

Team Membership Change ‘Events’: A Review and Reconceptualization –

Supplemental Material

All Articles Included in Conceptual Review

Research Category 1: Newcomers Joining a Team

<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Allen et al. (1999)	Individual	Both psychosocial and career-focused mentoring facilitate newcomer socialization.
Anakwe & Greenhaus (1999)	Team	Having experienced colleagues facilitated socialization effectiveness.
Ashforth et al. (2007)	Individual	Institutionalized socialization tactics and newcomer proactive behaviors each uniquely predict newcomer learning and adjustment.
Bauer & Green (1998)	Individual	Newcomer pro-action was not a significant predictor of newcomer socialization. Only accommodation variables predicted newcomer socialization.
Bauer et al. (2007)	Individual	Newcomer adjustment mediated the effects of organizational socialization tactics and information seeking on socialization outcomes.
Beus et al. (2014)	Individual	Work experience facilitates newcomer adjustment.
Chan & Schmitt (2000)	Individual	Proactivity may be related to newcomer characteristics and adaptation outcomes.
Chen (2005)	Individual, Team	Newcomer initial performance and performance improvement uniquely related to subsequent team performance and subsequent newcomer empowerment and intentions to quit.
Chen & Klimoski (2003)	Individual	Newcomer self-efficacy and experience predict newcomer and team expectations, and motivational and interpersonal processes link expectations and newcomer role performance.

Chen et al. (2008) Team A cooperative team environment strengthened the relationship and interaction between newcomers and the existing team members, facilitating newcomer socialization.

<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Chen et al. (2011)	Individual	Relationships and open discussion values among team leaders were associated with more positive newcomer ratings of supervisor relationships.
Choi & Levine (2004)	Team	Newcomers are more influential when joining the team following a team performance failure during the previous performance phase.
Choi & Thompson (2005)	Team	Teams experiencing turnover produced more and a greater variety of ideas than teams which did not experience turnover.
Cooper-Thomas et al. (2012)	Individual	Nineteen newcomer adjustment strategies emerged in interviews with organizational newcomers.
Delobbe et al. (2016)	Individual	Newcomers with a higher initial sense of their employee obligations toward their employer reported higher perceived training utility, greater leader-member exchange with their instructors, and greater team-member exchange with their platoon peers.
Hansen & Levine (2009)	Individual, Team	Teams are more receptive to assertive (as compared to non-assertive) newcomers.
Hornsey et al. (2007)	Individual	Critical newcomers are less influential than critical old-timers; newcomers can reduce resistance to criticism by distancing themselves from prior groups.
Huckman & Staats (2011)	Team	The type of diversity (i.e., interpersonal vs. intrapersonal) that is present in a team may determine how a team will perform under changing task conditions.
Joardar et al. (2007)	Individual, Team	The acceptance of a foreign newcomer is dependent upon socially attractive newcomer behaviors, the sincerity of those behaviors, the culture of the group, the similarity between the newcomer and the group's culture, and the cultural intelligence of the newcomer.
Kammeyer-Mueller & Wanberg (2003)	Individual, Team	Newcomer pre-entry knowledge, proactive personality, and socialization influences from the organization, supervisors, and coworkers are independently related to proximal and distal newcomer adjustment outcomes.
Kammeyer-Mueller et al. (2011)	Individual	Newcomers who perceived themselves as different from their co-workers were less likely to engage in proactive adjustment behavior, leading to less organizational citizenship behaviors and creative performance.

Kammeyer-Mueller et al. (2013)	Individual	Support and undermining by supervisors and coworkers during the first 90 days had more significant relationships with both positive and negative work outcomes than increases or decreases in these behaviors after 90 days.
<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Kane & Rink (2015)	Individual	Groups are more likely to utilize newcomer knowledge when newcomers use integrating language as opposed to differentiating language.
Kim et al. (2009)	Individual	Newcomers with proactive personality leverage creative behaviors to shape their work environments which leads to career satisfaction and perceived insider status.
Li et al. (2011)	Individual, Team	Supervisor developmental feedback (SDF) positively related to newcomer helping behavior; SDF and coworker developmental feedback interactively predicted newcomer task performance; SDF more strongly related to helping behavior when proactive personality was lower; conversely, coworker developmental feedback more strongly related to helping behavior when proactive personality was higher.
Major et al. (2005)	Individual	Proactive personality, openness, extraversion, and conscientiousness significantly predicted motivation to learn. Motivation to learn was found to be predictive of development activity.
McCarter & Sherameta (2013)	Team	The arrival of new team members reduces team trust and that this reduction in trust impacts team performance.
Morgeson & DeRue (2006)	Team	The criticality, urgency, and duration of events were all found to lead to greater disruption in team functioning. Changing team membership is one type of event that may disrupt team functioning.
Nifadkar et al. (2012)	Individual	Supervisor behaviors, such as support or aggression, were related to newcomer affect, which influenced newcomer approach-avoidance behavior and ultimately newcomer outcomes.
Pagliaro et al. (2013)	Individual	Perceptions of morality rather than perceptions of competence were found to be related to initial emotional responses to newcomers and subsequent willingness to help the newcomer adjust.
Phillips et al. (2009)	Individual, Team	Found that the social identity of newcomers impacts interactions with newcomers and team performance, that performance improvements were due to old-timers' reactions to newcomers, and that socially diverse groups performed better than homogenous groups.
Rink & Ellemers (2009)	Individual	Temporary newcomers are less accepted by old-timers, but this results in less pressure to assimilate, allowing them to voice their ideas and opinions, and improve team performance. Permanent newcomers are more accepted by old-timers and attempt to assimilate. As a result, they do not contribute unique information, hindering group performance.

