Team Ties, Embeddedness, and Turnover Intentions: Integrating Social Networks and Field Theory

Madhu B. Sahoo*[1], Niranjan S. Janardhanan*[2], and Srinivas Ekkirala[3]

[1]Texas Southern University

[2]London School of Economics

[1]Indian Institute of Management Bangalore

The first and second authors contributed equally to this paper.

Author Note

Madhu B. Sahoo https://orcid.org/0000-0002-8755-7447

Niranjan S. Janardhanan https://orcid.org/0000-0002-0410-5884

Srinivas Ekkirala https://orcid.org/0000-0002-6647-4351

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Correspondence concerning this article should be addressed to Niranjan S. Janardhanan, Department of Management, London School of Economics and Political Science, 44, Lincoln's Inn Fields, London, WC2A 2ES. Email: n.s.janardhanan@lse.ac.uk

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Abstract

Although social networks have been examined in teams, an understanding of the consequences of team social network ties on employees' attitudes beyond team boundaries is hard to come by. Integrating insights from social networks and gestalt field theory, we examine interactive effects of centrality and density of inclusion and exclusion ties in teams on the relationship between employees' community embeddedness—connectedness with the broader social context—and turnover intentions. In a multi-source field study of 215 employees in 34 teams, we demonstrate that inclusion and exclusion centrality and team exclusion density weaken the effect of community embeddedness on turnover intention.

Key words: team social networks, inclusion/exclusion, community embeddedness, turnover intentions, gestalt field theory

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As employees increasingly work in teams, patterns of individuals' interactions with fellow team members—i.e., team social network ties, or team ties (Borgatti & Halgin, 2011; Crawford & LePine, 2013)—become important factors to consider while examining employee attitudes and behaviors in organizations. Team ties have been shown to have significant consequences for employees' attitudes (Venkataramani et al., 2013), behaviors (Venkataramani & Tangirala, 2010), and actions towards fellow group members (Goh et al., 2014; Hinds et al., 2000). Recent research has also encouraged the study of interactive effects of network factors on individual attitudes and behaviors (Park et al., 2020; Venkataramani et al., 2016). However, despite these nuanced effects of team network ties on employee attitudes, and notwithstanding the impact of network ties in organizations on turnover attitudes (Krackhardt & Porter, 1985; 1986; Porter et al., 2019), research on how team network ties come to bear on employees' turnover intentions—or intentions to leave their organization—is scarce. Particularly, employees' turnover intentions may be subject to several relational factors both within and beyond their workspaces. In this paper, we study a well-established relationship between embeddedness in the broader community and turnover intentions (Jiang et al., 2012; Lee et al., 2017), and examine how social network ties within employees' everyday work teams moderate this relationship.

Studying the impact of team ties on turnover intentions is important and timely for two reasons. First, most prior research on team social networks has predominantly focused on outcomes within the team boundaries. Yet, recent research has suggested that social network ties within the team could influence employees' attitudes and relationships beyond the team's task

and time boundaries (Maloney et al., 2016; Maloney et al., 2019). For example, co-workers' attitudes (Felps et al., 2009) and relational processes within the team (Major et al., 1995; Shih & Susanto, 2011) have implications for employee turnover intentions. We extend this line of reasoning to study how network indices within the team—specifically whether team members are included or excluded in work-related interactions—influence individual intentions to leave their organizations. In doing so, we consider the macro-context in which teams operate (Maloney et al., 2016), and the external implications of team relationships for employees outside the team domain. Second, although employees' social network ties in the organization at large have been shown to affect turnover intentions (Krackhardt & Porter, 1985; 1986), this stream of research has not considered the effects of network ties within team boundaries. As individuals spend a significant proportion of their work interacting within teams, team social network ties could play an important role in affecting not only team performance outcomes but also employees' calculus to leave their organizations.

