.4100
Gender Deviation (Yes)	-0.20	0.83	0.06	0.8100
POB*Gender Deviation (Yes)	1.26	0.85	2.21	0.1400
Odds Ratios	**Estimate**	**Lower CI**	**Upper CI**	
POB at Gender = Yes	4.64	1.01	21.42	
POB at Gender = No	1.31	0.69	2.52	

Model
$\chi^2 = 7.36$, $p = 0.06$
Area under ROC = 0.70
Sommer's D = 041

Company Reported Performance Ranking. In this analysis, I used the company reported sales performance rank (PerfRank_TOT) as the dependent variable and perceived organizational belonging as the independent variable. The regression results as presented in the table below show a nonsignificant model ($F(3,126) = 1.43$, $p = .24$) and therefore not a good fit. The effect of POB is not significant ($t = .64$, $p = 0.53$). These results do not support the hypothesis that individuals with lower levels of perceived organizational belonging will have lower levels of sales performance (PerfRank_TOT). The hypothesis that gender deviation positively moderates the relationship between POB and sales performance is supported ($t = 1.96$, $p = 0.05$). Direct effects of POB on sales performance were not observed ($t = -0.10$, $p = 0.92$).

Table 40. Hypothesis 3 – Multiple Regression Results Using Company-Reported Ranking

Independent Variable	Beta*	SE	*t*-Value	*p*-Value
Intercept	47.04	2.81	16.76	< .0001
Perceived Organizational Belonging (POB)	1.75	2.74	0.64	0.5300
Gender Deviation (Yes)	12.30	6.27	1.96	0.0500
POB*Gender Deviation (Yes)	-0.66	6.96	-0.10	0.9240
Model Fit:				
R^2: 0.03	$F(3,126) = 1.43$ $p = .24$			

*Beta values are Standardized Coefficients

Hypothesis 4

I explored the hypothesis that future-oriented time perspective, measured by the composite sum of FuTime_2, FuTime_4, and FuTime_9, negatively moderates the positive relationship between perceived organizational belonging and sales performance.

Self-Reported Sales Performance. In this analysis, sales performance is measured using an aggregated score of rank in organization, personal performance goal rank, and organizational performance goal rank (PerfRank1 – PerfRank3). Missing/not applicable ratings from PerfRank3 were coded as neutral and given a score of 2.5. I used a multiple regression analysis to test for the moderation of effect of future-oriented time perspective on the relationship between POB and sales performance. The hypothesis is not supported, as shown in the results table below ($t = -0.59$,

$p = 0.56$), even when adjusting for gender deviation. Gender deviation was also not found to be a

moderator in the relationship between POB and Sales performance.

Table 41. Hypothesis 4 – Multiple Regression Results Using Self-Reported Sales Performance

Independent Variable	Estimate	SE	χ^2	*p*-Value
Intercept	0.03	0.10	0.31	0.76
Perceived Organizational Belonging (POB)	0.09	0.10	0.99	0.32
Future Oriented Time	0.07	0.10	0.72	0.47
POB*Future Oriented Time	-0.05	0.09	-0.59	0.56
Gender Deviation (Yes)	-0.12	0.22	-0.54	0.59
Future Oriented Time*Gender Deviation(Yes)	-0.02	0.27	-0.09	0.93
Model Fit:				
R^2: 0.018	$F(5,124) = 0.45, p = 0.8$			

*Beta values are Standardized Coefficients

When viewing the results using only the self-reported performance rating (PerfRank_1), the

hypothesis is not supported. See the results in the table below.

Table 42. Hypothesis 4 – Multiple Regression Results Using Self-Reported Performance Rating

Independent Variable	Estimate	SE	χ^2	*p*-Value
Intercept	2.71	0.44	38.61	< .0001
Perceived Organizational Belonging (POB)	0.52	0.33	2.43	0.1200
Future Oriented Time	0.48	0.40	1.42	0.2300
POB*Future Oriented Time	-0.30	0.33	0.83	0.3600
Gender Deviation (Yes)	-0.95	0.72	1.76	0.1800
Future Oriented Time*Gender Deviation(Yes)	-0.84	0.84	1.00	0.3200
Odds Ratios	**Estimate**	**Lower CI**	**Upper CI**	
Future Oriented Time at Fixed POB at Gender = Yes	0.70	0.16	3.00	
Future Oriented Time at Fixed POB at Gender = No	1.61	0.73	3.54	

