

**CHANGE LEADER RETENTION:  
SOCIAL CAPITAL, ORGANIZATIONAL COMMITMENT,  
AND BALANCING CHANGE CAREER COMMITMENT**

By

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**ABSTRACT**

Organizations are challenged to attract and retain executives who can lead successful and sustainable organizational change. This study aims to: (1) explore the role of bonding social capital in affecting the turnover intention of executive leaders of large scale radical and continuous improvement change projects in organizations, and (2) identify mechanisms which may influence whether change leaders can balance the potentially competing commitment to a career of leading change with a commitment to an organization, therein affecting the organization's ability to retain them longer term. This study of over 600 change leaders from for-profit, non-profit and civil service organizations draws distinctions between Insiders and Outsiders, and develops an instrument for bonding social capital that is generalizable to contexts with the individual as the unit of analysis. Our findings indicate that bonding social capital and perceived organizational support appear to play primary roles in the turnover intention of Outsiders. This differs from Insiders who appear to be affected by their identification with the organization and perceived organizational support, influencing organizational commitment, leading to mitigation of turnover intention. Unlike for Insiders, we found the extent to which an Outsider is committed to a career of leading change can negatively influence his intention to remain with the firm. We caution organizations who hire Outsiders to lead change projects to continue to "use them, love them or lose them" as leaders of challenging change initiatives, and not assume that Outsiders will become committed to the organization and become Insiders.

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Organizations often hire outside leaders who have significant organizational development and change project experience as fulltime employees to lead major change initiatives within their firms. These leaders can bring significant “know how” or human capital, plus access to external sources of knowledge new to the firm, “know who” or social capital. Social capital stresses the central importance of networks of strong, cross-cutting personal relationships as a valuable resource for the conduct of social affairs. Whereas human capital refers to capability, social capital is opportunity, a valuable resource to leverage and like other forms of capital, makes possible the achievement of certain ends that in its absence would not be possible (Coleman, 1998). The structural dimension of social capital refers to the leader’s embeddedness within the structure of relationships in groups inside and outside the organization (Putnam, 2000). “Bonding” social capital reinforces exclusive identities and homogeneity of the group via the goodwill people have towards one another. “Bridging” social capital is by contrast outward looking, connecting people across diverse social cleavages, generating broader identities, freer exchange of ideas, and creates for some a competitive advantage to pursue their ends. Better connected people can enjoy higher returns (Burt, 2000).

Having the capability to change – change capacity – is often highlighted as a core competency for modern day firms (Klein, 2004). In the leading of change initiatives, particularly within organizations comprised of extended enterprise groups, networks as opposed to formal reporting structures often facilitate action. Such networks lend accelerated access to information, influence, power, and trust. They are also the highway across which action can be taken effectively through pivotal coalitions, channeling information to support change, as well as information to diffuse resistance

(Mohrman et al, 2003; Tenkasi & Chesmore, 2003). In short, “who you know” affects “what you know,” particularly when timing (translated to cost) is of the essence. “Know who” can be as important to develop as “know how” (Larsen, 2005).

Firms are often motivated to hire leaders from outside the firm or the unit affected by change (Outsiders) to strengthen, augment and/or replenish their existing cadre of inside change leaders (Insiders.) Outsiders often have ready access to “bridging” social capital beyond the organization or unit, but must rely initially on others to develop “bonding” social capital (Larsen, 2006). While not in all cases, many firms hire the leader with the mutual intent for him to stay on beyond the closure of the project and add to the firm’s stable leadership ranks and change capacity, becoming an Insider. But, quite often the leaders do not stay, choosing to develop their careers elsewhere or they leave the firm under involuntary circumstances.

The development and retention of “bonding” social capital during planned organizational change can influence whether the leader remains. Per an ambitious qualitative research study of 30 Insider and Outsider change leaders of radical and continuous improvement change projects (Larsen 2006), the two key findings were:

- a) In absence of strong sponsorship, seldom does an Outsider hired to lead radical change get the opportunity to become an Insider regardless of project outcome, given how much bonding social capital is destroyed, spent or prohibited from forming during the change process. A radical change project is an intervention to deal with competitive pressure and or in reaction to a business crisis, or both, often requiring significant restructuring of the organization. There is a stronger likelihood of social capital forming during continuous improvement projects and

the leader staying, as time is available to build the supportive if not protective relationships that can constitute bonding social capital. These types of interventions incrementally advance the organization, frequently from one level of success to another, and as a result are positive and often willingly embraced. The environment can be less hostile and afford the leader the opportunity to build sustainable relationships, compared with the negative effects of his leading the displacement of past structures, processes, and people which often occurs during radical change.

b) Leading change can change leaders. Leaders can become different people in the process of leading change as they acquire new skills and interests that potentially no longer match available opportunities in the firm. Alternatively, a leader can become separated from the leadership community based on how he goes about doing what he is sanctioned to do, often discovering a different value set and/or frame of reference and set of perspectives compared to those of his colleagues. As the journey unfolds, the leader, his superior(s) and/or peers may no longer identify him with the going-forward organization. There were leaders in this study who through personal change became positively embedded (or for Insiders, more embedded) within the firm and remained and progressed.

This quantitative study aims to identify what mechanisms may affect Outsiders becoming Insiders and mitigating a propensity to leave, which we refer to as turnover intention. Insiders are those recruited or volunteered from within the unit to lead change, including the assignment being an extension of their former role, or an opportunity they created. Outsiders are those leaders hired from outside the firm, as well as those who

were inside the firm but were new to the unit affected by the change. Our study did not include outside consultants hired to enable change projects. Our guiding questions were:

a) Do Outsiders have to abandon their “outsidedness” and transition towards “insidedness” in order to be accepted by, to identify with and become committed to the organization to increase the likelihood of their staying? Or, can they become an Insider and feel included, yet maintain objectivity and their ability to access and cultivate external vantage points and social networks? Is this an “either/or” proposition or could this be “both/and”?

b) Larsen (2006) surfaced how Outsiders often see their change leadership role as their profession, their “being”, whereas Insiders often see leading the project as an assignment or a job. In order to mitigate a propensity to leave, do Outsiders have to shift from identifying with the change leader profession towards pursuing and being fulfilled by more traditional, mainstreamed leadership assignments, as opposed to continuing to lead change projects? Again, is this an “either/or” proposition, or could the Outsider cum Insider identify with and be committed to both the profession of leading change and the organization?

We propose a two-path conceptual model to portray a change leader’s organizational and career associations related to turnover intentions. Hypotheses were developed to address our research questions and an original web-enabled survey was created and deployed into the field, tapping six diverse channels of leaders of major change initiatives within US-based organizations. Rigorous quantitative research methods were applied to the data through structural equation modeling to lead to our findings.

## **Theory and Hypotheses Development**

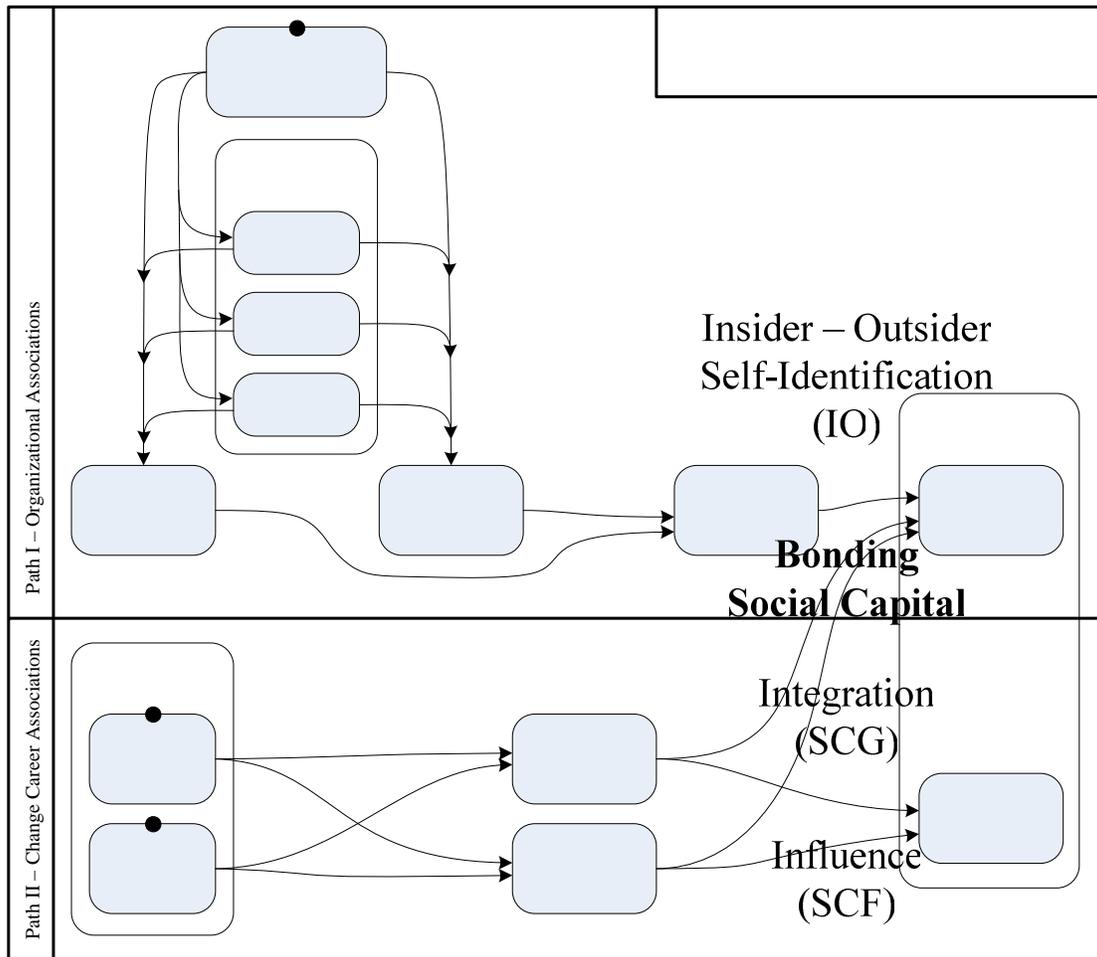
### **Change Leader Retention: Conceptualization and Framework**

The framework for our study is based on the conceptualization of the model in Figure 1. The upper path focuses on the change leader's organizational associations, while the lower path describes his change career associations. Intersection of the two paths is posited to occur at Organizational Turnover Intention.

#### **Conceptual Model Path I. Organizational Associations**

A great deal of attention has been given to the study of commitment to the organization over the past 30 years (Porter et al, 1974; Mowday et al, 1979; Reichers, 1985; O'Reilly & Chatman, 1986; Meyer & Allen, 1991; Becker, 1992). Common to all conceptualizations of commitment is a link with turnover – employees who are strongly committed are those who are least likely to voluntarily leave the organization, remaining to assist in the realization of valued, shared objectives.

Some researchers have advanced that commitment is a force that binds an individual to a course of relevant action, and as such, is distinguishable from exchange-based forms of motivation and from target-relevant attitudes. This force can influence behavior even in the absence of extrinsic motivation or positive attitudes (Meyer & Herscovitch, 2001). O'Reilly and Chatman (1986) argued that commitment could take three distinct forms, compliance, identification, and internalization. Compliance occurs when attitudes and corresponding behaviors are adopted in order to gain specific rewards, whereas identification occurs when an individual accepts the influence to establish and maintain a satisfying relationship. Internalization is when influence is accepted or embraced because the attitudes and behaviors one is being encouraged to adopt are



congruent with one's existing values. Perhaps more important than the similarity to turnover thus are the differences between the various conceptualizations of commitment

– differences involving a psychological state, antecedent conditions leading to its development, and behaviors expected as a result of commitment (Allen & Meyer, 1990)

**Organizational Identification (OI)**

**Perceived Organizational Support (POS)**

Organizational commitment represents something beyond passive loyalty to an organization. It involves an active relationship where an individual is willing to give of himself in order to contribute to the organization's well being. Commitment appears to

develop slowly but consistently over time as an individual thinks about and experiences

**Career Commitment**

Career  
Identity  
(CI)

the relationship between himself and his employer, colleagues and the firm's stakeholders. It can be somewhat more stable over time than, for example, job satisfaction (Mowday et al, 1979). Hence, to an observer, commitment could be inferred not only from the expressions of an individual's beliefs and opinions, but also from actions. This definition does not preclude the possibility or even probability that individuals will have multiple commitments to other aspects of their environment, such as unit subgroups, family, professional organizations, political parties, etc. It simply asserts that regardless of other possible commitments, the organizationally committed individual will tend to have (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization.

We are most interested in the first of the three-component conceptualization of organizational commitment advanced by Allen and Meyer (1990, 1996), affective commitment. This is a form of attitudinal commitment, as opposed to a pure behavioral perspective, and relates to a psychological state that reflects an employee's relationship to their organization, where conditions influence the state which then results in behaviors. Employees with strong affective commitment remain because they *want* to, as distinguished from the components of continuance commitment, because they *need* to (perceived cost-induced), or normative commitment, because they feel they *ought* to (obligation) (Meyer & Allen, 1991).

Lee and Mowday (1987) empirically tested a model of voluntary turnover (Steers & Mowday, 1981) in the context of a major financial institution, considering the most direct influences on affective responses based on the interactions of job expectations and

values. Organizational characteristics and experiences are conceptualized as the individual's "experienced organizational reality." Job satisfaction, organizational commitment and job involvement (which we will discuss later) were the antecedents to desire/intent to stay or to leave, an immediate predictor of actually leaving. The common theme that emerges from this and other studies is that turnover behavior is a multistage process that includes attitudinal, decisional, and behavioral components.

Lum, Kervin, Clark, Reid, and Sirola (1998) studied the direct and indirect impact of pay policies to explain turnover intentions of pediatric nurses, and Janssen, de Jonge and Bakker (1999) focused on the specific determinants of work motivation, burnout and turnover intentions amongst nurses. Looking to generalize this latter work across contexts, Houkes, Janssen, de Jonge, and Nijhuis (2001) orchestrated a follow-on, multi-sample study of bank employees and teachers, discovering how turnover intention was primarily predicted by unmet career expectations, considering intrinsic work motivation and burnout. Insights we gained from these studies, as well as the earlier inquiry into the construct of organizational commitment led us to our first hypothesis:

***H1.** Change leaders who demonstrate a high level of commitment to the organization will exhibit a lower likelihood of voluntarily leaving the organization.*

We considered two potential key antecedent conditions to organizational commitment, perceived organizational support and organizational identification. Eisenberger, Huntington, Hutchison, and Sowa (1986) suggested that employees form a general perception concerning the degree to which the organization values their contributions and cares about their well-being. High perceived organizational support, as the researchers coined the construct, would (a) meet employees' needs for approval,

esteem, and social identity, and (b) produce the expectation that superior conventional performance and extra-role behavior carried out for the organization will be recognized and rewarded. On the basis of reciprocity, this support would strengthen affective commitment to the organization and increase efforts made on its behalf. Perceived organizational support was developed thus to explain organizational commitment, conceived as a descriptive belief about the organization and is dependent upon accumulated experience. This is separate and distinct from affective-laden attitudes such as job satisfaction, which is often argued to be dependent upon recent changes in job conditions (Shore & Tetrick, 1991; Eisenberger et al, 1997). Perceived organizational support has also been shown associated with reduced levels of employee absenteeism and higher levels of performance and innovation (Eisenberger et al, 1997).