Team ties capture positive (e.g., workflow, advising, or friendship, Venkataramani & Tangirala, 2010; Venkataramani et al., 2013) or negative (e.g., adversarial, or avoidance network, Chiu et al., 2017; Klein et al., 2004; Venkataramani et al., 2016) relations between team members. In this study, we examine individuals' inclusion in-degree centrality (i.e., the extent to which team members are deliberately engaged in team discussions) and exclusion in-degree centrality (i.e., the extent to which team members are deliberately avoided in team discussions), which are individual-level network indices within the team. We also examine team-level network indices of team inclusion and exclusion density, which pertains to the overall climate of mutual inclusion or exclusion among all team members. For example, in a team of five analysts, analyst P's inclusion (in-degree) centrality represents how often P is included or solicited in team

discussions. In the same team, team inclusion density captures the overall climate of inclusion, representing the extent to which team members include one another in team conversations or decision-making. Inclusion and exclusion are separate or orthogonal positive and negative constructs (van Prooijen et al., 2004)—i.e., it is possible that the same individual is included on certain issues, and avoided on other matters, just as it is possible that entire teams are highly inclusive when discussing certain aspects of the task, but discussions happen in silos for other aspects.

To understand how team network indices influence turnover intentions, we integrate from social network research in teams and the gestalt field theory perspective (Lewin, 1951). Turnover intention has been theorized to result from the combination of forces acting on individual workers; forces that either keep them rooted to the field or make them exit the field (Allen, 2006; Lewin, 1951; Pfeffer, 1991). Specifically, the gestalt field theory perspective underscores the importance of considering proximal and distal factors in tandem to fully understand turnover intentions (Allen, 2006; Burnes & Cooke, 2013; Kiazad et al., 2015). Accordingly, we seek to examine the interaction of proximal factors (i.e., team ties) and distal factors (i.e., community embeddedness) on employees' intentions to leave their organizations. Drawing from the gestalt principle of figure and ground (Köhler, 1929; Schultz & Schultz, 2004), and given our focus on workplace relationships, we conceptualize team ties as more proximal or figural forces and community embeddedness as a more distal or ground (or background) force, and examine the interactive effects of these forces on turnover intentions. Accordingly, and drawing on evidence regarding the indirect or interactive effects of team network indices on employee attitudes (Park et al., 2020), we theorize and test the interactive effects of team network indices (both centrality

at the individual level and density at the team level) and community embeddedness on turnover intention.

Through this work we make several important contributions to research on team ties and turnover intentions. First, our paper highlights the importance of considering structural factors within the team to better understand turnover intentions in organizations. Specifically, our research underscores the importance of examining how network factors within employees' teams (Goh et al., 2014; Venkataramani et al. 2013) influence their attitudes and behaviors beyond the team boundaries (Maloney et al., 2016; 2019). Second, we contribute to research on inclusion and exclusion in teams by studying round-robin reports of team members (Brass, 1981; Labianca & Brass, 2006), rather than self-perceptions or experiences of inclusion and exclusion by the focal individual (Baumeister & Leary, 1995; Williams, 2007). Additionally, by integrating social network and field theory perspectives, we also contribute to research on embeddedness and turnover (Allen, 2006; Kiazad et al., 2015; Singh et al., 2021), with a more nuanced and holistic understanding of employees' calculus to exit their workspaces. Finally, analyzing the effects of both individual-level and team-level network factors on individuals' turnover intentions not only affords an examination of the isomorphism of inclusion and exclusion at multiple levels of theorizing (House et al., 1995), but also contributes to the understanding of cross-level effects in the realm of team networks (Park et al., 2020).

Theory and Hypotheses Development

Social Networks in Teams

While social networks broadly pertain to the structure of relationships in organizations, the social networks approach has been used to study patterns of relational ties between individuals in teams (Brass, 1981). In contrast to the egocentric or "atomistic" approach of

studying individuals' self-reported attributes and perceptions in teams, the networks approach captures the relational account of team members (Venkataramani et al., 2016) using round-robin accounts, where each individual reports about their relationship with every other member in the team (Labianca & Brass, 2006). These round-robin reports capture both individual-level information about each individual team member's 'position' within the team network as well as team-level information about the overall pattern of a particular type of relationship in the team (Borgatti & Halgin, 2011).