Saks et al. (2006)	Organization	Institutionalized socialization tactics were negatively related to role ambiguity, role conflict, and intentions to quit, and positively related to fit perceptions, job satisfaction, organizational commitment, job performance, and a custodial role orientation; social tactics (serial and investiture) were the strongest predictors of adjustment outcomes.
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<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Schaubroeck et al. (2013)	Individual	Developing attributes in peers and leaders that make them trustworthy facilitates strong interpersonal relationships with newcomers, leading to more effective socialization.
Smith et al. (2012)	Individual	Newcomer social validation by the team and team leaders, and fairness of treatment, predict increased investment with the organization and with the team; organizational-level self-investment and an imbalance in favor of investment with the organization over that of the team mediated decreases in turnover intentions.
Smith et al. (2017)	Individual	Newcomers compare their pre-existing beliefs of organizational practices to actual practices. Discrepancies as a result of these comparisons influence organizational identification, perceived organizational trustworthiness, and self-efficacy.
Song et al. (2017)	Individual	Newcomers change how much they use various socialization tactics over time, and that certain patterns of tactics are linked to important socialization outcomes.
Tan et al. (2016)	Individual, Team	Learning goal orientation and communal goal strivings were found to facilitate social and organizational learning among newcomers.
Wang et al. (2017)	Team	Teams with high proactive personality facilitate team member engagement and task performance.

Research Category 2: Veteran Team Members Leaving a Team

<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Akgün et al. (2005)	Team	Team stability, team member familiarity, and interpersonal trust had a positive impact on the transactive memory system and also had a positive influence on team learning, speed-to-market, and new product success; effects of TMS on outcomes was stronger when task complexity was high.
Cappelli & Neumark (2004)	Team, Organization	Contingent work and involuntary turnover of the permanent workforce are positively related.

Christian et al. (2014)	Individual	The presence of a strong transactive memory system was associated with more effective team adaptation following the unexpected loss of a team member. The benefits of the transactive memory system were reduced following the loss of a highly critical team member.
Davis et al. (2014)	Team	Turnover has a negative impact on team performance, regardless of the interdependent nature of work team tasks.
<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
DeRue et al. (2008)	Team	Structural approaches to reducing team size differently impacted team performance, with the relationship mediated by how and to what degree teams adapt their task-related behaviors.
Hale et al. (2016)	Individual, Team	Turnover events lead to immediate performance decrements. Afterwards there is a unit-level recovery period which is moderated by whether the team lost an employee or a manager. Teams with higher levels of interdependence find it harder to recover from turnover events.
Joe et al. (2013)	Individual	There are five categories of knowledge held by older experts who depart from teams: subject matter expertise; knowledge about business relationships and social networks; organizational knowledge and institutional memory; knowledge of business systems, processes and value chains; and knowledge of governance.
Kacmarr et al. (2006)	Individual, Team	Crew turnover was found to result in increased food waste and customer wait times, leading to decreased unit-level performance, while a stable workforce was related to increased unit performance. Managerial turnover was also found to predict crew turnover.
Messersmith et al. (2013)	Individual, Team	Pay dispersion is associated with an increased likelihood of executive turnover; turnover is more likely when executives receive lower portions of overall top management team compensation and when they have more pay at risk.
Pee et al. (2014)	Team	The use of knowledge repositories and succession planning was found to mitigate the negative effects of turnover on project performance.
Shaw et al. (2005)	Individual, Team	The loss of team members who are highly central to the team's communication network results in worse team performance, controlling for the effects of turnover rate and in-role performance losses; this effect is stronger when overall turnover rates are low.
Stuart (2017)	Individual	Centralized teams perform better over time after the loss of a team member than decentralized teams.
van der Vegt et al. (2010)	Team	Team turnover was found to negatively influence team learning behavior and task flexibility, leading to decreased team effectiveness.