Model
$\chi^2 = 8.74,\ p = 0.12$
Area under ROC = 0.74
Sommer's D = 0.47

Company Reported Performance Ranking. In this analysis, I used the company reported sales

performance rank (PerfRank_TOT) as the dependent variable. I performed multiple regression

analysis to test for the moderation of effect of future-oriented time perspective on the relationship

between POB and sales performance (PerfRank_TOT). The regression results as presented in the

table below indicate that the model accounts for about 4% of the variation and model doesn't fit the

data. Significant moderation effects are not observed of future-oriented time perspective

(F(5, 124) = 1.02, p = 0.41). These results do not indicate any relationship between organizational belonging and sales performance, nor does the relationship vary depending on the level of future-oriented time perspective. There is no evidence to support the hypothesis that future-oriented time perspective negatively moderates the positive relationship between perceived organizational belonging and sales performance (t = .06, p = .96). Gender deviation was also not found to be a moderator in the relationship between POB and Sales performance (t = .17, p = .86).

Table 43. Hypothesis 4 – Multiple Regression Results Using Company-Reported Performance Ranking

Independent Variable	Estimate	SE	*t*-Value	*p*-Value
Intercept	47.02	2.87	16.37	< .0001
Perceived Organizational Belonging (POB)	1.99	2.72	0.73	0.4600
Future Oriented Time	-2.48	2.79	-0.89	0.3800
POB*Future Oriented Time	0.14	2.52	0.06	0.9600
Gender Deviation (Yes)	12.33	6.39	1.93	0.0600
Future Oriented Time*Gender Deviation(Yes)	1.33	7.67	0.17	0.8600
Model Fit:				
R²: 0.04	F(5,124) = 1.02, p = 0.41			

*Beta values are Standardized Coefficients

CHAPTER VI

DISCUSSION

My intention in this paper was to extend the understanding of factors affecting sales performance specifically for those who are statistically in the minority within an organization and an industry. Existing research does not look at these particular factors and their correlations to sales performance.

Limitations

In this research, there is a discrepancy between the findings in Study 1 and Study 2. In Study 2, where the data was collected within one company and both self-reported performance as well as company-reported performance was used, only one hypothesis was supported, depending on how the data was analyzed between company-reported objective performance and self-reported performance. This cannot be attributed to the addition of the actual sales results as the hypotheses that did not include this sales variable were also rejected.

The potential issue with this second study and data set may include the fact that this is a very high-performance team of salespeople where nearly everyone reaches high levels of sales performance success. Thus, the differences between the individuals may not be large enough for statistical analysis. The other issue may be the small sample size. This is frequently an issue in research and has been addressed in multiple studies (Guilkey, 1982; Nelson & Kim, 1993) where the finding is that increasing the number of observations increases the probability that the model

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will produce different findings. The model had fit issues, and all but one of the hypotheses were rejected.

Interpretation of Results

In looking only at Study 1, the findings do confirm the importance, and justify the calls from the literature, of an individual's perceived organizational membership and calls attention to how the perceptions of organizational support and organizational belonging impact sales performance. There are several practical implications of this research. The first implication of the results indicates that the relationship between organizational belonging and perceived organizational support varies depending on perceived gender deviation. This is a significant finding that can be used to integrate and increase the sense of support of belonging among those who are in the statistical minority within an organization. If it is understood that performance may be ultimately impacted, advanced organizational employee integration efforts may help to increase performance and perhaps retention inside organizations.

Previous research has found that within academic organizations, a sense of belonging and specifically an intervention into that belonging for those with minority status can, in certain situations, have a positive impact on academic performance. (Baker, 2008; Osterman, 2000; Walton & Cohen, 2011). This same type of intervention and integration within organizations for those who may have a higher probability of feeling less support and belonging could prove to be a profitable exercise.