Larsen (2006) surfaced how executive leaders of large scale, high impact change projects rely heavily upon relationships to lead successfully, in particular during times of radical change where resistance can be high. Organizational support in the form of senior sponsorship and peer-based collaboration can be crucial, and if absent at the onset or waning/lost in the course of the project, leaders can perceive an overall loss of organizational support and in the end, perceive an inability to gain personal acceptance as a respected, longer term member of the leadership team. This is particularly acute for Outsiders wanting to become Insiders.

A second antecedent of interest to organizational commitment is organizational identification, defined as a perceived oneness with or belongingness to an organization and the shared experience of the organization's successes and failures as one's own (Mael & Ashforth, 1992). Based on social identity theory, the organizational

identification construct posits the extent to which the individual *defines* himself in terms of the organization(s) in which he is a member (Tajfel & Turner, 1985; Ashforth & Mael, 1989; Mael & Tetrick, 1992). Organizational identification is distinguishable from internalization, for whereas identification refers to self in terms of social categories (I am), internalization refers to the incorporation of values and attitudes within the self as guiding principles (I believe) (O'Reilly & Chatman, 1986). Although certain values and attitudes typically are associated with members of a given social category, *acceptance* of the category as a definition of self does not necessarily mean acceptance of those values and attitudes. An individual may define himself in terms of the organization, yet disagree with the prevailing values, strategy, system of authority, etc. (Ashforth & Mael, 1989).

A much observed phenomenon is the tendency of individuals to perceive themselves and their organizations as intertwined, sharing common qualities and faults, successes and failures, and common destinies (Mael & Tetrick, 1992). In this way individuals can vicariously partake in the accomplishments beyond their individual powers, and conversely can render even personally irrelevant or potentially harmful activities as worthwhile because they aid the larger organization. Organizational identification thus strengthens when members categorize themselves into a social group that has distinctive, central, and enduring attributes (Dutton et al, 1994) potentially complementing the understanding of self and reinforcing an affective commitment.

The hypotheses for our two antecedents of organizational commitment were:

***H2.*** *Change leaders who perceive high levels of organizational support will experience high levels of commitment to the organization.*

***H3.*** *Change leaders who experience high levels of identification with the organization will be more committed to the organization.*

While many researchers have used the insider-outsider distinction when discussing employment relationships, we found limited empirical research directly assessing employees' perceptions of such an organizational status. We propose this self-identification to affect the extent to which the change leaders feel supported by the organization and identify with the organization. Rather than rely merely upon categorical data when we go to the field (tenure in the organization or the unit affected by change, longevity in current role, how they were selected for their role, etc.) or attempt to measure actual inclusion *visa vi* data-intensive social network associations that focus on an employee's level of centrality and influence within an organization, we turned to work by Stamper and Masterson (2002) on perceived insider status as a reflective proxy. The researchers investigated the impact of perceived status as measured within a larger employee opinion survey for full time and part time employees. They were specifically testing for discretionary work behavior, citizenship, and deviancy. Even though employees held the same job title and responsibilities, they experienced differential relationships and thus perceived themselves to be insiders or outsiders. The paired hypotheses for our study were:

***H4a.*** *The stronger a change leader's feeling of being an insider in the organization, the more positive will be his perception of organizational support.*

***H4b.*** *The stronger a change leader's feeling of being an insider in the organization, the more intense will be his identification with the organization.*

As put forth in our opening problem statement, bonding social capital is believed to play a significant role in the successful execution of high impact change projects, as well as the retention and career progression of change leaders in the organization. Figure 1 shows three dimensions of bonding social capital moderating the

relationship between the leader's perception of his insider-outsider status to his perceived organizational support and to his organizational identification.

Hypotheses involving mediation, as were those presented earlier for the constructs shown in Figure 1, attempt to identify the intermediary process that lead from the manipulated independent variables to the outcome or dependent variable association. The issue of moderation focuses on factors that influence the strength and/or direction of the relationship between the treatment variable and the dependent variable (Muller et al, 2005). Our posited moderation will attempt to identify how bonding social capital strengthens the relationship between Insider-Outsider Self-identification (IO) and Perceived Organizational Support, and IO to Organizational Identification.

The difficulty in presenting a coherent and theoretically sound explanation of bonding social capital is often outdone by its measurement. Limited empirical studies have been pursued with the individual as the unit of analysis. Social network analysis has been used extensively to measure the individual's access to social capital from a structural perspective (Burt 2000, 2004), yet often requires collecting extensive data from leaders and actors surrounding the leader, within and outside of the immediate unit or organization. A recent study of social capital and career success (Seibert et al, 2001) demonstrated an analytic utility of separately defining social resources and social network structure at the individual level, and empirically examining the ways in which network structure influence the level of social resources embedded in the network for the pursuit of career advancement. While social networks were demonstrated as instrumental for the successful execution of change projects per our earlier work, it came from a larger venue of *social capital* – friendships, trust, shared norms, and social networks – that the

change leader's individual career success was reinforced within the firm, complimenting retention (Larsen, 2006).

The measurement at the community level has been the subject of considerable scholarly argument (Lochner et al, 1999; King, 2004). Based on a review of scales from 15 groups of researchers (some scales theorized, others applied/moderately tested in a variety of contexts), Lochner, Kawachi, and Kennedy (1999) proposed thirteen dimensions of social capital, four for the measurement of community, two for cohesion, and seven for competence. The four dimensions for community are most adaptable to our context with the individual as the unit of analysis: (1) membership, the sense of feeling part of a group, (2) influence, a bidirectional concept that refers to the sense that the individual matters to the group, and that the group can influence its members, thereby creating cohesiveness through community norms, (3) integration, the sense that a member's needs will be met by the resources received through his membership in the group, and (4) shared emotional connection, the sense of his shared history with the community (McMillan & Chavis, 1986).

Drawing upon the work of Coleman and Putnam as referenced earlier in this paper, Onyx and Bullen (2000) measured social capital in five communities, two rural, two outer metropolitan, and one inner-city, to develop an empirically grounded definition of social capital. They developed and deployed a 68-item questionnaire focused on participation in networks, reciprocity, trust, social norms, the commons, and social agency. This work reminds us of the theme of reciprocity, which is not the immediate and formally accounted exchange of a legal or business contract, but a combination of short-term altruism and long-term self-interest. The individual provides a service to

others, or acts for the benefit of others at a personal cost, but with the general expectation that this kindness will be returned in case of need at some undefined time in the future.

Based on the convergence of theories proposed by the literature cited above, and considering our earlier conceptual and qualitative work, we selected the dimensions of integration, influence, and reciprocity. The final hypotheses for the change leader's organizational associations were thus:

***H5a.** Bonding social capital (integration, influence, and reciprocity) will enhance the relationship between the extent to which a change leader identifies himself as an Insider and his perception of organizational support.*

***H5b.** Bonding social capital (integration, influence, and reciprocity) will enhance the relationship between the extent to which a change leader identifies himself as an Insider and his identification with the organization.*

## **Conceptual Model Path II. Change Career Associations**

The second path of the model in Figure 1 posits mechanisms between the extent to which leaders are committed to the career of leading change and their resulting lack of turnover intention from this profession. The two mechanisms of interest, job involvement and job utility, may also influence the extent to which the leader intends to remain with the organization.

Extensive conceptual and empirical research has been done on the associations of job involvement, work involvement, multi-dimensional constructs of organizational commitment and career commitment, and the affect of each of these constructs on turnover and absenteeism (Blau & Boal, 1987; Meyer et al, 1993; Somers & Birnbaum, 1998; Chang, 1999; Sjoberg & Sverke, 2000; Goulet & Singh, 2002). In no two studies are these constructs necessarily ordered in the same fashion (is it the “chicken before the egg”?). In one study career commitment is introduced as a complex moderator of

organizational commitment and turnover intention, while in another organizational commitment and job involvement are posited to interact when studying the mediating effect of turnover intention on actual turnover. We thus put forward carefully the distinctions between the constructs selected for our model.

Involvement with a particular job is not the same as involvement with work in general. Kanungo (1982) defines job involvement to be a descriptive belief that is contemporaneously caused – how the present job assignment meets the leader’s needs – whereas general work involvement is a normative belief that is historically caused, the value of work in one’s life being a function more of cultural conditioning or socialization. An individual’s psychological identification with a particular job in turn depends on the saliency of his needs (extrinsic and intrinsic), and the perceptions he has about the need-satisfying potentialities of the job. The job is important to one’s self-image, and thus could become more important to an individual’s intention of remaining in a career role than an orientation towards the specific organization (Bedeian et al, 1991). It is likely that as long as the organization can satisfy the individual’s need to be involved in a role, such as a leader being involved in the job of leading major change and the organization providing successive challenging change assignments, he will choose to remain in the organization. The resulting paired hypotheses were:

***H6a.*** *Change leaders experiencing higher levels of job involvement will exhibit lower levels of change career turnover intention.*

***H6b.*** *Change leaders experiencing higher levels of job involvement will exhibit lower levels of organizational turnover intention.*

Porter and Steers (1973) contributed to early career model theory with their met expectations hypothesis which holds that individuals bring sets of expectations to job

situations, and these expectations must be met for individuals to remain in the organization. Building on this logic, Mobley, Griffeth, Hand, and Meglino (1979) suggested that worst case one may be dissatisfied with one's present job, but be attracted to it because of the expectation that it will be relevant to one's subsequent career and will facilitate the future attainment of positively valued outcomes. Referred to as job utility, the assignment is viewed as a positive career growth opportunity and has a useful purpose into the future. Bedeian, Kemery, and Pizzolatto (1991) studied nursing turnover within two hospitals and presented how professionals with higher levels of anticipated career growth opportunities were less likely to express intentions to quit the profession or the organization, and ultimately turnover. The paired hypotheses for our study were:

***H7a.** The more a change leader sees job utility in his assignment, the higher the likelihood of his continuing his career as a change leader.*

***H7b.** The more a change leader sees job utility in his assignment, the higher the likelihood of his staying with the organization, or lower likelihood of his having a turnover intention.*

The concept of career commitment evolved from interest in the ongoing evaluation of the individual's career choices. The general notion of career salience can be distilled into a more specific attitudinal variable encompassing one's attachment to and willingness to remain in one's present career. The career commitment construct is important because it contributes to our understanding of how people develop, make sense of, and integrate their multiple work-related commitments including those that go beyond organizational boundaries (Blau, 1985; Reichers, 1985; Lee et al, 2000). Per research by Blau (1989) of full-time bank tellers from a large financial institution, career commitment is distinct from job involvement and organizational commitment. Some professionals retain their identification with their career-oriented group and are highly committed to

their professional skills, looking for social support from similar colleagues outside the organization as well as from within. Such involvement in the larger network of career professional relations that cuts across organizations adds to professional orientation.

Building off the work of Hall (1971), London (1983, 1985), and Blau (1985), Carson and Bedeian (1994) sought to develop a new measure for career commitment, conceptualized as one's motivation to work in a chosen vocation. They proposed a multi-dimensional construct composed of three components: (1) career identity, establishing a close emotional association with one's career, (2) career planning, determining one's developmental needs and setting career goals, and (3) career resilience, resisting career disruption in the face of adversity.

We hypothesized the associations between career commitment and career turnover intention through the mechanisms of job involvement and job utility. Both career identity and job involvement imply psychological identification and emotional attachment, whereas career planning and job utility engender more pragmatic, tangible management of personal expectations and potential actions. We closed the theory and hypotheses development for the two path model of our study with two final sets of hypotheses to test via data collection in the field:

***H8a.** The more a leader identifies with a career of leading change, the higher the likelihood of his being involved in the job of leading change.*

***H8b.** The more a leader identifies with a career of leading change, the higher the likelihood of his obtaining job utility from a change assignment.*

***H9a.** The more a leader plans his career around leading change, the higher the likelihood of his being involved in the job of leading change.*

***H9b.** The more a leader plans his career around leading change, the higher the likelihood of his obtaining job utility from a change assignment.*

Our second problem statement posed if change leaders hired from the outside to lead high impact projects need to set aside their identifying with the profession of leading change, their “being”, in order to become Insiders. Would they entertain more traditional assignments in their career plan? It is interesting to note that Blau (1985) reported a weak positive correlation between career commitment and organization tenure when studying registered nurses at a large metropolitan city. This weak association may develop over time as a result of identifying more with one’s employer than one’s career (i.e. career identity) in the course of being in the job, and from passively allowing one’s work environment to determine one’s career progression rather than actively planning one’s career (i.e. career planning).

One of the hypotheses of study by Carson and Bedeian (1994) in developing their multi-dimensional measure was that career identity and career planning should be negatively related to organizational commitment. They surveyed a cross section of personnel in a variety of roles within a small teaching university, a large research university, a human resources association, a nursing home, a packaging plant, a computer service, and a public school library system. The results of these studies showed a significant, negative association with career planning, and while negative for identity, the association was not significant.

We did not initially hypothesize a direct relationship between career commitment and turnover intention at the organizational level for our two path model, but rather posited mediation through job involvement and job utility. It was certain to be an association worth probing in the course of our model validation and re-specification process.

## Research Methods

### Sample

In order to test our theory and hypotheses we collected data from six diverse channels of leaders of high impact radical and continuous improvement change projects within profit, non-profit and civil service organizations. The target sample included Insiders and Outsiders at the senior manager level and above, acknowledging differences in relative firm size and level of comparable leadership responsibility and authority. The survey was web-hosted and participants from four channels were invited to voluntarily participate via personalized email letters from a prominent senior member of their organization. The fifth channel was comprised of snowballing into the co-investigator's network, and the sixth accessed leaders associated with a market research company. Most respondents completed the survey via the Internet, only five of 646 contributed via downloadable electronic or hard copy mail versions. Because the electronic format required completion of all questions, participation was robust, with elimination of only six partial completions. Twenty-eight surveys were eliminated due to lack of response variation. Response rate by channel is per Appendix A Table 1, and aggregate is 31%.

The channels from which we drew the final sample of  $n = 602$  valid responses included 379 or 63% Insiders and 223 or 37% Outsiders. Slices of the data relevant to our analyses and demographics are summarized in Appendix A Tables 2 and 3, reflecting a highly educated, richly diverse, and balanced sample of change leaders.

- 63% Insiders, 37% Outsiders
- 63% male, 37% female
- 94% minimum education of a college degree
- 59% currently in an executive role and above, 88% senior manager and above
- 88% over the age of 35, 18 % over 55
- 85% current position in for-profit, 12% non-profit organizations

- 43% currently in manufacturing, 57% services or retail organizations
- 24% less than 5 years with their current organization
- 35% less than 2 years in current position, 72% 5 years or less

### **Measurement of Study Variables**

Excluding the measure for Bonding Social Capital, we directly borrowed and adapted scales from relevant literature, making minor wording changes based on our research context. We considered how multiple researchers had utilized each scale in diverse research settings. All scales used the five-point Likert scale (1 = strongly disagree, 5 = strongly agree).