The network approach is beneficial in capturing relationship patterns or structures within teams in three ways. First, relationships could be positive or negative, and accordingly, both positive and negative ties between individuals can be captured (Klein et al., 2004; Labianca & Brass, 2006) and related with outcomes. Although most early social networks research in teams focused on positive ties, recent scholars have emphasized the importance of considering both positive and negative ties in tandem to develop a more holistic understanding of the effects of team social networks on outcomes (Labianca & Brass, 2006; Methot et al., 2017; Venkataramani et al., 2016). For example, Venkataramani et al. (2016) found both direct and contingent effects of friendship and avoidance networks on employee voice behaviors. Positive and negative ties could co-exist across different issues or at different times during team interactions. Indeed, Venkataramani et al., 2016 found that centrality in the friendship network was positively related with centrality in the avoidance network, suggesting that positive and negative ties of the same type are not necessarily opposite ends of the same spectrum. Furthermore, studying positive or negative ties in isolation renders an incomplete understanding of the relative importance they may have on individual attitudes and behaviors.

Second, ties can be instrumental or expressive (Balkundi & Harrison, 2006; Lincoln & Miller, 1979). Instrumental ties refer to work-related aspects of teams such as advice-seeking, communication, or the flow of work-related information (Brass, 1981; Venkataramani & Tangirala, 2010). They can also be expressive or "affect-laden" in that they capture friendship, liking, or social support ties (Balkundi & Harrison, 2006; Ibarra, 1993; Venkataramani et al., 2013). Most prior research on instrumental ties have captured positive or neutral aspects such as communication and advice-seeking, or positive and negative expressive ties as seen in Venkataramani et al. (2016). In this paper, we examine both positive and negative instrumental ties, where individuals are actively sought after or avoided for work-related activities within the team.

Third, the network approach to data collection provides individual level and team level indicators that enable the study of relationships across levels of analyses. At the individual level, in-degree centrality is defined as the extent to which a particular node (or individual) is in a central position in the network (Brass, 1981; Park et al., 2020). In other words, it refers to the extent to which the focal individual is rated as being connected to other individuals in the network. At the team level, density captures the intensity or the degree of connectivity among all team members (Marsden, 1990; Park et al., 2020). Team-level network indices such as density or centralization (distribution) have been typically used to predict team level outcomes (Balkundi & Harrison, 2006). Individual team members' outcomes can be influenced by both their own position within the team networks (e.g., Venkataramani et al., 2013; 2016), as well as characteristics of the overall team network (e.g., Wei et al., 2011). While cross-level studies on network indices are rare, Wei and colleagues (2011) showed that cross-level interactions do

occur, wherein team density can influence knowledge transfer between individuals not connected to one another, purely by virtue of the team providing a strong climate for knowledge transfer.

Team inclusion and exclusion are equivalent yet orthogonal constructs capturing positive and negative instrumental ties within teams and can be examined both at the individual and team levels using indices of centrality and density respectively. Building on the three strengths of social networks research in teams described above, we study team inclusion and exclusion networks and their consequences for team members' intentions to leave their organization.

Team Inclusion and Exclusion Networks and Turnover Intentions

Team inclusion and team exclusion pertain to an individual's relational ties or bonds that they have in their teams or social groups that they are a part of (Brewer, 1991). Inclusion refers to the extent to which an individual is deliberately accepted or sought after by their fellow team members on issues pertaining to the team (Lirio et al., 2008; Pelled et al., 1999). Exclusion is the extent to which individuals are actively avoided or rejected in their teams (Williams, 2007). Both inclusion and exclusion in teams have been shown to have distinctive downstream effects on learning, proactive behaviors, and performance. Being central in the network of their team's interactions has been positively related to employees' access to information (Borgatti, 2005; Brodbeck et al., 2007). As a result, individuals who are highly included in the team's interactions are better able to generate ideas and speak up about them (Venkataramani & Tangirala, 2010; Venkataramani et al., 2016). On the other hand, team members who are ostracized (excluded) were less likely to engage in proactive behaviors (Schilpzand & Huang, 2018). Nevertheless, the effects of team inclusion and exclusion ties on turnover intentions have not been studied.