Today, many organizations hold female-only conferences and meetings. The results of this study indicate, however, that those in the gender minority may need to feel more like they are included in their organization, rather than being separated from the rest of the organization. The perception of belonging comes from a feeling of inclusion. However, it could be theorized that a perception of belonging occurs when those in the minority gather, even if it's outside their organization. Future

research on methods to create a sense of belonging, whether inside or outside of the immediate organization, may be an interesting undertaking.

I show in this study that in order to create a more diverse and productive workforce, initiatives could be integrated to improve and measure perceptions of the way individuals are included in an organization. This may help to improve and evaluate the diversity initiatives that many corporations have undertaken. Internally, the culture and standards need more scrutiny to determine whether they meet the inclusion needs and perceptions of their workforce. Thus, efforts to create a supportive workforce need to be evaluated. Inclusion-oriented activities and training could provide a significant advantage along with regular measurement of perceived organizational support and perceived organizational belonging as these are important factors leading to higher sales performance.

Another important implication is that higher levels of general self-efficacy, employees' belief in their capability to achieve the task in front of them, is important in sales. In both studies, a higher level of self-efficacy led to a higher level of perceived organizational belonging. Hiring individuals who are confident in their abilities is an indicator of sales performance, a perception of belonging. Training of the workforce could include exercises and modules specifically directed to improving and measuring self-efficacy within the workforce.

A final implication is my finding relating to time perspective. In Study 1, the findings confirm that having a future-oriented time perspective can be a regulator of behavior and perceptions. In fact, this is a finding that requires more research. If other studies show that the impact of employees' internal feelings and perceptions related to their organizations can be improved relating to performance, then this could be a future predictor of performance.

Contributions of the Study

I believe that my research makes a contribution to the body of knowledge related to perceived organizational membership (Masterson & Stamper, 2003) and to the employee-organization relationship. Specifically, this research uniquely studies perceived organizational support and

perceived organizational belonging as these concepts relate to sales performance. Sales-performance related research has not previously been done within the framework of perceived organizational membership. Study 1 found that POS, POB, and sales performance have a significant relationship with one another, moderated by gender, that offers insight into further research and practical applications for organizations interested in methods for increasing sales performance.

The present study also makes several contributions to the body of knowledge related to time orientation. In Study 1, when an individual's future-time orientation is high, it diminished the relationship between perceived organizational belonging and sales performance. In other words, when perceived organizational belonging is low, the insertion of a high future-time orientation shows that sales performance can also be high. Stolarski et al. (2014) found that the future scale failed to enhance one's mood. I find here that future-time orientation actually changes the relationship between one's low feeling of organizational belonging and the finding that this feeling or perception correlates with low sales performance. This also strengthens what Zimbardo et al. (1997) found, that future-time orientation is strategic rather than emotional in nature and, as this research found, may override one's present perceptions. Future research will be necessary to test the conceptual model and the linkages among the key constructs with sufficiently large data sets.

Conclusion

As someone who has worked in the financial industry for over 20 years and occupied the demographic minority, I certainly have a first-hand perspective on this research. As a consultant and often the only woman in the room, it was only recently that I gave much consideration to my own minority status. It is probably not coincidental that I also rate very high in future-oriented time perspective, as my personal Zimbardo Time Perspective Inventory has shown.

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APPENDIX

Validated Scales

Construct: Self-Efficacy

The General Perceived Self Efficacy Scale was sourced from previously validated Luszczynska et al. (2005) and Schwarzer et al. (1995).

Construct: Perceived Organizational Support

The perceived organizational support scale was sourced as a modified, shortened version of the Survey of Perceived Organizational Support by including those items that loaded highest in the Eisenberger et al. (1986) factor analysis.

Construct: Perceived Organizational Belonging

The perceived organizational belonging scale was sourced from studies done by Knapp, Smith, Sprinkle (2014); Stamper and Masterson (2003); Van Dyne and Pierce (2004); and Mael and Ashforth (1989, 1992).

Construct: Future Time Orientation

The Zimbardo Time Perspective scale was sourced from Zimbardo & Boyd (1999) and a modified, shortened version validated by Ryack (2012).