The measure for Bonding Social Capital required the development of a new instrument through blending original work with contributions of several researchers. In that social capital is often viewed as a condition extant to a group, quantitative studies often utilize data-intensive social network analysis. Few researchers are engaged in what appears to be a silent debate regarding the applicability of social capital measurement in studies where the unit of analysis is at the individual level. We approached this endeavor thus with due caution, and applied considerable development-through-validation rigor, as outlined in Appendix B.

We summarize measure definition, strong composite reliabilities (.790 to .937, average .86) and evidence of convergent and discriminant validity for all constructs in Appendix C. Operationalized reflective items are in Appendix D. Formative and demographic questions were added to the reflective items to make up the full survey of 94 questions that was deployed for six weeks to obtain responses from our ultimate sample of 602.

## **Method of Analysis**

We tested the proposed hypotheses using an analytical method sensitive to three issues: (1) confounding effects of measurement error, pursuing evidence of acceptable construct reliability, as well as convergent and discriminant validity, (2) potential for misspecification bias, and (3) test for mediation and moderation. Prior to composite formulation, we calculated variance extraction, reliability, and highest and average shared variance for a disaggregated model to address the first concern, as well as performed a multi-group analysis of Insiders and Outsiders to test the model items for measurement invariance. While our overall sample size was large, we were concerned that the presence of random error could bias the estimation of structural paths in an unpredictable fashion.

Misspecification bias can occur if some of the effects not hypothesized are significant yet not included in the empirical analysis. Our proposed theoretical model (Figure 1) has two systems of effects, the first being the extent to which an individual self-specifies his Insider/Outsider position (Level 1) influencing his perceived organizational support and organizational identification (Level 2) as moderated by bonding social capital, which in turn affect the posited mediator of organizational commitment (Level 3) to finally mediate an intention (or lack thereof) to leave the organization (Level 4). The second system involves the change leader's commitment to career (Level 1) influencing his job involvement and the utility he sees in that job to advance his career (Level 2), mediating an intention to leave (or remain) in his career (Level 3). We posit that job involvement and job utility also affect organizational turnover intention, links that connect the two paths of our model.

Hypotheses that link Level 1 to 3 in either path are not included. To examine the significance of such non-hypothesized direct effects systematically without forsaking parsimony, we used the proposed model as a baseline and tested incremental increases in model fit for added paths, often in sets of effects in particular when studying bonding social capital dimensions as moderators. We examined individual coefficients and model fit indices to retain the significant effects for the next step of analysis. We systematically implemented this procedure to test potential non-hypothesized effects and thus mitigate misspecification bias, in addition to testing for the significance of partial mediation and moderation.

## **Findings**

### **Measurement Model Analysis: Variance Extraction and Reliability**

Before constructing composites and testing the hypothesized model, we estimated a fully disaggregated CFA measurement model with all observed indicators to ensure that the measures corresponded only to their hypothesized constructs (Ramiswami & Singh, 1999; Fornell & Larcker, 1982). The measurement model included 60 of the 72 original items that remained after the initial EFA and CFA work (Appendix C). We proposed all individual measures to load only on a single factor, in accord with conceptual definitions. Evidence of acceptable reliability, as well as convergent and discriminant validity, for the newly developed measure of Bonding Social Capital (three dimensions, 14 of 19 surveyed items retained) was of particular interest.

Despite the significant Chi-Square of 2,785, relative and absolute fit indicators (e.g. CFI = .947, NFI = .889, RMSEA = .036) and the indicator of parsimonious fit (PCFI = .833) suggest that the hypothesized measurement model is a reasonably good

representation of the variance-covariance matrix of study measures. Refer to Appendix Table 4. The variance extracted for the 13 constructs were all above the desired 0.50 threshold, and composite reliabilities were at the low end .79, with most approaching .90. The standardized factor loadings, without exception, are highly statistically significant (t-values  $>2.32$ ,  $p <.001$ ) and substantively large (over .5 with the majority between .75 and .90, except CP1 = .487). The highest shared variance exceeds the variance extracted only for Organizational Commitment (delta of .064) and Perceived Organizational Support (delta of .007), raising a potential failure to provide clear evidence of discriminant validity. These two constructs and Insider-Outsider Self-identification have highest shared variances exceeding 0.65.

Earlier we had performed an EFA analysis of the 33 items that comprised Insider-Outsider Self-identification, Bonding Social Capital, Organizational Identification, and Perceived Organizational Support. A five-factor pattern matrix resulted with all loadings higher than .50, no cross-loading, and factor correlations below .65 (.316 to .620 IO to POS). With the balance of the items of our full study less those for Organizational Commitment (total of 56 items) included, an expected twelve-factor pattern matrix resulted. Loadings were above .50, devoid of cross-loadings, and all factor correlations were below .65 (.015 to .647 IO to POS). Introduction of the six items for Organizational Commitment, however, had been problematic. In our item trimming strategy, we opted to ensure the differentiation of Organizational Commitment from Turnover Intention. Consistent with the variance extraction analysis, Organizational Commitment continues thus as the only construct we were unable to provide clear evidence of discriminant

validity, a potential concern to be aware of during structural equation modeling and hypotheses testing.

### **Measurement Model Analysis: Measurement Invariance**

We also performed a multi-group measurement invariance analysis to verify instrument equivalence, testing the hypothesis that there would be no significant difference at the survey item level between responses from Insider and Outsider change leaders. This work lent methodological insight into the ramifications of measurement error and unequal reliability, overall error rate and construct equivalence. To assure construct equivalence we would not expect differences in the scales of measurement for all constructs utilized in this study. Factorial similarity (scale items load on the same factor or construct) and factorial equivalence (each scale item has the same loading within statistical bounds and on the same factor) are expected (Singh, 1995).

The variance extraction analysis disaggregated CFA model was utilized. Sixty-two models were initially run (Unconstrained, Fully constrained, each item independently constrained), identifying only four items with  $p$  values  $< .05$  (Integration 6,  $p = .017$ , Integration 7,  $p = .013$ , Influence 3,  $p = .017$  and Influence 5,  $p = .013$ ). Four successive models were then run, constraining all but each of the four items of concern. In each instance  $p > .05$ , which indicated our model displayed measurement invariance. We had construct equivalence from which to create composites and proceed with structural equation modeling in AMOS from which to test our hypotheses.

Table 1 summarizes the uni-variate statistics for the composites (calculated as a simple averaging of the items) and the bi-variate inter-correlations between the constructs for the aggregate of our six channels,  $n = 602$ . Composite reliabilities from the variance

extraction analysis are included on the diagonal for all constructs except for the moderation interaction terms. These three reliabilities were calculated per Busemeyer & Jones (1983). Similar tables for the differentiated Insider and Outsider portions of the dataset appear in Appendix A, Tables 5 and 6. In all three tables, inter-correlation significance values of  $p > .001$  appear for Social Capital – Reciprocity, all three Social Capital moderation interaction terms, and Job Involvement, heralding potentially small and/or insignificant coefficients for these constructs during the SEM analyses.

### **Overall Fit of the Hypothesized Structural Model and Estimated Coefficients**

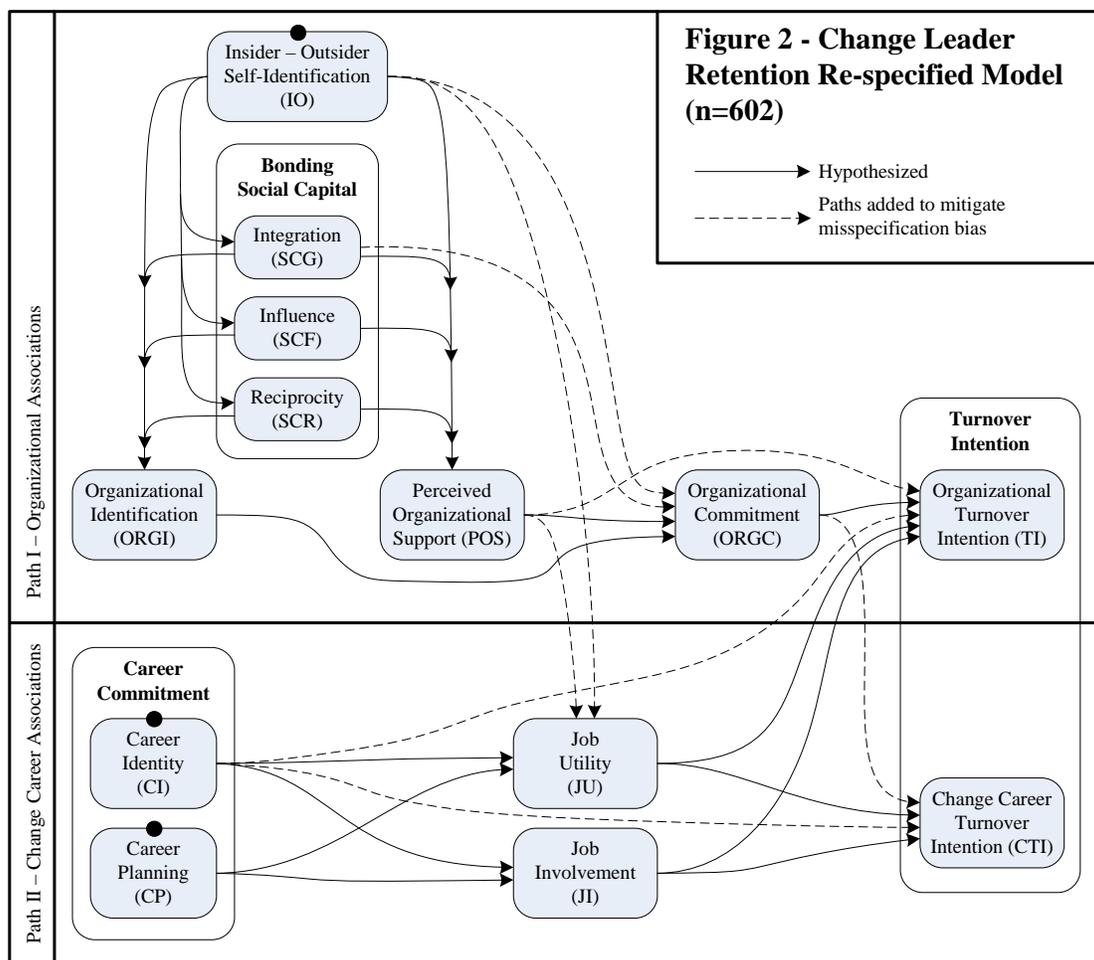
Utilizing our full sample, we tested the hypothesized model of Figure 1 and encountered no particular problems in estimation. In line with our earlier measurement equivalence analysis, we next implemented adjusting for the measurement error and unequal reliability that could be embedded in the total sample. Table 5 shows the resulting “initial” coefficients, and indices summarized as Chi-square = 708.3, d.f. 69, CFI = .812, NFI = .799, IFI = .815, PCFI = .467, RMSEA = .124 and SRMR = .115.

We proceeded with examining less restrictive models, testing direct effects between non-adjacent levels of variables and ultimately associations across the two paths of the model. The resulting re-specified model of Figure 2 shows the addition of eight paths. Direct paths include Perceived Organizational Support (POS) and Career Identity (CI) to Turnover Intention, Insider-Outsider Self-identification (IO) and Integration to Organizational Commitment (ORGC), and Career Identity to Career Turnover Intention (CTI). Additional relationships between the two paths of the model surfaced between IO and POS to Job Utility, and ORGC to CTI. Per Appendix A Table 7, Chi-square was reduced to 221.6, and CFI was improved to .953 with RMSEA of .066.

**TABLE 1**  
**Descriptive Statistics and Inter-Correlations for the Study Constructs: Full Sample n = 602**

	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*
	IO	SCG	SCF	SCR	SCG	SCF	SCR	POS	ORGI	ORGC	TI	CTI	JJ	JU	CI	CP
Insider-Outsider Self-Identification (IO) (.932)																
Social Capital, Integration (SCG)	.561	(.887)														
Social Capital, Influence (SCF)	.355	.380	(.861)													
Social Capital, Reciprocity (SCR)	.017+	.121	.310	(.849)												
IO to SCG Interaction (IO*SCG)	-.248	-.355	-.198	.009+	(.863)											
IO to SCF Interaction (IO*SCF)	-.215	-.197	-.300	-.032+	.521	(.820)										
IO to SCR Interaction (IO*SCR)	.083*	.012+	-.045+	.192	.148	.321	(.790)									
Perceived Organizational Support (POS)	.667	.414	.380	.053+	-.150	-.204	.085+	(.899)								
Organizational Identification (ORGI)	.446	.296	.353	.188	-.081*	-.123	.018+	.541	(.885)							
Organizational Commitment (ORGC)	.729	.583	.388	.092*	-.234	-.213	.083*	.694	.603	(.858)						
Turnover Intention, Organizational (TI)	.475	.285	.164	-.048+	-.125	-.153	.034+	.428	.303	.471	(.818)					
Turnover Intention, Career (CTI)	.399	.345	.093*	.001+	-.141	-.056+	.086+	.268	.246	.437	.534	(.894)				
Job Involvement (JJ)	.088*	.047+	.091*	.202	.048+	.039+	.135	.167	.229	.203	.069+	.113	(.884)			
Job Utility (JU)	.583	.410	.299	.105	-.220	-.225	.052	.602	.451	.579	.412	.399	.182	(.937)		
Career Commitment, Identity (CI)	.315	.242	.162	.157	.028+	-.048	-.026+	.275	.397	.353	.159	.296	.393	.345	(.790)	
Career Commitment, Planning (CP)	.242	.197	.060+	.062+	.040	-.032	-.015+	.217	.156	.235	.078+	.120	.217	.298	.315	(.866)
Mean	3.862	3.988	3.904	3.850	.560	.354	.017	3.691	3.983	3.665	3.196	3.733	2.702	3.911	4.347	3.771
Standard Deviation	.901	.632	.606	.740	1.411	1.418	1.021	.757	.661	.781	1.067	.990	.860	.871	.582	.837

**Notes:** Five-point Likert scale for all constructs. All correlations are significant to 0.01 level for two-tailed test, except for (\*) p < 0.05 level and (+) not significant (p > .05). Diagonal data (xxx) represents composite reliabilities per Appendix Table 4, except for the three interaction terms for the dimensions of bonding social capital. Reliability for IO\*SCG, IO\*SCF and IO\*SCR calculated per Busemeyer & Jones (1983) tenth formula. All means and standard deviations are for unstandardized data, except for those italicized for the interaction terms, which are the product of the standardized components



We also wanted to verify structural equivalence of the re-specified model (functional and conceptual equivalence), meaning that the given constructs serve the same function and are expressed similarly for different groups testing the hypothesized model. Error adjustment terms and loadings were assigned to the Insider and Outsider samples, and a multi-group managed model configuration was implemented in AMOS. The re-specified model was tested path by path in a fashion similar to the item-level investigation. The “initial” coefficients and models’ goodness-of-fit indices for Insiders and Outsiders are shown in Appendix A Table 8. We set each of the 36 paths

independently as invariant, and tested the significance of each model compared to  $p > .05$ . Eight of the paths had  $.01 < p$ : Career Identity and Career Planning to Job Involvement ( $p = .040, .038$ ), Reciprocity to Perceived Organizational Support (.038), Reciprocity Interaction to Organizational Identification (.047), Career Identity to Turnover Intention (.058), Perceived Organizational Support to Job Utility (.034), and Insider-Outsider Self-identification and Integration to Organizational Commitment (.049, .058). Eight models were run constraining all paths except each of the eight individually, and all models cleared the structural equivalence hurdle for  $p > .05$ . This outcome is consistent with the earlier verified measurement invariance to the item level.

