INPLASY PROTOCOL

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Review Stage at time of this submission: Formal screening of search results against eligibility criteria.

Are identity leadership and shared social identity associated with the highly reliable behaviour of military personnel? Protocol for a systematic review

Knox, S[1]; Way, KA[2]; Haslam, SA[3].

Review question / Objective: Are identity leadership and shared social identity associated with the highly reliable behaviour of military personnel?
Information sources: Searches will be conducted in the following databases: PsychInfo, Web of Sciences, Proquest Social Science Database, PTSDpubs, PubMed, Business Source Complete, and SCOPUS. To ensure literature saturation, the eligible papers and reviews identified through the search will be used for reference mining. A bibliography of the eligible papers will be circulated to the systematic review team and social identity experts identified by the team to ensure all relevant material has been captured.

INPLASY registration number: This protocol was registered with the International Platform of Registered Systematic Review and Meta-Analysis Protocols (INPLASY) on 11 May 2022 and was last updated on 11 May 2022 (registration number INPLASY202250063).

INTRODUCTION

Review question / Objective: Are identity leadership and shared social identity associated with the highly reliable behaviour of military personnel?

Condition being studied: Leadership. Social identity. Identity leadership. High reliability organisations (HRO). Highly reliable behaviours.

Leadership is the action of leading a group of people or an organisation in a way that motivates its members to achieve group goals.

Social identity is a cognitive mechanism which shapes group behaviour. It relates to the idea that in group contexts there is a

shift in people's perception from personal identity (in which the self is defined as 'I' and 'me') to a social identity (in which the self is defined as 'we' and 'us'). Thus, when a person defines themselves in terms of social identity they internalise group memberships as part of their sense of self, which in turn structures their cognitions, emotions, and behaviour (Turner et al., 1994).

Identity leadership theorising links a leader's effectiveness to their ability to represent, advance, cultivate and embed a sense of shared social identity within the group they are seeking to lead (i.e., motivate and influence) (Haslam et al., 2020).

A High-Reliability Organisation (HRO) is one in which major accidents occur infrequently even though, as a consequence of the complex environment in which the organisation is operating, multiple accidents might be expected to occur (Weick & Roberts, 1993).

Highly reliable behaviour is an emerging construct. It is a combined set of behaviours which is valued, and consistently displayed, by the group. These behaviours result in complex tasks being completed in a near-perfect manner.

METHODS

Search strategy: The search strategy defines keyword and synonym entries in these combinations: ((leadership) AND (military)) AND ((social identity) OR (identity leadership) OR (High reliability organisation (HRO)). To be included in the review, papers either report on social identity (or related group or social processes) and leadership within the military context, or report on HROs in the military context. As we are exploring 'highly reliable behaviours' as an emergent construct, this term is not explicitly included in the search strategy. Any evidence of reliability in behavioural outcomes will be coded within the data extracted. The searches will be re-run prior to the final analysis with any further studies identified, retrieved for inclusion.

Participant or population: Studies that report findings on military personnel. The

military is defined as the armed forces of a country, responsible for defending and securing that country's national interests. Military personnel consist of Naval, Army, Air Force, and Marine personnel at all levels.

Intervention: No specific inclusion or exclusion criteria aside from the papers must occur in the target population (see participants/population).

Comparator: There is no comparator/control inclusion or exclusion criteria as the target population is likely to be limited. If a study compares military population to a civilian population, the systematic review will synthesise the military data only.

Study designs to be included: Empirical studies (qualitative, quantitative, or mixed method) and theoretical papers, chapters and dissertations. Although review papers will be excluded from the synthesis, they will be used to source relevant articles.