Consistent with prior research (van Prooijen et al., 2004), we conceptualize inclusion and exclusion as separate phenomena rather than opposite ends of the same spectrum. As there is an

active behavioral component in both inclusion and exclusion, it is possible that an individual is neither sought out for input, nor is avoided, thereby having low levels of both inclusion and exclusion—e.g., a newcomer who is still learning the task and work environment may not necessarily be solicited for advice, nor actively excluded. It is also possible that an individual is sought out for certain types of tasks and decisions, but actively avoided during other interactions. For example, a highly creative individual with low need for structure is likely to be actively included in creative brainstorming discussions, but actively avoided during implementation. Therefore, we examine inclusion and exclusion as two separate constructs to explain how they moderate the relationship between community embeddedness and turnover intention. In both cases, we refer to in-degree ties—the higher the in-degree centrality, the more the focal individual is being included (or excluded).

Team inclusion ties pertain to positive and instrumental relationships such as information- or advice-seeking (Mehra et al., 2006). At the individual level, inclusion ties are typically forged through explicit actions by team members that indicate they seek the focal individual to be a part of team processes. For example, it could entail inviting an individual team member to discuss an important decision or asking for the individual's suggestion on a work-related problem. At the team level, high inclusion density among team members in decision-making tasks has been shown to lead to more holistic individual learning of the task and higher individual performance on similar future tasks (Janardhanan et al., 2020). Lawler et al. (2009) found that repetitive positive group interactions create stronger sustaining bonds. The presence of multiple positive inclusive interactions among fellow team members is likely to make individuals feel like they belong to the team (Ashforth, 2000; Baumeister & Leary, 1995). High inclusion density results in the perception among employees of an inclusive climate suggesting

that team members are being treated fairly (Shore et al., 2011). In such teams, employees are likely to derive a sense of meaning, self-esteem, control, identity, and belonging from the team (Tajfel & Turner, 1986; Williams, 2007; Williams & Nida, 2011), develop positive attitudes towards their work in general (Acquavita et al., 2009), and develop the confidence to contribute to team discussions with improvement-oriented inputs (Venkataramani et al., 2016).

Team exclusion ties, referred to in prior research as avoidance ties (Venkataramani et al., 2016), are characterized by knowingly holding back relevant information from someone or intentionally avoiding the target person in task related and other informal discussions, thereby capturing instrumental or work-related avoidance relationships. At the individual level, exclusion pertains to the active rejection of an individual's 'team member' identity by others and could happen despite the individual's attempts at engaging in actions that claim such an identity (Bartel & Dutton, 2001; Brown, 2022). Exclusion ties (in-degree centrality) lead individuals to feel disconnected, deindividuated, and stigmatized (Pickett et al., 2002; Robinson et al., 2013; Shore et al., 2011; Wittenbaum et al., 2010), feel that their existence in their teams is less meaningful (Baumeister et al., 2002; Twenge et al., 2003; Williams & Nida, 2011), and contribute less to their teams (Venkataramani et al., 2016). Recent literature has shown that exclusion has important negative consequences for individual behaviors within the team, such as increased aggression (Leary et al., 2006; Twenge et al., 2001), reduced citizenship (Balliet & Ferris, 2013), and unethical behavior (Kouchaki & Wareham, 2015). At the team level, high density of negative ties has been shown to result in team members perceiving a hostile environment in the team (Chiu et al., 2022; Schulte et al., 2012).

Relationships between team networks and turnover intentions have not been examined in prior research. Yet, two streams of research point to the importance of examining team social

network ties to understand employee turnover intentions. First, network configurations and individuals' network positions at the organizational level do predict turnover intentions (Porter et al., 2019). Krackhardt and Porter (1986) demonstrated that structural equivalence—or the similarity among employees in the positions they occupy in the organizational social network—is a strong predictor of turnover intentions. Second, at the team-level, relational factors (examined without a social networks approach) within the team have been shown to influence external employee attitudes beyond team boundaries. For example, team identification, or the extent to which individuals define themselves based on their membership in a team, negatively influences turnover intentions (van Dick et al., 2004). Embeddedness and job search behaviors of coworkers in employees' proximal environment have also been shown to affect focal employees' turnover (Felps et al., 2009).