Appendix A Table 8 is the companion to Table 7, summarizing for Insiders and Outsiders the estimated coefficients, construct squared shared correlations and model fit indices per the re-specified model. Associations within and across the model's two paths are highlighted. For the Insider dataset Chi-square = 176.8, CFI = .947 and RMSEA = .071. The Outsider dataset has the best fit, with Chi-square = 119.7, CFI = .953 and RMSEA = .066. Based on reviewing the strength and significance of the estimated coefficients, the constructs of Reciprocity and Job Involvement do not play a significant role in the SEM model for Insiders or Outsiders (as we had had an indication of earlier per the bivariate statistics of Table 1), and neither does Career Planning for Outsiders. Bonding Social Capital (Integration and Influence only) appears to behave differently in the model for Insiders (potential mediation only between Insider-Outsider Self-identification and Perceived Organizational Support) and Outsiders (potential moderation between IO and POS).

In reviewing the shared squared correlations of Tables 7 and 8 (full dataset, Insiders, Outsiders), overall it appears that the final model provides a reasonable explanation for Perceived Organizational Support ( $R^2 = .573, .582, .622$ , respectively), Organizational Identification ( $R^2 = .328, .355, .314$ ), and Job Utility ( $R^2 = .516, .564, .462$ ). Job Involvement is not nearly as strong ( $R^2 = .209, .187, .286$ ). Bonding social capital – Integration is reasonable ( $R^2 = .396, .365, .449$ ), Influence is not as strong ( $R^2 = .156, .122, .124$ ), and Reciprocity is very low ( $R^2 = .001, .002$ , and too low to register for Outsiders). Turnover Intention – Organizational ( $R^2 = .345, .326, .413$ ) and Career ( $R^2 = .274, .250, .315$ ) provide reasonable explanations in the re-specified model also.

The remaining construct, Organizational Commitment,  $R^2$  values are quite high (.842, .870, .800), questioning if the respondents' behavior could realistically be explained to such high power. These high numbers likely relate to the initial EFA/CFA analyses and a trimming strategy based on interaction with the dependent variable of turnover intention, as opposed to trimming due to some cross-loadings with mediation and/or antecedent constructs' items.

### **Hypotheses Tests and the Significance of Mediation and Moderation**

Table 2 summarizes the associations between constructs for the nine hypotheses, as indicated by the estimated coefficients and their significances for the three datasets. We tested the significance of mediation for various paths for Insiders compared to Outsiders in a multi-group analysis by setting coefficients equal to one another and assessing Chi-square differences. We evaluated the strength and directional signs of the estimated coefficients, and accessed boot-strap data for standard error of indirect effects from which to calculate the significance of partial mediation.

**TABLE 2**  
**Hypotheses Tests and Structural Coefficients**  
**for Change Leader Retention Re-specified Model**

Hypothesis	Depend Variable	Independent Variable	All Data Coefficient	Insiders Coefficient	Outsiders Coefficient
Conceptual Model Path I. Organizational Associations					
H1	ORGC	→ TI	<b>.281</b>	<b>.279</b>	<b>.284</b>
H2	POS	→ ORGC	<b>.243</b>	<b>.238</b>	<b>.282</b>
H3	ORGI	→ ORGC	<b>.279</b>	<b>.280</b>	<b>.285</b>
H4a	IO	→ POS	<b>.658</b>	<b>.606</b>	<b>.763</b>
H4b	IO	→ ORGI	<b>.474</b>	<b>.456</b>	<b>.496</b>
H5a	IO	→ POS			
	as moderated by	SCG	<i>.001/.109 @</i>	<i>.065/.078</i>	<i>-.098/.239</i>
		SCF	<b>.173</b> / <i>-.121</i>	<b>.187</b> / <i>-.083</i>	<i>.161</i> / <i>.229+</i>
		SCR	<i>-.044</i> / <i>.081+</i>	<i>-.108</i> / <i>.117</i>	<i>.078</i> / <i>- 0 -</i>
H5b	IO	→ ORGI			
	as moderated by	SCG	<i>-.028</i> / <i>.068</i>	<i>.032</i> / <i>.089</i>	<i>-.128</i> / <i>.019</i>
		SCF	<b>.197</b> / <i>.037</i>	<b>.197</b> / <i>.075</i>	<i>.193</i> / <i>-.088</i>
		SCR	<b>.156</b> / <i>-.082</i>	<i>.177</i> / <i>-.140</i>	<i>.080</i> / <i>.094</i>
Conceptual Model Path II. Change Career Associations					
H6a	JI	→ CTI	<i>-.049</i>	<i>-.046</i>	<i>-.057</i>
H6b	JI	→ TI	<i>-.028</i>	<i>-.070</i>	<i>.068</i>
H7a	JU	→ CTI	<b>.183</b>	<b>.190</b>	<b>.176</b>
H7b	JU	→ TI	<b>.149</b>	<i>.145+</i>	<i>.172</i>
H8a	CI	→ JI	<b>.416</b>	<b>.357</b>	<b>.574</b>
H8b	CI	→ JU	<b>.125</b>	<b>.120</b>	<i>.126</i>
H9a	CP	→ JI	<i>.088+</i>	<b>.153</b>	<i>-.082</i>
H9b	CP	→ JU	<b>.114</b>	<b>.122</b>	<i>.134</i>

**Note:** Coefficients in bold are significant at  $p \leq .001$ , bolded italics at  $p < .01$ , italics at  $p < .05$ , and italics (+) at  $p < 0.10$ . Remaining coefficients are not significant. The paired coefficients (@) are for moderation and interaction terms, for example *.001/.110* is SCG → POS/IO\*SCG → POS. The hypothesized relationships for ORGC, JI and JU to Turnover Intention – Organizational and Career ordinarily would result in negative coefficients; however, due to how our items were written we measured lack or mitigation of turnover intentions, such that these coefficients are positive.

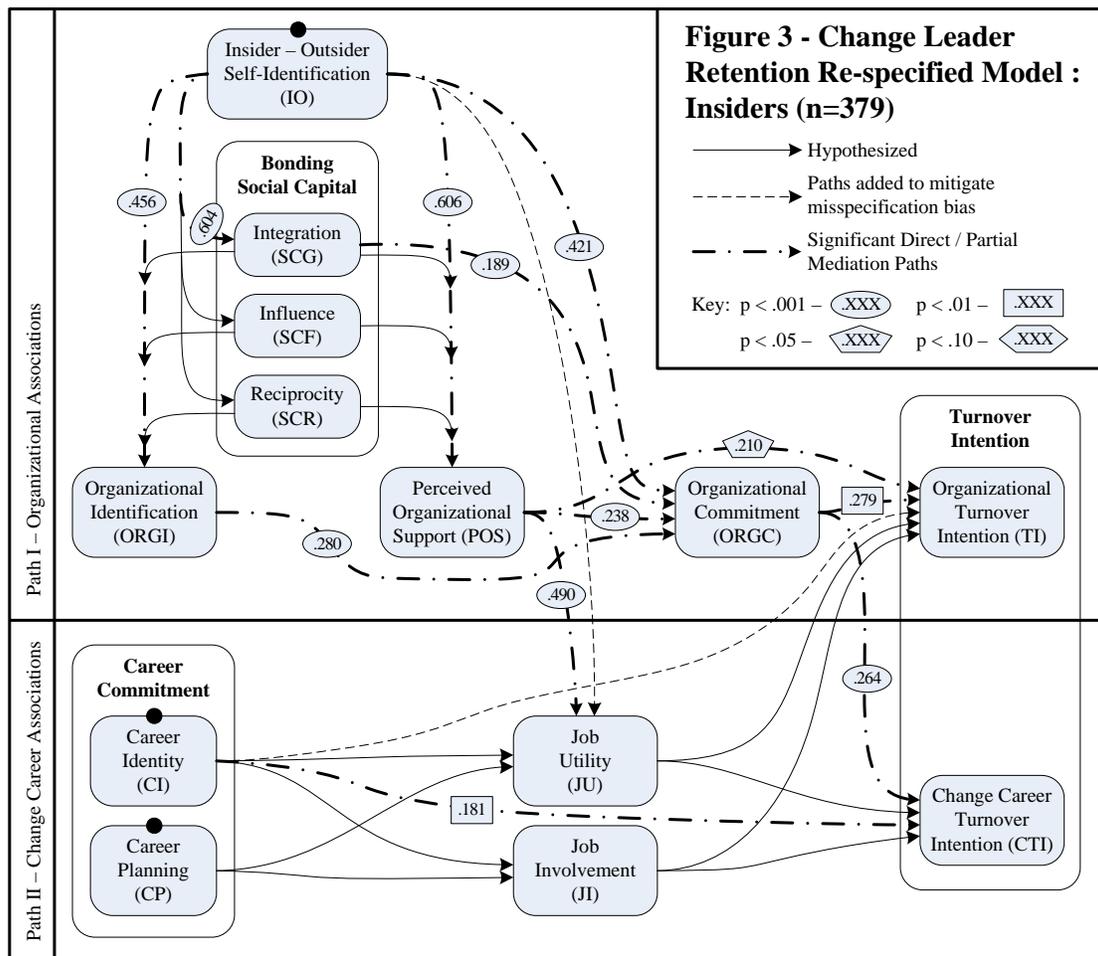
Appendix A Table 9a summarizes the partial mediation associations and levels of significance which surfaced (7 of 15 significant for Insiders, 3 of 11 for Outsiders). The significance of the moderating effect of Bonding Social Capital – Integration and Influence on the relationship between IO and POS for Outsiders only is shown in Table 9b. Only the significant direct and partial mediation paths with associated coefficients for the two re-specified path models are highlighted in Figures 3 and 4.

Regarding our first hypothesis, H1, organizational commitment has a positive, significant effect on turnover intention at the organizational level (.281,  $p < .001$  for  $n = 602$ , Insiders: .279 ( $p < .01$ ), Outsiders: .284 ( $p < .01$ )). Similarly, both perceived organizational support and organizational identification have a positive, significant effect on organizational commitment (H2 and H3). The extent to which the change leader identifies himself as an Insider compared to being an Outsider (IO) has a very strong, significant effect on perceived organizational support (H4a), the strongest being .763 ( $p < .001$ ) for Outsiders. The association of IO to organizational identification (H4b) is also strong and significant (.474, .456 and .496,  $p < .001$  for each).

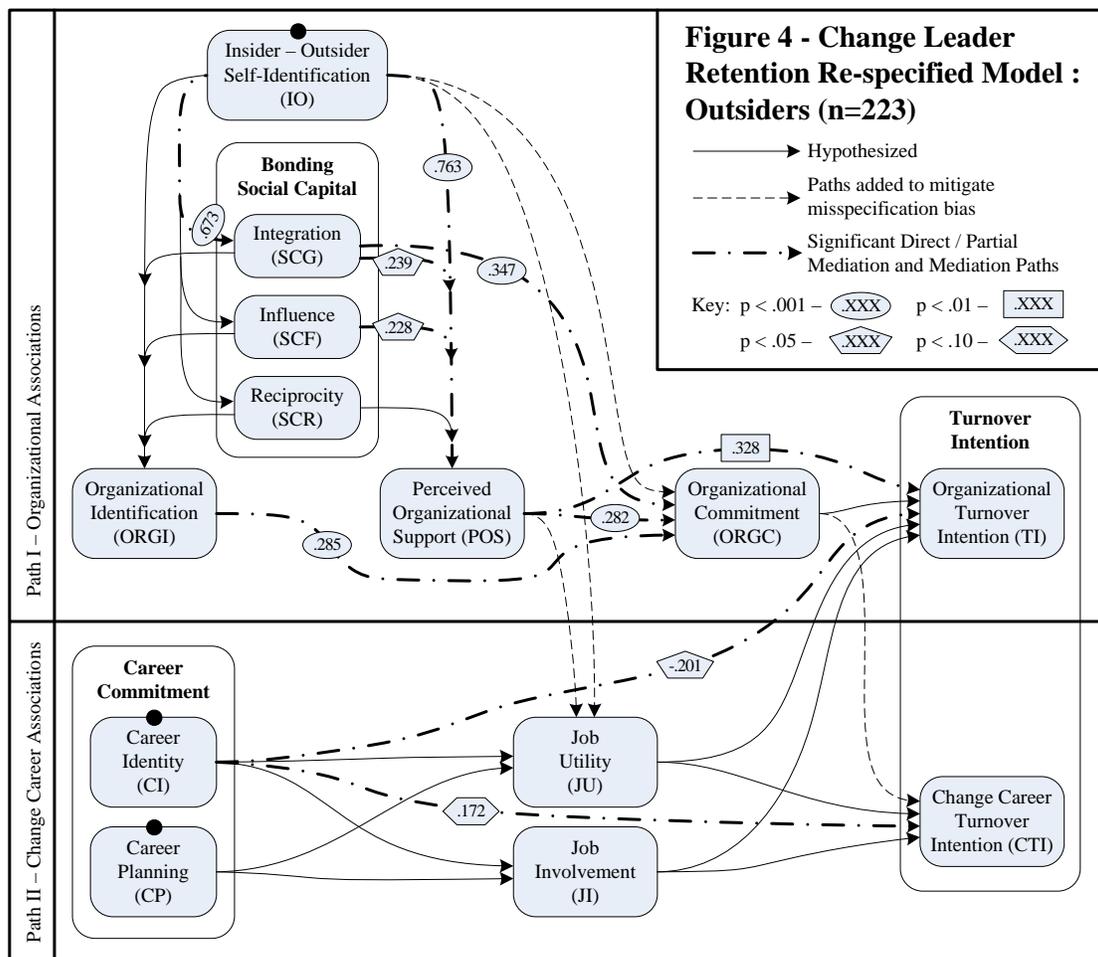
In partial support of H5a for Outsiders, only two dimensions of bonding social capital, integration and influence, play a positive, significant moderating role between the extent to which a change leader feels he is an Insider and his experience of perceived organizational support (H5a). Per Appendix A Table 8, upon splitting our dataset into Insiders and Outsiders, this association is revealed only for Outsiders, per the moderation interaction terms of IO\*SCG at .239, ( $p < .05$ ), and IO\*SCF at .229, ( $p < .10$ ), with the partnered coefficient for Influence being the strongest at .161 ( $p < .05$ ). Moderation is not evident to any significant extent between IO and ORGI (H5b), although a coefficient analysis points instead to Influence potentially mediating the relationship between IO and ORGI for Insiders and Outsiders (Insiders: .197 ( $p < .001$ ), Outsiders .193 ( $p < .05$ )).

Prior to summarizing the hypotheses tests for the second path of the model (H6-H9), the re-specification process led us to several direct paths per Appendix A Tables 7 and 8. Although not posited, the direct and significant association between IO to ORGC and SCG to ORGC surfaced for Insiders (.421, .189 respectively, both  $p < .001$ ), and for

Outsiders (.205, ( $p < .05$ ), .347,  $p < .001$ ). Perceived organizational support has a direct association with organizational turnover intention, the strongest being for Outsiders (.328,  $p < .01$ ) compared to Insiders (.210,  $p < .05$ ). With the introduction of these three direct paths into the upper model, Appendix Table 9a shows the influence and significance of partial mediation. For Insiders these are: IO to (POS and ORGC) to TI, and IO to (POS, ORGI, and SCG) to ORGC. For Outsiders these are: IO to POS to TI, and IO to (POS and SCG) to ORGC.