Eligibility criteria: The criteria for inclusion are as follows: Empirical studies should:• relate to the domain and population being studied.• be published in English or have an English-language abstract available. • be empirical studies (qualitative, quantitative, or mixed method) and theoretical papers, to include dissertation papers. Although review papers will be excluded from the synthesis, they will be used to source relevant articles. • be published in 1975 or later, or use data from 1975 or later. The year 1975 was chosen as a starting point as it generally is considered the beginning of the information and telecommunications revolution which has played a substantial role in the development of modern warfare systems. It also represents a half-way point in the Cold War, and the end of the Vietnam War. Both of these represent key episodes in the development of the modern military.• be published in peer-reviewed outlets. Studies will be excluded if they are book reviews or editorials. Papers that examine both the civilian and military contexts in the same study are included. The military is limited to Navy, Army, Air Force, and the Marines. Therefore, civilian services – such

as firefighters, police, and medical teams – are excluded.

Information sources: Searches will be conducted in the following databases: PsychInfo, Web of Sciences, Proquest Social Science Database, PTSDpubs, PubMed, Business Source Complete, and SCOPUS. To ensure literature saturation, the eligible papers and reviews identified through the search will be used for reference mining. A bibliography of the eligible papers will be circulated to the systematic review team and social identity experts identified by the team to ensure all relevant material has been captured.

Main outcome(s): Should the review identify relevant studies, the primary outcome will be: To synthesise findings about relationships between identity leadership, shared social identity and the mobilisation of highly reliable behaviour in a military context. In order to support the main outcome, the review will focus on the following objectives:
1. A synthesis of evidence relating to the current levels of recognition and/or utilisation of identity leadership characteristics (represent, cultivate, advance, embed) in elite groups, in particularly the military.
2. A synthesis of evidence relating to the nature of shared identity content in military teams.
3. A synthesis of evidence relating to the nature of highly reliable behaviours in military teams.

Additional outcome(s): Should the review identify relevant studies, an additional outcome may be:
1. New theorising which integrates identity leadership and HRO theory.

Data management: · The number of reviewers to be involved: 2 · How disagreements will be handled: A third reviewer will adjudicate · Software to be used for screening and extraction: Covidence · Software to be used for data analysis: Nvivo · Statistical analyses to be performed: none · References: EndNote

Data extraction (selection and coding).
The software program 'Covidence' (https://www.covidence.org/) will be used to allow researchers to independently select and screen titles and abstracts, based on the eligibility criteria. Two reviewers will independently screen the titles and abstracts for relevance against the eligibility criteria following the PRISMA guidelines. The reviewers will obtain full text papers if a paper is deemed to meet eligibility criteria by at least one reviewer. The researchers will seek additional information from study authors where necessary to resolve questions about eligibility. The reviewers will resolve disagreements through discussion and, where necessary, arbitration by a third reviewer.
If a study is relevant and eligible, data will be extracted from the full text article by one researcher. Extracted data will be checked by another researcher. Disagreements will be resolved by a third member of the research team.

Quality assessment / Risk of bias analysis: Two researchers will independently screen and assess the studies. Disagreements will be resolved through discussion or, where necessary, arbitration by a third reviewer. STROBE checklists will be used for assessing risk of bias assessment and quality of evidence.

Strategy of data synthesis: The data will be synthesised using Nvivo software. A codebook will be developed by the first author prior to data extraction to allow for narrative synthesising of the data. The first author will be the primary coder. The primary coder and a secondary coder from the research team will each independently analyse the same 10% of the data. From this, they will meet to discuss any emerging codes and, based on their discussion, refine the codebook and recode with the aim of achieving strong coding reliability against the refined codebook. All data will then be coded by the primary coder using the refined codebook, with support from the research team. Regular meetings of the research team will be held to continue refining and developing the theme and

code structure throughout the coding process.

Subgroup analysis: None.

Sensitivity analysis: None.

Language: Language limits imposed on the search are that papers must be published in English or have an English-language abstract available.

Country(ies) involved: Australia.

Keywords: Social identity; identity leadership; leadership; military; High Reliability Organisations (HRO).

Dissemination plans: Submitting manuscript for peer-reviewed publication.

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Conflicts of interest: The reviewers declare that they have no known conflicts of interest. The lead reviewer (SK) is a member of the military.