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### **Model Analytical Summary**

#### **An Analytical Summary of Stephanie T. Solansky (2010)**

The article, "Team identification: a determining factor of performance" written by Stephanie T. Solansky (2010) is focused on the importance of teamwork and how teamwork creates higher quality outcomes and accomplish more in organizations, compared to the individual members. Solansky (2010) noticed that teams, which have high team identification, are more likely to achieve the better outcomes, compared to teams that consist of the members with lower level of team identification (p. 253). The author also concluded that Individual-level identification could increase the team's benefit and value. On the other hand, Gockel et al (2008) claimed, "team identification does not enhance performance" (as cited in Solansky, 2010, p. 250). The author penetrated the lack of research on whether team with strong identified members performs better as compared to teams with less identified members. Hence, by the medium of this paper, she wants to further research and debate on the hypothesis "Hypothesis: Team identification is positively related to performance" Solansky (2010).

However, there is a limitation of this research, which is that the sample size to measure in methodology is insufficient in each study. To fill these gaps, she purposed to explore why every teams have different awareness of performance gains. One of the clarifications of performance is team identification. Moreover, the author emphasized on how performance evaluation that given by instructors or supervisors is correlated with team identification that faced by team colleagues (Solansky, 2010). She also discovered the question, "What does this imply of teams versus individuals when there is contradictory research regarding performance gains? (Solansky, 2010, p. 248).

Furthermore, this experiment was conducted with two samples of the field study. The first sample was made up of 126 respondents, most of which were male from 10 intact teams of a top 500 construction firms in the Southwestern US. Whereas, another sample from education industry contained more intact teams, 12

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teams but less respondents, only 58 people which were majority females. In addition, this research was found that the measurement of team performance is based on team identification of the individual members. To talk about suggestion, it is critical for managers to encourage their team to identify themselves as members of the team rather than having self-interests in order to succeed the team goals, as is seen in the article, "One of the biggest challenges facing managers is the fact that people often focus on self-interest versus the interest of the team or organization." (Solansky, 2010). This study can be applied in the typical organization settings where managers or supervisors can understand their teams' processes and measure their team performance.

### **Focused Analysis of Team identification**

The main concept of this article is team identification. The author clarified this concept by defining the definition of team identification, which Solansky (2010) mentioned, "Team identification is examined to expose how internal processes impact team performance." p. 248. The author wanted to express the exact term of team identification and she did not want the readers to misunderstand the author's original meaning. The author began with the general explanation of teams and individuals, and then he downgraded the scope of the key concept by focusing on the distinction between the performance outcomes from team identification and individual identification. According to the noun phrase, "A significant correlation between team members' self-ratings of identification and team performance ratings by instructors at the team level" (Solansky, 2010). It adds more information to the key concept that the level of team members' identification has a great impact on team performance level. Cross (2000) was cited in Solansky's research to demonstrate the support information that identification is not important only for teamwork, but the performance of the team. This is evident by the results of the experiment performed on the teams of a Fortune 500 company, where we found that team identification is positively correlated to the overall performance. In other

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words, the better the people identify themselves a part of the team, the better the overall performance is.

### Language Pattern Analysis

Analyzing the citation style in this article, the author used several integrated citations by introducing the sources within the text of her research. These are the example of reporting verbs in the article.

- *Cross (2000), **argues** that the outcome produced by a team depends greatly on the strength of the identification...*

In the sentence, the word “argue” is a stronger reporting verb, which means that the author has a strong and assertive tone. Also, the author wanted to show the reader that she is strongly agree with the previous statement which written, “The development of identification occurs as the team becomes socially tighter (Wheelan, 1994)”.

- *Richter et al. (2006) **state** that the “movement of organizations to group-based structures represents major organizational and psychological changes...” (p. 1252).*

According to this example, the author used “state” to present information from the source through neutral position. It is just to express the author’s viewpoint, not very positive or negative tones.

In academic writing, it is necessary for the writers to use citations to refer to the sourced information in order to evaluate the tones of the author’s ideas. Neutral reporting verbs help you maintain a position where you neither agree nor disagree with the source you are citing. This is helpful in all the fields including mine to stand in a neutral position. Even though, integrated citations can show the reflection of the

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writer's attitudes to the original statements. It is very helpful for me as a student to develop critical thinking skills, which can be applied in variety fields.

### **A Connection across the CPP texts**

When I was reading this article, I realized that there is a correlation between this article and the article of CPP3, which has been written about the effect of gender discrimination in organization. Similarly, the level of gender discrimination and team identification can affect the productivity in the organizations. In addition, having gender discrimination in workplaces influences how team members identify themselves at work. Kim from CPP3 (2015) commented that "Perceived discrimination has a negative relationship with job satisfaction and engagement." (p.67). Due to gender discrimination, a male would feel sense of belongingness as a team member to fellow males and discriminate female. Same goals for the females, they will also treat other females as a team member and they would be a little or no sense of belonging with males. The gender discrimination will have negative correlation with the performance but team identification will have a positive factor of correlation, but both have effects on it.

### **References**

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	Summarizing the project	Analyzing key concept	Analyzing language pattern	Lines of inquiry
You are starting to get this		✓	✓	
You are still working on this	✓			✓
You are having trouble with this				
You did not				

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