As noted in Appendix A Table 7 for the full dataset, the “initial” coefficient for POS to ORGC dropped from .647 to .243, indicating that effect of POS is overestimated if the model is not re-specified to account for the direct association of IO to ORGC and SCG to ORGC. Per Appendix A Table 8, the differential effect to IO to ORGC for Insiders was not nearly as great for Outsiders (Insiders: POS to ORGC from .667 to .238, IO to ORGC = .421, Outsiders: POS to ORGC from .634 to .282, IO to ORGC = .206); yet the opposite differential effect between the types of change leaders occurs for Integration (Insiders: SCG to ORGC = .189; Outsiders: .347, (both  $p < .001$ )).



Regarding the second path of the model and per Appendix A Table 7, we did not discover reasonable or significant relationships between job involvement and career turnover intention, or job involvement and organizational turnover intention (H6a, H6b). Job utility, on the other hand, appears to affect both dimensions of turnover to a relatively similar magnitude (i.e. for all data, CTI = .183 ( $p < .001$ ), TI = .149 ( $p < .01$ )) (H7a, H7b). The impact of JU to CTI for Insiders is .190 ( $p < .001$ ), and JU to TI is .145 ( $p < .10$ ); for Outsiders, .176 ( $p < .01$ ), .172 ( $p < .05$ ), respectively.

The strongest relationship in the second path is between career identity and job involvement (.416, .359, .585, all  $p < .001$ ), per H8a; however, there was no significant association between job involvement and either career or organizational turnover identified (i.e. job involvement does not appear to be a mediator in our conceptual model). For the partnered hypothesis, H8b, career identity to job utility is significant only for Insiders at .120 ( $p < .01$ ). Career planning appears to enhance job involvement and job utility to a significant, modest amount for Insiders only (.153, .122, respectively, both at  $p < .05$ ) (H9a, H9b).

The re-specification process revealed a direct path between career identity and career turnover intention (Appendix A Tables 7 and 8). While the original model “initial” coefficient for JI to CTI was small and insignificant, those for JU to CTI were some of the strongest in our findings and significant (.436, .425, and .450 at  $p < .001$ ). The introduction of the direct path of CI to CTI (and ORGC to CTI, which we will discuss shortly upon integrating the two paths of the model) contributed to sizeable reductions in the original JI and JU mediation coefficients. The impact of JU to CTI was thus over-estimated in our base model. Per Appendix A Table 9a, the partial mediation

of CI and CP each to CTI and TI by JU was found to be insignificant for Insiders, as was the test for the potential mediation of JU between CI insignificant for Outsiders.

Although not initially proposed, the re-specification process revealed four additional associations across the two paths of the model per Figure 2: a) IO to JU, b) POS to JU, c) ORGC to CTI, and d) CI to TI. Two additional mediation tests were scrutinized as a result of integrating the two paths of the model: a) POS mediating IO to JU, and b) ORGC mediating IO to CTI. As noted in Appendix A Table 7, the “initial” coefficients for CI and CP to JU dropped with the introduction of the cross-path associations, namely IO to JU and POS to JU, retaining significance regardless (.375 to .125 with  $p < .001$ ; .199 at  $p < .001$ , to .114 at  $p < .01$ )).

Considering further the differences between Insiders and Outsiders in Appendix A Table 8, the original coefficients for CP to JU dropped, and for Outsiders lose significance (Insiders: .223 to .122 ( $p < .001$  to  $<.01$ ); Outsiders .324 to .134, ( $p <.001$  to not significant, or  $p > .10$ ). The coefficient of POS to JU for Insiders is twice that for Outsiders (.490,  $p < .001$ , vs. .255,  $p < .01$ ). As shown in Appendix A Table 9a, this effect influences the significant partial mediation effect of POS between IO and JU (t-score 5.12,  $p < .001$ ) for Insiders; but, in terms of the operation of the total integrated model for the study of retention, this is an isolated association, as JU does not partially mediate the relationship between either IO and TI, or IO and CTI for Insiders or Outsiders to a noteworthy level of significance.

As discussed earlier, the direct association of career identity to career turnover intention revealed how JU to CTI was overestimated. ORGC to CTI is also a contributing factor, per Appendix A Tables 7 and 8, introducing the significant

coefficient of .303 for  $n = 602$ , .264 for Insiders, and the strongest of .365 for Outsiders (all  $p < .001$ ). At the total integrated model level, the relationship between IO and CTI for Insiders is significantly partially mediated by ORGC (t-score 1.79,  $p < .10$ ).

To address the final path in the discussion of the integration between organizational and change career associations, and per the closing section of our theory development, a potential negative association between career commitment, identity and planning, and turnover intention at the organizational level was investigated. While comparison of model fit indices did not lead us to include a relationship between CP and TI during the re-specification process, we did include CI to TI and per Appendix A Table 8, for Outsiders only, CI to TI is indeed  $-.201$  ( $p = .04$ ). The relationship is very small and insignificant for Insiders.

## **Discussion**

This study was motivated by two objectives: (1) to explore the role of bonding social capital in affecting the turnover intention of leaders of large scale radical and continuous improvement change projects in organizations, most specifically to understand differences between Insiders and Outsiders, and (2) to identify mechanisms which may influence if change leaders, in particular those hired from the outside, can balance the potentially competing commitment to a career of leading change and a commitment to an organization, therein affecting the firm's ability to retain them longer term. In order to accomplish our objectives, it was necessary for us to develop an instrument for bonding social capital with the individual as the unit of analysis.

## **Outcome Relationships for Change Leader Retention**

The results of our study reveal several differential patterns of effects for Insiders and Outsiders. We found that for both types of leaders Perceived Organizational Support and Organizational Identification mediate the relationship between the extent to which a leader self-identifies with being an Insider or Outsider and his sense of organizational commitment. The integration dimension of bonding social capital was also found to mediate this relationship, and in fact there was a two-fold comparative effect per survey responses from Outsiders compared to Insiders.

We determined that there was a significant direct association between Insider-Outsider Self-identification and Organizational Commitment. Of interest is that this association was two times greater for Insiders compared to Outsiders. There may also be unspecified mechanisms which are competing factors, thus restricting or reducing the relationship of “insided-/outsidedness” to Organizational Commitment for Outsiders. Despite the results of our measurement invariance analyses at both the item and construct level, perhaps there is something embedded in the responses of Outsiders to commitment questions that contributed to this difference.

While there is a strong relationship between Insider-Outsider Self-identification and Perceived Organizational Support for both types of change leaders, only in the case of Outsiders did we determine that influence and integration, two of the three dimensions of bonding social capital tested in our study, have a significant positive moderating effect on the relationship. For Insiders this could mean that there are factors other than bonding social capital impacting their perception of support, such as loyalty and history of friendships that have developed naturally over their time of service. This could also

suggest that Insiders are integrated and have influence automatically as a result of their organizational standing, and they would not know to identify its existence as something separate from “who they are.” It is not something they would know to look for, or be aware of it not existing.

Organizational Commitment does not appear to play a role in significantly mediating the relationships to turnover intention at the organizational level for Outsiders, but it does significantly for Insiders. While this might raise a question about the very premise of our proposing Organizational Commitment as a key cause-effect to turnover intention and the saliency in the upper path of the model, we point to Perceived Organizational Support playing a significant partial mediation role to turnover intention. This association for Outsiders is over twice that for Insiders; yet, we suspect there are other mechanisms influencing the turnover intention for Outsiders.

Organizational Identification plays a significant partial mediation role between Insider-Outsider Self-identification and Organizational Commitment for Insiders when viewing the operation of the full model. Organizational Identification did not partially mediate this association for Outsiders. There could be other factors mitigating the appearance of Organizational Identification as a mediator for Outsiders, such as a competing sense of personal independence or locus of control. Outsiders may also harbor a strong or stronger identification with their past organization(s).

The associations within the second path of our model in full operation are on balance either weak or non-conclusive. Our findings did support the hypothesis that the more a leader identifies with a career of leading change, the higher the likelihood of his being involved in the job of leading change, the association for Outsiders being stronger

at .574 vs. .357 for Insiders. Also, higher job utility was associated with both a lower career and lower organizational turnover intention. Surprisingly, however, neither the proposed partial mediation of job involvement nor job utility between the dimensions of career commitment to career or organizational turnover intention were found to be significant for either Insiders or Outsiders. We did identify a significant direct relationship between career identity and change career turnover intention. This raises question as to if we have positioned the constructs in the optimum places in the model, given how our measurement analyses at the item and construct levels were so strong. As mentioned earlier, several researchers, for example, have shown how job involvement is an antecedent to career commitment as opposed to the opposite.

The two paths of the model relate to one another in a significant fashion: 1) Perceived Organizational Support partially mediates the relationship between Insider-Outsider Self-identification and Job Utility for Insiders, yet not for Outsiders, although there is a direct and significant association between Insider-Outsider Self-identification to Job Utility for each type of change leader, 2) organizational commitment partially mediates the relationship between Insider-Outsider Self-identification and Career Turnover Intention for Insiders, and 3) Career Identity has a negative relationship to organizational turnover intention for Outsiders.

### **Implications for the Practice of Leadership**

As organizations consider how to retain executive leaders of high impact change projects, our study offers insight into the following potential distinctions between those leaders tapped from inside the firm, and those hired from outside.

Outside change leaders may be more attuned to and affected by the extent to which the organization supports them, in particular how integrated they feel they have become within the enterprise, and the extent to which they can influence. They may be more conscious of bonding social capital NOT being present, compared to Insiders who may have the relationships given their longer standing membership and would not know to question existence or absence. Integration appears to be important to Insiders, but more to enhance their commitment to the organization as opposed to strengthening their feelings of support from or identification with the organization.

An Insider's feeling of commitment to the organization may be an indication of his intention to remain with the firm, enhancing the firm's ability to retain him. Organizational commitment may not be a major factor contributing to an Outsider's intention to remain with the organization. Organizational commitment also appears to have a positive influence on an Insider's commitment to a career involving leading change, which could indicate his willingness to lead change "for the sake of the firm", as opposed to being driven from an individual aspiration standpoint in the way Outsiders can be. Per our qualitative work, Insiders frequently viewed leading a change project merely as an assignment, as opposed to Outsiders who identified themselves first as leaders of change.

In a related fashion, the extent to which Insiders feel leading change will contribute to their future career opportunities is enhanced by their perception that the organization supports them in this role. Outsiders do not seem to have this need, perhaps given their inherent identification with leading change – it is "who they are".

Organizations are advised to be sensitive to the potential that Outsiders may have such a strong commitment to leading change, that in absence of tapping this passion the Outsider may not remain in the firm – use them, love them or lose them. This passion could supercede a leader’s desire to identify with and become committed to the organization.

### **Limitations**

Several limitations of our study are noteworthy. First, the study is based on cross-sectional survey data, and we advise caution in drawing cause-effect inferences, in particular without our having actual retention data to rely upon as an ultimate end outcome. All data was self-reported and item responses for several key constructs, in particular those in the first model path for organizational associations such as Insider-Outsider Self-Identification and the dimensions of bonding social capital, may be skewed based on the leaders’ self-perceptions. On a related front, the associations among constructs may be inflated as a result of common method variance due to our use of a single questionnaire and Likert 5 scale throughout to investigate relatively similar concepts. We focused on the differential effects of constructs and carefully deliberated the ordering of all items within the survey, yet recognize how common method variance could obscure such differential effects. In this sense, our findings of differential patterns are likely conservative. Multiple source data could have mitigated some of this concern.

The study leveraged a very diverse sample of change leaders drawn from six separate channels. Some might raise issue with the randomness of a snowballing approach to tap respondents; however, the co-investigator was able to access candidates from her change leader networks of the past 25 years in several philanthropic circles and

across five different industries. Others might also question the utilization of executive panelists per set attribute criteria accessed through a market research firm. We did not identify dramatic differences with the various samples when comparing the univariate and bi-variate statistics. Respondents from the four primary organizations were invited to participate voluntarily, and responses were kept anonymous and held confidentially courtesy of web-based survey methods. Assurance was given that no organizational-specific analyses were to be performed; however, this concern plus the inherent influence of their senior leader who introduced our study could have introduced social desirability bias into the responses. We did not collect data specifically to test for this bias.

There are potential limitations in any research project that develops or utilizes previously untested scales. The procedures for item selection and development for bonding social capital used in this study were specifically designed to address psychometric issues that have perhaps hampered the development of social capital constructs in the past. Be that as it may, our measurement is new and warrants additional testing. Any failure to establish adequate measures could have not only made its use problematic in our study, but forestall efforts to evaluate and integrate findings. We might suspect modest relationships between variables and interpret a failure to underlying theory, when instrumentation may have been the true problem. While the EFA, CFA, variance extraction and measurement invariance analyses at the item and construct levels resulted in corroborating reliability and evidence of validity for two of the three dimensions of bonding social capital (integration and influence), certainly the application of our measure to additional samples, as well as inclusion in different conceptual models and studies, is imperative.

Despite these limitations, our results offer useful insights into the organization and career associations of change leaders, in particular the differential effects for Insiders and Outsiders based on several theorized mechanisms and the outcome relationships to turnover intention.

### **Further Research Directions**

We propose several areas of interest for extending our current study, including additional theoretical considerations, data collection and analytical methods application.

We had very strong composite reliability, validity, variance extraction characteristics, and shared correlations for all constructs except for one of the dimensions of Bonding Social Capital, Reciprocity. Surprisingly, however, Integration and Influence did not play as strongly within our model as hypothesized, such that exploring competing models could surface stronger associations and additional relationships (direct and partial mediations) of interest. Such models could include applying newer quantitative methods to study Bonding Social Capital in mediated moderation and/or moderated mediation, not just classical mediation and moderation (Muller et al, 2005).

Introduction of control variables could tease out tighter distinctions between categories of change leaders, for example: a) change leadership background – number of projects led, total years of accumulated work experience in leading change, and diversity of organizational type (for profit, non-profit, civil service) in which leader has lead change, and b) leaders' personal attributes – age, gender, and level in the organization. While we utilized a reflective measure of social integration (Morrison 2002) as a proxy for Insider-Outsider Self-identification, it might be fruitful to introduce a degree of “insided-” or “outsidedness” by developing a formative measure using tenure data, such

as years of service in the organization and length of time in role, and insert as either a partnered independent or separate control variable in the model.

Organizational Commitment was the only construct in our group of 13 we were unable to provide clear evidence of discriminant validity. The measure we used is widely accepted and had high reliability; however, when analyzing the outcomes in the model, in particular associations for Outsiders, the shared squared correlations were suspiciously high which could be attributed to our item trimming strategy. Given the shifting in many organizations through mergers, acquisitions, downsizings, becoming more virtual or interconnected with other organizations, and leaders as a result taking their careers more in their own hands than in the past, is the construct of Organizational Commitment as currently defined relevant for the study of contemporary executive change leaders? Could the data we obtained have been impacted by a social un-desirability by change leaders themselves, particularly Outsiders, revealing instead a propensity to avoid commitments to be open to changing firms and personal redirection?