Zellmer-Bruhn (2003)	Team	Interruptions such as changes in team membership are related to increased knowledge transfer effort, leading to the incorporation of new work routines.
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Research Category 3: Teams with High Levels of Team Membership Fluidity

<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Ang & Slaughter (2001)	Organization	Contract workers are perceived as exhibiting fewer in-role and extra-role behaviors than permanent workers.
Argote et al. (2018)	Team	The impact of communication networks on group performance are described through the number of direct communication paths and the clarity of coordination logic.
Bunderson et al. (2014)	Individual	Initial-stage differences in the status of the finance manager strongly predicted the status of a replacement finance manager, after controlling for the newcomer's personal characteristics and status in his or her prior group.
Chandler et al. (2005)	Team, Organization	The benefits of adding or dropping team members are contingent on the stage of development of the organization and the dynamism of the environment.
Cho (2006)	Team	Top management teams who experienced large turnover in membership tended to have broader scope of environmental scanning, both within and across different sectors.
De La Hera & Rodriguez (1999)	Team	Teams whose composition changed produced greater quantity and quality of products.
De Stefano et al. (2019)	Team	Planned turnover of temporary workers has an inverted U-shaped relationship with unit performance.
Gillespie et al. (2013)	Individual	One of three major themes of teamwork that emerged in interviews of surgery teams was that 'intermittent membership' influences team performance.
Gorman et al. (2010)	Team	Mixed teams (comprised of team members who had not worked together previously) were more adaptive than teams which had worked together during a previous task phase.

Guenfeld, et al. (2000)	Individual	Itinerant members had less influence on the knowledge of indigenous team members despite having unique information to share. Indigenous team members and familiar itinerants had the most influence when returning to their team of origin.
Groysberg et al. (2008)	Team	Star knowledge workers that transferred into new organizations experienced performance increases if their new organizations had greater resources than their prior organizations and if they transferred with their prior teammates.
<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Guastello et al. (2005)	Team	Groups that verbalized demonstrated more coordination, but verbalization did not compensate for team membership change. Only groups that changed one to two members showed positive coordination transfer.
Harrison et al. (2000)	Organization	Teams in collectivistic cultures have more difficulty adapting to fluid teams with changing membership and leadership than those in individualistic cultures.
Hirst (2009)	Team	Increasing membership change positively predicted open discussion and team performance in newly formed teams, but negatively predicted these outcomes in long-serving teams.
Kane, Argote, Levine (2005)	Team	Groups were more likely to adopt the strategy of a new team member if they shared a superordinate identity, and when the new team member's strategy was superior. If the group did not share a superordinate identity with the new team member, they were less likely to adopt their strategy regardless of whether it was superior or not.
Kuypers et al. (2015)	Team	Team-level organizational tenure buffered against the negative effects of team turnover such as task conflict.
Levine et al. (2005)	Team	Providing team members with information about a newcomer's skills prior to turnover reduces the negative impact of the turnover event on team transactive memory systems and performance. Newcomers are more effective at changing the team's strategy if the initial strategy was assigned and if it had failed in a previous performance episode.
Lewis et al. (2007)	Team	In groups where there is partial membership change, teams are more likely to rely on transactive memory system structures that old-timers developed in their original groups to the detriment of team performance. Asking old-timers to reflect on their knowledge prior to task execution can prevent these inefficiencies.
Li & Gevers (2018)	Individual	Looking at the task-related attributes of team members during team membership change, the authors found that teams addressed poor team performance by changing team membership in order to improve overall competence or introduce individuals who are functionally dissimilar. In doing so, team performance is improved.
Li et al. (2015)	Team	Including both skill and structure matching in a team member replacement selection algorithm produces better results in terms of precision and recall.

Morgeson (2005)	Individual	More active leadership interventions were found to be positively related to effectiveness in disruptive situations such as team membership change.
Nemeth & Ormiston (2007)	Team	The authors found that stable membership promotes comfort and friendliness amongst team members, and that this comfort and familiarity inhibited creativity. Teams with changing team membership were actually more creative.
<u>Citation</u>	<u>Conceptual Levels of Factors Affecting Event Strength</u>	<u>Key Findings</u>
Paletz & Schunn (2011)	Team	Groups comprised of younger members were found to have more equal participation, while the presence of negative affect words were related to more dominance in group participation.
Plomp et al. (2019)	Team	For permanent employees, increasing challenging job demands was positively, and decreasing hindering job demands was negatively related to perceived employability. Moreover, psychological safety was related to all job crafting dimensions. For agency workers, only increasing structural job resources was related to employability, while psychological safety was negatively associated with crafting hindrances.
Quintane et al. (2013)	Team	Found that interpersonal interactions over short time horizons represent adaptation to change, while patterns of interaction over long time horizons represent cohesion. Looking at patterns of interactions over distinct time horizons describes how cohesion develops in teams facing constant compositional change.
Ramos-Villagrasa et al., (2012)	Team	Greater team stability was found to lead to greater team effectiveness; however, stability was not related to predictable patterns of team effectiveness. Some types of team membership change may foster adaptivity.
Reilly et al. (2014)	Team	Spikes in voluntary turnover, hiring, and transfer rates have positive effects on patient satisfaction; these effects appear to be driven by job demands.
Savelsbergh et al. (2015)	Individual	While temporary team membership allows teams to leverage the highest levels of expertise, it also results in less familiarity and understanding amongst team members which can impact learning routines.
Valentine & Edmondson (2014)	Team	Team scaffolds improve temporary team coordination and reduce patient wait times.
Woolley (2008)	Team	Teams that focus on outcomes rather than processes were found to be more effective in dynamic environments.

References Included in Appendix A but Not Cited in Main Text

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