Survey Instrument

Rate how these items apply to you and your organization using the following scale:

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Neutral
5 = Slightly Agree
6 = Agree
7 = Strongly Agree

Help is available from the organization when I have a problem.
The organization really cares about my well-being.
The organization is willing to extend itself in order to help me perform my job to the best of my
    ability.
Even if I did the best job possible, the organization would fail to notice.
The organization cares about my general satisfaction at work.
The organization shows very little concern for me.
The organization cares about my opinions
The organization takes pride in my accomplishments at work.
This work organization makes me believe that I am included in it.
Rate how these items apply to you and your organization using the following scale.

Rate how these items apply to you and your organization using the following scale:

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Neutral
5 = Slightly Agree
6 = Agree
7 = Strongly Agree

I feel I am an insider in this work organization.
This is my organization.
I sense that this organization is our company.
I feel a very high degree of personal ownership for this organization.
I sense that this is my company.
Most of the people that work for this organization feel as though they own the company.
It is hard for me to think about this organization as mine.
When I talk about this organization, I usually say "we" rather than "they."

Rate how these items apply to you and your organization using the following scale:

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Neutral
5 = Slightly Agree
6 = Agree
7 = Strongly Agree

The culture of my firm is changing.
There are very few instances when actions of management appear to violate the firm's espoused
    values.
I will not be working in this job three years from now.
The career path is fair and consistent within this organization.
I would prefer another more ideal job than the one I am now in.
I have thought seriously about changing jobs since beginning to work here.

Rate how these items apply to you using the following scale.

1 = Not at all true
2 = Hardly true
3 = Moderately true
4 = Exactly true

I can always manage to solve difficult problems if I try hard enough.
If someone opposes me, I can find the means and ways to get what I want.
It is easy for me to stick to my aims and accomplish my goals.
I am confident that I could deal efficiently with unexpected events.
Thanks to my resourcefulness, I know how to handle unforeseen situations.
I can solve most problems if I invest the necessary effort.
I can remain calm when facing difficulties because I can rely on my coping abilities.
When I am confronted with a problem, I can usually find several solutions.
If I am in trouble, I can usually think of a solution.
I can usually handle whatever comes my way.

Read each item and, as honestly as you can, answer the question: "How characteristic or true is this of
me?" Mark the appropriate answer for each statement.

1 = Very uncharacteristic
2 = Uncharacteristic
3 = Slightly Characteristic
4 = Characteristic
5 = Very Characteristic

I do things impulsively.
I believe a person's day should be planned ahead each morning.
I try to live my life as fully as possible, one day at a time.
I am able to resist temptations when I know there is work to be done.

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I meet my obligations to friends and authorities on time.
I find myself getting swept up in the excitement of the moment.
Taking risks keeps my life from becoming boring.
Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play.
It upsets me to be late for appointments.
When I want to achieve something, I set goals and consider specific means for reaching those goals.
I make decisions on the spur of the moment.
I prefer friends who are spontaneous rather than predictable.
It is important to put excitement in my life.
I keep working at a difficult, uninteresting task if it will help me get ahead.
I make lists of things I must do.
It is more important for me to enjoy life's journey than to focus only on the destination.
I complete projects on time by making steady progress.

In your current job...

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Neutral
5 = Slightly Agree
6 = Agree
7 = Strongly Agree

My day-to-day activities are exactly as I thought they would be before I took this job.
This job is not what I thought it would be.

Where did you rank in your organization in terms of your performance in 2015?
    Elite - Top 10%
    Somewhere in the Top 50%
    Under 50%

Did you reach your personal performance goals in 2015?
    Completely
    Almost
    Somewhat
    Not Really

Did you reach the performance goals that your organization gave you in 2015?
    Completely
    Almost
    Somewhat
    Not Really
    N/A - Does Not Apply

What is your current age?

During your upbringing, in which geographic region did you live (majority of time)?
  Northeast
  Southeast
  Midwest
  Southwest
  Northwest
  Outside the U.S.

What is your gender?
  Male
  Female
  Other

What is your self-identified ethnic background?
  Asian/Pacific Islander
  Black/African-American
  Hispanic/Latino
  American Indian/Alaskan Native
  White/Caucasian
  Other

What is your marital status?
  Married
  Single
  Divorced
  Widowed
  Domestic Partnership

What is your current highest level of completed education?
  High School
  Associates/Technical
  Bachelor's
  Master's
  Doctorate
  Professional Degree (MD or JD)

VITA

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Doctor of Philosophy

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