We utilized only the affective dimension of the three-component model for Organizational Commitment developed by Allen and Meyer (1990). The employee remains because he wants to, not has to (continuance component) or ought to (normative component). The introduction of all three components into our work, plus addressing the earlier posed questions, offer a fertile frontier for additional studies which we are anxious to pursue given the potentially inadequate explanation of the lack of significant mediation of commitment to turnover intention for Outsiders.

While one of the major contributions of our study was the development and application of the new measure for Bonding Social Capital, the instrument could benefit

from additional work, in particular to revisit the dimension of reciprocity. We recommend developing and testing new items for reciprocity, and deploying the full scale to additional samples of change leaders and into studies of varied context to verify instrument reliability and validity.

### **Conclusion**

This study has made several contributions to both theory and practice. We have added knowledge to the distinction between and interrelationships among the constructs we studied, in addition to demonstrating high levels of the instruments' reliability and validity. While it warrants additional scholarly work, the new measure for Bonding Social Capital with the individual as the unit of analysis is unique and noteworthy. We believe the insights revealed internal to and between the two paths of the model emphasize how research benefits from systems-level thinking, in our case intersecting the individual's association with the organization and his association with self, his "being".

This study is a logical extension of earlier conceptual and qualitative inquiry on the role of social capital in change leader retention (Larsen 2005 and 2006). We encourage organizations to recognize how different Insiders and Outsiders are, particularly those who tackle leading high impact change projects. While in some ways our work continues to pose more questions than it has perhaps answered, we are reminded how "leading" and "change" are two messy businesses for researchers and practitioners alike. It is no wonder that putting the two together compounds the opportunity for considerable challenge and expanding, as opposed to contracting, research agendas.

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**APPENDIX A Tables**

**TABLE 1  
Sample Overview for Change Leader Retention Study**

Description	Overall Response Rate = 31%
1. A large business unit of a US-based Fortune 100 international engineering, manufacturing and service company. Participants were from within the top 350 leaders	39% n = 128
2. Executive women of for-profit and non-profit organizations from across the US who are associated with a leadership development and training organization that offers consulting services and a series of programs for leaders focused on transformational change. The organization has a strong following and tight community network.	40% n = 16
3. Leaders placed by a large international executive search firm, clients frequently searching for transformational leaders.	49% n = 34
4. Alumni of a top rated US cohort-based weekend Executive MBA program, participants primarily sponsored by medium to large for profit and non profit firms with a minimum of 10 years of leadership experience.	17% n = 43
5. Respondents reached through snowballing into the co-investigator's network of executive change leaders, a network cultivated during her 25 years of experience in four different Fortune 100 international manufacturing firms involved in the automotive, aerospace, transportation and machine tool industries.	78% n = 41
6. Panelists retained by a market research and survey deployment firm: director level executive and above; organizations with over 500 employees and \$100 million annual revenue.	29% n = 374

**TABLE 2  
Process of Selection for Current Position**

Current Position	Insider	Outsider	Total
Executive and Above	202	149	351
Sr Manager and Manager	177	74	251
Total	379	223	602

**TABLE 3**  
**Demographic Profile of Participating Change Leaders**  
 (All numbers are in percentages; n = 602)

<b>Age (Years)</b>		<b>Gender</b>		<b>Education</b>	
<25	0.5	Male	63.3	High School	0.3
25 – 35	11.5	Female	36.7	Tech Certification	0.5
36 – 45	31.6			Some College	5.5
46 – 55	38.4			College Degree	34.4
55 – 65	17.3			Graduate Degree	45.7
65 <	0.8			Multiple Graduate Degs	13.6

<b>Current Position</b>		<b>Process of Selection</b>	
Top/Senior Exec	20.9	Recruited from Inside	38.7
Mid-level Exec	22.8	Role extension	11.1
Executive	14.6	Volunteered	4.3
Sr Manager	29.2	Created the role	8.8
Manager	12.5	Recruited from Outside	37.1

**Current Organization Profile**

<b>Company Type</b>	<b>Company Focus</b>	<b>Years Employed in the Org</b>		<b>Years in Current Position</b>	
For profit 84.7	Manufacturing 42.5	<2	15.1	<2	34.2
Non-profit 12.0	Services 52.2	2 – 5	18.6	2 – 5	37.4
Gov't/Civil 3.0	Retail 5.3	6 – 10	21.9	6 – 10	16.8
Military 0.3		1 – 15	10.1	11 – 15	5.6
		16 – 20	9.3	16 – 20	2.8
		20 <	24.9	20 <	3.2

**Change Experience**

<b>No. Years Lead Change Projects</b>		<b>No. Major Change Projects</b>		<b>No. Organizations Lead Change w/in</b>		<b>Diversity of Types of Orgs Lead Change w/in</b>	
<5	13.8	<5	24.9	1	15.0	1	75.2
6 – 10	26.9	6 – 10	36.9	2	23.4	2	21.1
11 – 15	22.3	11 – 15	16.8	3	26.2	3 <	3.6
16 – 20	15.6	16 – 20	4.3	4	14.5		
20 <	21.4	20 <	17.1	4 <	21.0		

**TABLE 4**  
**Factor Loadings and Measurement Properties of Various Constructs Used**

<b>Construct Item</b>	<b>Standard Coefficient</b>	<b>t-Value</b>	<b>Variance Extracted</b>	<b>Highest Shared Variance</b>	<b>Average SV</b>	<b>Composite Reliability</b>
<b>Insider-Outsider Self-Identification</b>						
IO1	.833	24.87				
IO2	.894	27.90				
IO3	.852	25.76				
IO4	.850	25.66				
IO5	.779	22.44				
IO6	.799	23.30	.696	.669	.261	.932
<b>Bonding Social Capital</b>						
<i>Integration</i>						
SCG1	.697	18.83				
SCG2	.700	18.94				
SCG3	.700	18.94				
SCG4	.622	16.24				
SCG5	.778	21.95				
SCG6	.776	21.87				
SCG7	.782	22.10	.538	.457	.166	.887
<i>Influence</i>						
SCF3	.831	23.68				
SCF4	.748	20.43				
SCF5	.832	23.75				
SCF6	.697	18.56	.610	.185	.094	.861
<i>Reciprocity</i>						
SCR3	.761	20.62				
SCR4	.822	22.78				
SCR5	.851	23.85	.652	.115	.025	.849
<b>Perceived Organizational Support</b>						
POS1	.831	24.56				
POS2	.845	25.25				
POS3	.767	21.81				
POS4	.880	26.96				
POS5	.686	18.69				
POS8	.568	14.75	.606	.613	.243	.899

**TABLE 4**  
**Continued**

<b>Construct Item</b>	<b>Standard Coefficient</b>	<b>t-Value</b>	<b>Variance Extracted</b>	<b>Highest Shared Variance</b>	<b>Average SV</b>	<b>Composite Reliability</b>
<b>Organizational Identification</b>						
ORGI1	.608	15.78				
ORGI2	.796	22.69				
ORGI3	.688	18.49				
ORGI4	.728	19.95				
ORGI5	.728	19.96				
ORGI6	.728	19.94				
ORGI7	.753	20.90	.531	.452	.176	.885
<b>Organizational Commitment</b>						
ORGC2	.669	17.96				
ORGC3	.641	16.99				
ORGC5	.770	21.79				
ORGC6	.791	22.63				
ORGC7	.704	19.21				
ORGC8	.656	17.50	.505	.669	.306	.858
<b>Turnover Intention -- Organizational</b>						
TI1	.722	19.33				
TI2	.902	26.18				
TI3	.685	18.05	.604	.429	.156	.818
<b>Turnover Intention – Career</b>						
CTI1	.698	19.00				
CTI2	.903	27.46				
CTI3	.911	27.87	.747	.429	.124	.894
<b>Job Involvement</b>						
J11	.770	21.52				
J12	.819	23.57				
J13	.823	23.70				
J15	.780	21.93				
J16	.708	19.12	.606	.196	.042	.884

**TABLE 4**  
**Continued**

<b>Construct Item</b>	<b>Standard Coefficient</b>	<b>t-Value</b>	<b>Variance Extracted</b>	<b>Highest Shared Variance</b>	<b>Average SV</b>	<b>Composite Reliability</b>
<b>Job Utility</b>						
JU1	.867	26.43				
JU2	.871	26.63				
JU3	.904	28.35				
JU4	.907	28.54	.787	.437	.207	.937
<b>Career Commitment</b>						
<b>Identity</b>						
CI1	.774	20.35				
CI2	.833	22.30				
CI4	.646	16.29	.707	.196	.106	.790
<b>Planning</b>						
CP1	.487	11.86				
CP2	.887	23.22				
CP3	.838	21.76	.545	.118	.055	.866
<b>Model Fit Statistics</b>						
		Chi-Square	2,785.0			
		Probability	.000			
		d.f.	1,557			
		CFI	.947			
		NFI	.889			
		IFI	.948			
		PCFI	.833			
		RMSEA	.036			
		SRMR	.049			

**Notes:** Standardized coefficients estimated by the maximum likelihood factoring method using AMOS. VE is based on Fornell and Larcker's (1981) formula. Highest SV is between the construct and any other construct in the model, computed as the square of the highest correlation. Average SV is between the construct and all other constructs, computed as the mean of squared correlations for the construct. It is desirable for VE > 0.5, and VE > HSV and ASV. Reliability per F&S formula.

**TABLE 5**  
**Descriptive Statistics and Inter-Correlations for the Study Constructs: Insiders (n = 379)**

	IO	SCG	SCF	SCR	IO* SCG	IO* SCF	IO* SCR	POS	ORGI	ORGC	TI	CTI	JJ	JU	CI	CP
Insider-Outsider Self-Identification (IO) (.938)																
Social Capital, Integration (SCG)	.544	(.887)														
Social Capital, Influence (SCF)	.382	.411	(.875)													
Social Capital, Reciprocity (SCR)	.031+	.138	.331	(.847)												
IO to SCG Interaction (IO*SCG)	-.212	-.336	-.209	.027+	(.870)											
IO to SCF Interaction (IO*SCF)	-.199	-.210	-.341	-.035+	.506	(.844)										
IO to SCR Interaction (IO*SCR)	.122*	.037+	-.047+	.158	.098+	.279	(.795)									
Perceived Organizational Support (POS)	.673	.441	.390	.021+	-.144	-.179	.136	(.898)								
Organizational Identification (ORGI)	.455	.322	.379	.217	0.04+	-.102	-.001+	.531	(.888)							
Organizational Commitment (ORGC)	.756	.577	.405	.103*	-.217	-.208	.115*	.712	.619	(.859)						
Turnover Intention, Organizational (TI)	.474	.225	.135	-.108+	-.100+	-.166	.043+	.408	.318	.462	(.831)					
Turnover Intention, Career (CTI)	.386	.352	.113*	-.012+	-.144	.083+	.084+	.255	.234	.406	.578	(.869)				
Job Involvement (JI)	.149	.077+	.075+	.221	-.038+	.067+	.118+	.157	.194	.208	.053+	.108	(.878)			
Job Utility (JU)	.598	.415	.334	.123	-.224	-.256	.054	.645	.452	.596	.416	.387	.188	(.935)		
Career Commitment, Identity (CI)	.294	.223	.170	.181	.049+	-.065+	-.044+	.244	.383	.356	.174	.283	.340	.328	(.791)	
Career Commitment, Planning (CP)	.208	.199	.046+	.074+	.004+	-.055+	-.055+	.176	.097+	.234	.051+	.103*	.221	.269	.257	(.771)
Mean	3.898	4.022	3.923	3.853	.546	.393	.031	3.712	3.989	3.719	3.240	3.756	2.709	3.959	4.364	3.756
Standard Deviation	.892	.640	.629	.727	1.467	1.520	1.048	.761	.674	.771	1.072	.976	.839	.842	.584	.847

Notes: Five-point Likert scale for all constructs. All correlations are significant to 0.01 level for two-tailed test, except for (\*)  $p < 0.05$  level and (+) not significant ( $p > .05$ ). Diagonal data (xxx) represents Cronbach alphas, except for the three interaction terms for the dimensions of bonding social capital. Reliability for IO\*SCG, IO\*SCF and IO\*SCR calculated per Busemeyer & Jones (1983) tenth formula. All means and standard deviations are based on unstandardized data, except for those italicized for the interaction terms which represent the product of the standardized components.

**TABLE 6**  
**Descriptive Statistics and Inter-Correlations for the Study Constructs: Outsiders (n = 223)**

	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*	IO*
	IO	SCG	SCF	SCR	SCG	SCF	SCR	POS	ORGI	ORGC	TI	CTI	JJ	JU	CI	CP
Insider-Outsider Self-Identification (IO) (.921)																
Social Capital, Integration (SCG)	.589	(.869)														
Social Capital, Influence (SCF)	.303	.315	(.818)													
Social Capital, Reciprocity (SCR)	-.005+	.092+	.275	(.849)												
IO to SCG Interaction (IO*SCG)	-.316	-.392	-.174	-.024+	(.852)											
IO to SCF Interaction (IO*SCF)	-.257	-.183	-.210	-.029+	.561	(.774)										
IO to SCR Interaction (IO*SCR)	-.013+	-.039+	-.042+	.252	.252	.419	(.782)									
Perceived Organizational Support (POS)	.657	.360	.361	.105+	-.160*	-.266	-.012+	(.888)								
Organizational Identification (ORGI)	.431	.246	.303	.139*	-.162*	-.172	.073+	.561	(.886)							
Organizational Commitment (ORGC)	.685	.588	.354	.075+	-.268	-.242	.023+	.665	.581	(.853)						
Turnover Intention, Organizational (TI)	.472	.310	.216	.050+	-.173	-.133*	.015+	.461	.275	.482	(.800)					
Turnover Intention, Career (CTI)	.417	.330	.055+	.020+	-.136*	-.005+	.089+	.287	.266	.484	.460	(.875)				
Job Involvement (JI)	-.009+	-.004+	.119+	.172*	.066+	-.016+	.163*	.182	.287	.196	.094+	.120+	(.893)			
Job Utility (JU)	.557	.397	.237	.078+	-.214	-.180	.047+	.532	.452	.546	.401	.415	.172	(.936)		
Career Commitment, Identity (CI)	.347	.270	.143*	.116+	-.011+	-.018+	.006+	.327	.423	.344	.126	.317	.452	.369	(.768)	
Career Commitment, Planning (CP)	.305	.200	.090+	.042+	.110+	.020+	.062+	.294	.265	.248	.131+	.150*	.210	.354	.421	(.735)
Mean	3.802	3.930	3.872	3.844	.585	.288	-.005	3.656	3.973	3.572	3.120	3.694	2.690	3.829	4.318	3.798
Standard Deviation	.913	.616	.565	.764	<i>1.315</i>	<i>1.223</i>	.975	.749	.641	.790	1.056	1.014	.897	.913	.577	.822

Notes: Five-point Likert scale for all constructs. All correlations are significant to 0.01 level for two-tailed test, except for (\*) p < 0.05 level and (+) not significant (p > .05). Diagonal data (xxx) represents Cronbach alphas, except for the three interaction terms for the dimensions of bonding social capital. Reliability for IO\*SCG, IO\*SCF and IO\*SCR calculated per Busemeyer & Jones (1983) tenth formula. All means and standard deviations are based on unstandardized data, except for those italicized for the interaction terms which are the product of the standardized components.

**TABLE 7**  
**Estimated Coefficients in the Change Leader Retention Models (n = 602)**

Dependent Variable	Conceptual Model		Re-specified Model		
	Initial Coefficient	R2	Final Coefficient	t-value	R2
<b>Perceived Organizational Support (POS)</b>		<b>.619</b>			<b>.573</b>
Insider Outsider Self-ident (IO) → POS	<b>.674</b>		<b>.658</b>	<b>13.914</b>	
Social Capital, Integration (SCG) → POS	.041		.001	.012	
IO to SCG Interact (IOSCG) → POS	.108		.109	2.069	
Social Capital, Influence (SCF) → POS	<b>.162</b>		<b>.173</b>	<b>3.779</b>	
IO to SCF Interact (IOSCF) → POS	-.115		.121	2.076	
Social Capital, Reciprocity (SCR) → POS	-.046		-.044	-1.071	
IO to SCR Interact (IOSCR) → POS	.082		.081+	1.826	
<b>Organizational Identification (ORGI)</b>		<b>.343</b>			<b>.328</b>
Insider Outsider Self-ident (IO) → ORGI	<b>.481</b>		<b>.474</b>	<b>8.335</b>	
Social Capital, Integration (SCG) → ORGI	-.008		-.028	-1.450	
IO to SCG Interact (IOSCG) → ORGI	.064		.068	1.077	
Social Capital, Influence (SCF) → ORGI	<b>.191</b>		<b>.197</b>	<b>3.568</b>	
IO to SCF Interact (IOSCF) → ORGI	.039		.037	.527	
Social Capital, Reciprocity (SCR) → ORGI	<b>.158</b>		<b>.156</b>	<b>2.063</b>	
IO to SCR Interact (IOSCR) → ORGI	-.085+		-.082	-1.526	
<b>Bonding Social Capital, Integration (SCG)</b>		<b>.393</b>			<b>.396</b>
Insider Outsider Self-ident (IO) → SCG	<b>.627</b>		<b>.630</b>	<b>17.108</b>	
<b>Bonding Social Capital, Influence (SCF)</b>		<b>.155</b>			<b>.156</b>
Insider Outsider Self-ident (IO) → SCF	<b>.393</b>		<b>.392</b>	<b>9.288</b>	
<b>Bonding Social Capital, Reciprocity (SCR)</b>		<b>.001</b>			<b>.001</b>
Insider Outsider Self-ident (IO) → SCR	.027		.027	.605	
<b>Organizational Commitment (ORGC)</b>		<b>.753</b>			<b>.842</b>
Perceived Organ Support (POS) → ORGC	<b>.647</b>		<b>.243</b>	<b>5.230</b>	
Organizational Identif (ORGI) → ORGC	<b>.306</b>		<b>.279</b>	<b>7.969</b>	
Insider-Outsider Self-identif (IO) → ORGC	--		<b>.358</b>	<b>7.578</b>	
Social Capital, Integration (SCG) → ORGC	--		<b>.242</b>	<b>6.863</b>	
<b>Job Involvement (JI)</b>		<b>.207</b>			<b>.209</b>
Career Commitment, Identity (CI) → JI	<b>.414</b>		<b>.416</b>	<b>8.299</b>	
Career Commitment, Planning (CP) → JI	.087+		.088+	1.834	

**TABLE 7**  
**Change Leader Retention Models (Continued)**

Dependent Variable	Conceptual Model		Re-specified Model		
	Initial Coefficient	R2	Final Coefficient	t-value	R2
<b>Job Utility (JU)</b>		<b>.237</b>			<b>.516</b>
Career Commitment, Identity (CI) → JU	<b>.375</b>		<b>.125</b>	<b>3.063</b>	
Career Commitment, Planning (CP) → JU	<b>.199</b>		<b>.114</b>	<b>3.045</b>	
Insider-Outsider Self-Identif (IO) → JU	--		<b>.265</b>	<b>4.879</b>	
Perceived Organ Support (POS) → JU	--		<b>.398</b>	<b>7.608</b>	
<b>Turnover Intention – Organizational (TI)</b>		<b>.233</b>			<b>.345</b>
Organizational Commitment (ORGC) → TI	<b>.355</b>		<b>.281</b>	<b>3.760</b>	
Job Involvement (JI) → TI	-.051		-.028	-.591	
Job Utility (JU) → TI	<b>.292</b>		<b>.149</b>	<b>2.547</b>	
Perceived Organ Support (POS) → TI	--		<b>.252</b>	<b>3.360</b>	
Career Commitment, Identity (CI) → TI	--		-.051	-.920	
<b>Turnover Intention – Career (CTI)</b>		<b>.202</b>			<b>.274</b>
Job Involvement (JI) → CTI	.049		-.049	-1.028	
Job Utility (JU) → CTI	<b>.436</b>		<b>.183</b>	<b>3373</b>	
Career Commitment, Identity (CI) → CTI	--		<b>.177</b>	<b>3247</b>	
Organiz Commitment (ORGC) → CTI	--		<b>.303</b>	<b>5.689</b>	

Model Fit Statistics	Conceptual Model	Re-specified Model
	Initial	Final
Chi-Square	708.3	221.6
Probability	.000	.000
d.f.	69	61
CFI	.812	.953
NFI	.799	.937
IFI	.815	.954
PCFI	.467	.484
RMSEA	.124	.066
SRMR	.115	.046

Notes: Initial coefficient is the best fit estimated standardized coefficient before model re-specification to account for misspecification bias. Paths not hypothesized and not tested for re-specification are indicated by a dash in Figure 2. Final coefficient is the estimated standardized coefficient after model re-specification and accounted for bias. Coefficients in bold are significant at  $p \leq .001$ , bolded italics at  $p = .01$ , italics at  $p = .05$ , and italics (+) at  $p = 0.10$ . The remaining coefficients are not significant.

**TABLE 8**  
**Estimated Coefficients for Change Leader Retention Models: Relationships for Insiders and Outsiders**

Dependent Variable	Insiders (n = 379)				Outsiders (n = 223)				
	Initial Model Coefficient	R2	Re-specified Model Coefficient	t-value	R2	Initial Model Coefficient	Re-specified Model Coefficient	t-value	R2
<b>Perceived Organizational Support (POS)</b>		<b>.641</b>			<b>.582</b>		<b>.654</b>		<b>.622</b>
Insider Outsider Self-ident (IO) → POS	<b>.635</b>		<b>.606</b>	<b>10.655</b>		<b>.757</b>	<b>.763</b>	<b>8.584</b>	
Social Capital, Integration (SCG) → POS	.098+		.065	1.049		-.035	-.098	-1.006	
IO to SCG Interact (IOSCG) → POS	.075		.078	1.268		.244	.239	2.176	
Social Capital, Influence (SCF) → POS	<b>.171</b>		<b>.187</b>	<b>3.142</b>		<b>.155</b>	<b>.161</b>	<b>2.267</b>	
IO to SCF Interact (IOSCF) → POS	-.074		-.083	-1.243		.235+	.228+	1.724	
Social Capital, Reciprocity (SCR) → POS	-.108		-.108	-2.123		-.067	.077	1.059	
IO to SCR Interact (IOSCR) → POS	.118		.117	2.229		.009	- 0 -	-.001	
<b>Organizational Identification (ORGI)</b>		<b>.374</b>			<b>.355</b>		<b>.322</b>		<b>.314</b>
Insider Outsider Self-ident (IO) → ORGI	<b>.471</b>		<b>.456</b>	<b>6.734</b>		<b>.488</b>	<b>.496</b>	<b>4.561</b>	
Social Capital, Integration (SCG) → ORGI	.043		.032	.430		-.095	-.128	-1.072	
IO to SCG Interact (IOSCG) → ORGI	.085		.089	1.223		.014	.019	.143	
Social Capital, Influence (SCF) → ORGI	<b>.187</b>		<b>.197</b>	<b>2.770</b>		<b>.190</b>	<b>.193</b>	<b>2.215</b>	
IO to SCF Interact (IOSCF) → ORGI	.075		.075	.947		-.086	-.088	-.549	
Social Capital, Reciprocity (SCR) → ORGI	.182		<b>.177</b>	<b>2.091</b>		.078	.080	.891	
IO to SCR Interact (IOSCR) → ORGI	-.145		-.140	-2.243		.095	.094	.819	
<b>Bonding Social Capital, Integration (SCG)</b>		<b>.363</b>			<b>.365</b>		<b>.444</b>		<b>.449</b>
Insider Outsider Self-identif (IO) → SCG	<b>.602</b>		<b>.604</b>	<b>12.913</b>		<b>.667</b>	<b>.673</b>	<b>11.245</b>	
<b>Bonding Social Capital, Influence (SCF)</b>		<b>.171</b>			<b>.172</b>		<b>.122</b>		<b>.124</b>
Insider Outsider Self-identif (IO) → SCF	<b>.414</b>		<b>.411</b>	<b>7.942</b>		<b>.349</b>	<b>.349</b>	<b>4.788</b>	

**TABLE 8**  
**Relationships for Insiders and Outsiders (Continued)**

Dependent Variable	Insiders (n = 379)				Outsiders (n = 223)				
	Initial Model Coefficient	R2	Re-specified Model Coefficient	t-value	R2	Initial Model Coefficient	Re-specified Model Coefficient	t-value	R2
<b>Bonding Social Capital, Reciprocity (SCR)</b>		<b>.002</b>			<b>.002</b>				<b>- 0 -</b>
Insider Outsider Self-identif (IO) → SCR	.042		.044	.768					-0.009
<b>Organizational Commitment (ORGC)</b>					<b>.870</b>				<b>.693</b>
Perceived OrganSupport (POS) → ORGC	<b>.667</b>		<b>.238</b>	<b>4.319</b>					<b>3.200</b>
Organizational Identif (ORGI) → ORGG	<b>.316</b>		<b>.280</b>	<b>6.811</b>					<b>4.373</b>
Insider-Outsider Self-ident (IO) → ORGC	--		<b>.421</b>	<b>7.816</b>					2.172
Social Capital, Integration (SCG) → ORGC	--		<b>.189</b>	<b>4.644</b>					<b>5.107</b>
<b>Job Involvement (JI)</b>		<b>.188</b>			<b>.187</b>				<b>.285</b>
Career Commitment, Identity (CI) → JI	<b>.359</b>		<b>.357</b>	<b>5.710</b>					<b>5.754</b>
Career Commitment, Planning (CP) → JI	<b>.152</b>		<b>.153</b>	<b>2.415</b>					-0.091
<b>Job Utility (JU)</b>		<b>.232</b>			<b>.564</b>				<b>.282</b>
Career Commitment, Identity (CI) → JU	<b>.361</b>		<b>.120</b>	<b>2.462</b>					.126
Career Commitment, Planning (CP) → JU	<b>.223</b>		<b>.122</b>	<b>2.585</b>					.134
Insider Outsider Self-identific (IO) → JU	--		<b>.209</b>	<b>3.148</b>					<b>3.460</b>
Perceived Organ Support (POS) → JU	--		<b>.490</b>	<b>7.605</b>					<b>2.818</b>
<b>Turnover Intention – Organizational (TI)</b>		<b>.220</b>			<b>.326</b>				<b>.267</b>
Organizational Commitment (ORGC) → TI	<b>.327</b>		<b>.279</b>	<b>2.858</b>					<b>2.459</b>
Job Involvement (JI) → TI	- .068		-0.070	-1.189					.068
Job Utility (JU) → TI	<b>.306</b>		<b>.145+</b>	<b>1.855</b>					<b>1.934</b>
Perceived Organizational Support (POS) → TI	--		<b>.210</b>	<b>2.108</b>					<b>2.818</b>
Career Commitment, Identity (CI) → TI	--		.013	.199					-0.201

**TABLE 8**  
**Relationships for Insiders and Outsiders (Continued)**

Dependent Variable	Insiders (n = 379)					Outsiders (n = 223)				
	Initial Model		Re-specified Model			Initial Model		Re-specified Model		
	Coefficient	R2	Coefficient	t-value	R2	Coefficient	R2	Coefficient	t-value	R2
<b>Turnover Intention – Career (CTI)</b>		<b>.190</b>			<b>.250</b>		<b>.218</b>			<b>.315</b>
Job Involvement (JI) → CTI	.043		-.046	-.779		.060		-.057	-.690	
Job Utility (JU) → CTI	<b>.425</b>		<b>.190</b>	<b>2.630</b>		<b>.450</b>		<b>.176</b>	<b>2.115</b>	
Career Commitment, Identity (CI) → CTI	--		<b>.181</b>	<b>2.672</b>		--		<b>.172+</b>	<b>1.808</b>	
Organiz Commitment (ORGC) → CTI	--		<b>.264</b>	<b>3.712</b>		--		<b>.365</b>	<b>4.560</b>	

Independent Model Fit Indices	Insiders		Outsiders	
	Initial Model	Re-specified Model	Initial Model	Re-specified Model
Chi-Square	503.7	176.8	285.8	119.7
Probability	.000	.000	.000	.000
d.f.	69	61	69	61
CFI	.801	.947	.827	.953
NFI	.782	.923	.792	.913
IFI	.806	.949	.834	.955
PCFI	.461	.481	.475	.485
RMSEA	.129	.071	.119	.066
SRMR	.118	.050	.111	.056

Notes: Initial coefficient is the best fit estimated standardized coefficient before model re-specification to account for misspecification bias. Paths not hypothesized and not tested for re-specification are indicated by a dash in Figure 2. Final coefficient is the estimated standardized coefficient after model re-specification and accounted for bias. Coefficients in bold are significant at  $p \leq .001$ , bolded italics at  $p = .01$ , italics at  $p = .05$ , and italics (+) at  $p = 0.10$ . The remaining coefficients are not significant.

**TABLE 9a**  
**Significance of Partial Mediation Relationships**  
**in Change Leader Retention Re-specified Model**

Depend Variable	Indepen Variable	Mediating Variable	Insiders (n = 379)		Outsiders (n = 223)	
			t-score	p	t-score	p
TI	IO	POS	2.45	.01	2.10	.05
	IO	ORGC	2.26	.01	.53	--
	CI	JU	.67	--	--	--
	CP	JU	1.02	--	--	--
	IO	JU	.58	--	.50	--
CTI	CI	JU	.79	--	.36	--
	CP	JU	1.22	--	--	--
	IO	JU	.64	--	.46	--
	IO	ORGC	1.79	.10	.60	--
ORGC	IO	POS	2.11	.05	1.75	.10
	IO	ORGI	1.88	.10	.72	--
	IO	SCG	1.68	.10	1.91	.10
POS	IO	SCG	--	--	(+)	
	IO	SCF	1.39	--	(+)	
ORGI	IO	SCF	1.29	--	.36	--
JU	IO	POS	5.12	.01	1.59	--

**Note:** t-score = (B1 \* B2)(B2 \* B3)/(Standard Error of Indirect Effect B1 → B3). Significance value for t-scores: > 1.65 @ .10, >1.96 @ .05, and > 2.32 @ .01. (+) Relationships with potential moderation.

**TABLE 9b**  
**(+) Significance of Moderation Relationships in Change Leader Retention Model**

**Outsiders ONLY: IO → POS as Moderated by Social Capital**

	SCG Integration			SCF Influence		
	1 SD	2 SD	3 SD	1 SD	2 SD	3 SD
High	6.15	4.76	4.09	3.74	1.13	.13
Med	8.95	8.95	8.95	8.95	8.95	8.95
Low	5.07	1.42	.08	5.98	4.32	3.59

**Note:** Significance value for t-scores: > 1.65 @ .10, >1.96 @ .05, and > 2.32 @ .01.

## APPENDIX B

### Development of the Bonding Social Capital Measure

We began with a pool of 32 items per the three dimensions of interest for our study of change leaders: integration, influence and reciprocity. The pool included items from the literature and an adaptation of questions from a highly regarded social network analysis diagnostic tool. We also included five items original items written by the co-investigator. The pool was pre-tested verbally with a panel of five organizational development experts, members of a large industrial concern who are recognized change project subject matter experts. All of these professionals had contributed to large scale transformational change journeys both in the firm and in prior professional endeavors, and had on average 20 years of practitioner experience. Two had PhDs in organizational development. A sorting exercise was conducted wherein the experts silently matched the various items to the three dimensions, followed by the co-investigator facilitating the group to then compare ballots and discuss each item. A streamlined set of 19 items resulted (refer to Appendices C and D). Twelve line change leaders from a set of diverse industries and geographic locations participated in individual talk-alouds of the 19 items to assist in further refinement of the measure. Seven of the conversations were face-to-face and three via conference call.

Pre-testing was conducted via hard-copy survey by 110 total professionals in three separate groups from within a large industrial company. One group (60) was reputed to be a high performance team with spirited morale, having recently led an enterprise-level certification program amidst very tight deadlines and budget constraints. The second group of 35 was a technical business planning functional organization and most members were matrixed to programs scattered across a large complex of buildings. The final group, 15 middle managers, had experienced leading change due to three back-to-back integrations of acquired firms over the previous 5-10 years. Participation in the pre-test was voluntary and the measurement instrument was administered in three separate group meetings, with an overall 95% response rate. Exploratory Factor Analysis was performed ( $n = 105$ ) and resulted in a relatively clean four factor pattern matrix with no cross loading, all coefficients  $>.5$ , and items loading appropriately to the conceptualized dimension. Influence split between two factors, “how others influence me” and “how I influence others.”

Finally, the bonding social capital measure was incorporated into the full survey instrument of 94 questions. Thirty change leaders from across the US validated this instrument, 75% based within industrial for-profit settings, and 25% from for-profit and non-profit service organizations. Participants exercised the full web-based survey system, including portal entry, data input, comment fields and information retrieval. Minor format modifications were made to the full survey afterwards to ensure topical flow and easy-of-use, as opposed to changing any items substantially prior to full survey deployment into the six channels.

## APPENDIX C

### Measure Definitions, Reliability, and Validity

#### Concept Model Path I. Organizational Associations

*Insider-Outsider Self-identification (IO).* This construct is defined as the extent to which an individual employee perceives himself as an insider or outsider within a particular organization. Stamper and Masterson (2002) developed a 6-item version of Stamper's original 10 item scale when studying restaurant workers and perceived organizational support, status and inclusion (Likert 5 measure, Cronbach alpha .88). Composite reliability for our study is .932 and all six items per multiple EFA/CFA analysis demonstrated convergent and discriminant validity (high loadings on the single factor, and no cross-loading on other constructs' items when we performed clustered analyses.

*Bonding Social Capital: Integration (SCG), Influence (SCF) and Reciprocity (SCR).* Bonding social capital is defined for our study context as the change leader's "know who" internal to the change-affected work group. It encompasses his social networks, trusting relationships, friendships, and experience of shared norms through/by which he accesses and exchanges information for transactions and for work to get done.

Integration is the extent to which the leader fits into the environment, based on his associability and shared values needs being fulfilled by the community. We adopted as a proxy the Morrison (2002) scale for Social Integration, a 7-item, Likert 5 scale developed to reflect a newcomer's feelings of attachment and inclusion, rather than perceptions about his coworkers. Cronbach alpha was reported to be .93. The scale was originally developed to study the socialization processes for new accountants at a large global accounting firm, specifically how social integration relates to outcomes of social network structures, learning and assimilation.

Influence is the sense that the leader matters to the group and is included, and that the group can influence the leader, as well as the leader the group, thereby creating cohesiveness through community norms. We developed 7 items based on two primary sources: a) work by Wayne, Shore, Bommer, and Tetrick (2002) related to participation in decision making, opinion solicitation and access to privileged information for direct supervisors at subsidiaries of two large Fortune 500 manufacturing companies, and b) questions from the Burt (2004) social network diagnostic questionnaire developed to analyze executive networks in a Fortune 100 industrial company.

Reciprocity is a mutually contingent exchange of benefits between two or more people that is not necessarily time dependent, nor of comparable makeup or comparable immediate value to the recipient(s) (Hansen et al, 2001). We adapted five items from unpublished work by Smith (2001) which relied upon the work of Hansen et al in a study social capital within a community of public school teachers.

For our sample, composite reliabilities are .887, .861 and .849 for integration, influence and reciprocity, respectively. Fourteen of the 19 items developed for the measure were ultimately retained in this study's application.

*Perceived Organizational Support (POS).* Eisenberger, Cummings, Armeli, and Lynch (1997) define Perceived Organizational Support as the extent to which employees form global beliefs concerning the degree to which the organization values their contributions and cares about their well being. We utilized an 8 item version of the original 36-item scale, as the authors themselves have done since the development of the scale in 1986, based on 48% of the total variance loading on this single factor, Cronbach alpha of .90. We chose to apply a Likert 5 scale versus the original use of Likert 7 in order to be consistent across our survey. For our sample, EFA/CFA analyses resulted in trimming two of the reversed scored items, and composite reliability is .899.

*Organizational Identification (ORGI).* Organizational Identification is the perception of oneness with or belongingness to an organization, where the individual defines himself in terms of the organization in which he is a member and the experience of the organization's successes and failures as one's own. We selected the Mael and Ashforth (1992) 6-item scale applied to the study of university alumni and their affiliation with their alma mater, Cronbach alpha of .81. All six items were retained for our study per EFA/CFA analyses, composite reliability of .885.

*Organizational Commitment (ORGC).* Organizational Commitment is defined as the psychological state that reflects an employee's relationship to the organization. Allen and Meyer (1990) presented a rigorously developed three-component model, from which we selected the affective component for our study -- the emotional attachment to, identification with, involvement in and enjoys membership in, the organization. The employee remains because he wants to, not has to (continuance component) or ought to (normative component) remain. This scale was an augmentation of 8 of the 15 affective items in the Organizational Commitment Questionnaire (OCQ) developed by Mowday, Steers, and Porter (1979), reported with a Cronbach alpha of .87. Following a battery of construct clustered EFA/CFA analyses, we trimmed two items due to interaction with items in the dependent variable Turnover Intention – Organizational. Composite reliability is .858.

*Turnover Intention – Organizational (TI).* In their study of full and part-time nurses' job satisfaction effects on organizational turnover intent, as mediated by organizational commitment, Lum et al (1998) developed a 3-item index, each representing a conceptually different dimension of turnover. We adapted these items to a scale with resulting composite reliability is .818.

## Concept Model Path II. Change Career Associations

*Career Commitment (CC).* Career commitment is defined as the extent to which a leader identifies with the profession of leading change, as compared to a leader who sees leading change as a bounded assignment within the organization. There is an emotional

attachment at play. He identifies with a professional group of change leaders, is highly committed to relevant professional skills, and looks for social support from professional colleagues of similar focus outside as well as inside the organization. Carson and Bedeian (1994) developed a three dimensional, 12-item construct, two dimensions of which we used, career identity and career planning. Career resilience (resisting career disruption in the face of adversity) was not selected as pertinent to this study. Cronbach alphas ranged from .79 to .85 for the developers, as field tested with 476 respondents in various work settings. For our sample, EFA and CFA analyses at the paired level plus clustered layer led us to trim one item each from the original eight items. Resulting composite reliabilities are .790 and .866, respectively, for Career Identity and Career Planning.

*Job Involvement (JI).* Job Involvement as developed by Kanungo (1982) refers to the job being central to one's existence and self image. We opted for the reduced 6 item scale (from original 10, often reduced to 9) per Sjoberg and Sverke (2000) study of the interactive effect of job involvement and organizational commitment on job turnover in a nursing context. Sjober and Sverke had a Cronbach alpha of .82. As applied to our sample and study, we trimmed one item per EFA/CFA analyses, and have a composite reliability of .884.

*Job Utility (JU).* Bedeian, Kemery, and Pizzolatto (1991) define Job Utility as the expected utility or usefulness of one's present job for attainment of valued career outcomes, such as facilitating future career growth opportunities. The original 2-item instrument drew upon work by Mobley et al (1979) and Porter and Steers (1973). We used four items, separating the potential double barreling of professional development and career goal attainment. Our composite reliability is .937, compared to 0.77 for Bedeian's study of career commitment and prediction of turnover intention for nurses.

*Turnover Intention – Change Career (CTI).* Career Turnover Intention is defined as the the intention a leader has to voluntarily leave his current vocation of leading change and have a different career focus, for example to lead a stable functional or program-focused endeavor within a firm, or to switch careers entirely. Blau (1989) developed and tested a 3-item instrument when longitudinally tracking a sample of full-time bank tellers, testing the generalizability of career commitment measure and impact on employee turnover. He found the career withdrawal scale had internal consistencies of .67 at Time 1 and .71 at Time 2 with a .57 test-retest reliability. Our composite reliability is .894.

Regarding validity, we performed exhaustive maximum likelihood exploratory analyses using SPSS and confirmatory analyses in AMOS with our full dataset, testing first at the individual construct level, followed by rippling across the two paths of the model. We also tested subsets related to independent, mediating and dependent variable clusters across the paths to verify pattern matrices with strong and independent coefficients (no cross loading, coefficients > .5) for discriminant validity, and items loading appropriately to the conceptualized dimension for convergent validity. Of the 72 reflective items included in the survey, 12 were ultimately trimmed through this process, the complete list with trimmed items highlighted in the Appendix D.

## APPENDIX D

### Operational Measures Used for Study Constructs

We measured the following items on a five-point Likert scale where 1 = “strongly disagree” and 5 = “strongly agree”. (R) refers to reverse scored items. The items marked [O] were removed from the analyses because of poor internal consistency with their respective scales, as demonstrated by inappropriate factor loading pattern (e.g. low loading < 0.40), or cross-loading on other items within the construct or with items in another construct(s).

#### I. Change Leader-to-Organization Model Path

##### Relationship Antecedents

Insider-Outsider Self Categorization (io1-6) (Adapted from Stamper et al 2002)

1. I feel very much a part of my immediate organization.
2. My organization makes feel included.
3. I fell like I am an “outsider’ to my organization. (R)
4. I don’t feel included in my organization. (R)
5. I feel I am an “insider” in my work organization
6. My organization frequently makes me feel left out. (R)

Bonding Social Capital (New Scale based on Morrison 2002, Wayne et al 2002, Burt 2004, Smith 2001, and Hansen et al 2001)

##### *Integration (scg1-7)*

1. I feel comfortable around my co-workers.
2. I look forward to being with my co-workers each day.
3. I feel accepted by my co-workers.
4. With my co-workers, I feel like “one of the gang”.
5. I do not feel that I have much in common with my co-workers.
6. I feel little connection with my co-workers.
7. I often feel like an “outsider” when I am around my co-workers.

##### *Influence (scf1-7)*

1. I am asked to give my opinion on important issues. [O]
2. I help make key decisions within my immediate organization. [O]
3. The opinions of my co-workers influence me.
4. I get input from my co-workers to deal with key business issues.
5. I am influenced by my co-workers.
6. I often seek advice from contacts within my organization.
7. The people who most affect my success are within my organization. [O]

*Reciprocity (scr1-5)*

1. I often help my co-workers whose support I need. [O]
2. I often think about the interests and goals of my co-workers in trying to obtain their support. [O]
3. I frequently help my co-workers if I believe they will help me.
4. I often share useful information with my co-workers who I believe will also share information with me.
5. I often support my co-workers who I believe will support me.

**Organizational Associations**

Perceived Organizational Support (pos1-8) (Eisenberger et al 1997)

1. My organization cares about my opinions.
2. My organization really cares about my well-being.
3. Help is available from my organization when I have a problem.
4. My organization strongly considers my goals and values.
5. My organization would forgive an honest mistake on my part.
6. If given the opportunity, I am concerned that my organization would take advantage of me. (R) [O]
7. My organization shows very little concern for me. (R) [O]
8. My organization is willing to help me if I need a special favor.

Organizational Identification (orgi1-7) (Mael & Ashforth 1992)

1. I am very interested in what others think about my organization.
2. An insult of my organization feels like an insult of me.
3. When I talk about my organization, I usually say “we” rather than “they”.
4. I would be embarrassed if a story in the media criticized my organization.
5. My immediate organization’s successes are my successes.
6. I would react negatively to a media story criticizing my organization.
7. When someone praises my organization, it feels like a personal compliment.

Organizational Commitment (orgc1-8) (Allen & Meyer 1990)

1. I would be very happy to spend the rest of my career with my organization. [O]
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization’s problems are my own.
4. I think that I could easily become as attached to another organization as I am to my current one. (R) [O]
5. I do not feel like “part of the family” in my organization. (R)
6. I do not feel emotionally attached to my organization. (R)
7. My organization has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to my organization. (R)

## **Retention**

Turnover Intention – Organizational (ti1-3) (Adapted from Lum et al 1998)

1. I have not thought seriously about looking for a job in another organization or company.
2. I am thinking about working in another organization or company.
3. Taking everything into consideration, it is not likely I will make a serious effort to find a new job in the near future.

## **II. Change Leadership Career-to-Retention Model Path**

Career Commitment (Adapted from Carson & Bedeian 1994)

*Career Identity (ci1-4)*

1. My career is an important part of who I am.
2. This career has a great deal of personal meaning to me.
3. I do not feel passionate about my career. (R) [O]
4. I strongly identify with my chosen career.

*Career Planning (cp1-4)*

1. I do not have a strategy for achieving my goals in my career. (R)
2. I have created a plan for my career development.
3. I have identified specific goals for my development.
4. I do not often think about my personal career development. (R) [O]

Job Involvement (ji1-6) (Sjoberg & Sverke 2000)

1. The most important things that happen to me involve my job.
2. I live, eat and breathe my job.
3. Most of my interests are centered on my job.
4. In my present job, I have very strong ties which would be difficult to break. [O]
5. Most of my personal life goals are job-oriented.
6. I consider my job to be very central to my existence.

Job Utility (ju1-6) (Adapted from Bedeian 1991)

1. I feel my present assignment will lead to future attainment of my career goals.
2. My assignment is relevant to my professional development.
3. The realization of my career plans is greatly enhanced by my current assignment.
4. My assignment will contribute to my professional development.

Turnover Intention – Career (cti1-3) (Adapted from Blau 1988)

1. I intend to stay in my line of work for some time.
2. I am thinking about leaving my current line of work.
3. I am thinking about working in a different line of work