Taken together, these streams of research suggest that it is important to consider team level network factors in understanding turnover intentions. Yet, we do not expect a direct effect of team network ties on turnover intentions. While it may appear that high inclusion (exclusion) ties within teams may negatively (positively) influence turnover intentions, there is no reason to expect that low inclusion (exclusion) ties would necessarily have the opposite effect. When inclusion or exclusion ties are scarce, either at the individual level (centrality) or team level (density), individuals may not have a strong positive or negative attitude towards their teams. While this may result in uncertainty about their relations in their teams, we argue that they may depend on other external factors to decide whether to stay in their organizations or leave. Therefore, we consider the influence of team inclusion and exclusion ties on turnover intentions in conjunction with a strong external predictor of turnover intentions—namely, community embeddedness—not merely due to its established relationship with turnover intentions, but also

because community embeddedness is similar to social network ties in that it captures the relational entrenchment of individuals in their broader community.

Community Embeddedness and Turnover Intentions

Embeddedness pertains to the "constellation of influences" that aid in or lead to employee retention (Mitchell et al., 2001, p. 1104). Community embeddedness focuses on influences beyond the boundaries of the work and is comprised of three related components: fit, links, and sacrifice (Mitchell et al., 2001; Lee et al., 2004). Fit is the extent to which a person feels their personal values match with the life space they experience within the community. Links refer to the connections an individual has with other people and with groups in their community, including family, friends, and various social group memberships. Sacrifice pertains to what individuals would have to give up if they were to physically move out of the present community that they live in. These three components together represent the personal and emotional ties that employees develop to the broader community in which they live and work (Lee et al., 2004).

High community embeddedness suggests a dense web of links, a strong fit, and high levels of sacrifice, and metaphorically pertains to being stuck or caught in a web in that context (Allen et al., 2016; Lee et al., 2004; Mitchell & Lee, 2001). Ostensibly, field theory (Lewin, 1951) suggests that the stronger an individuals' embeddedness, the stronger the forces that keep the individuals stuck in the web of their community (or jobs), and thus the lower their turnover intentions. Turnover intention or intention to leave is among the most extensively researched outcomes in organizational research (Holtom et al., 2008), not in the least because it is the "strongest cognitive precursor" of actual turnover (Lee & Mowday, 1987; Tett & Meyer, 1993, pp. 259-260). Unlike actual turnover, intention to leave psychologically impacts employees

while they are still within the organization and is associated with higher perceptions of uncertainty about the future (Ashford et al., 1989), as well as reduced commitment and satisfaction (Tett & Meyer, 1993).

Turnover intention has been shown to mediate the relationship between community embeddedness and actual turnover (Jiang et al., 2012). Despite cultural variations in the importance given to family and community obligations (Ramesh & Gelfand, 2010), meta-analytic evidence points to an overall negative effect of community embeddedness on turnover intentions (Jiang et al., 2012). Community embeddedness is a strong predictor of turnover intentions because community ties are often difficult to sever (Allen, 2006). Highly embedded individuals are likely to feel a sense of belonging to the environment they live and work in (Felps et al., 2009). Although there may be several organizations within a community that an employee could move to, they may feel hesitant to leave their current organization due to the risks of disruptions to their family's access to benefits, or the potential inability to find alternative employment within the same community (Philip & Medina-Craven, 2022).

Hypothesis 1: Community embeddedness has a negative effect on turnover intentions.

Using a Field Theory Lens to Jointly Examine Team Ties and Community Embeddedness

We use Lewin's gestalt-based approach to field theory to substantiate our arguments that the proximal network ties could be important in understanding the effects of distal community embeddedness on turnover intentions. Gestalt field theory is based on the broad assertion that individuals' behavior is a function of the environment, or life-spaces, in which they operate and the forces that act upon them in that environment (Burnes & Cooke, 2013; Lindorfer, 2021). Lewin used a visual approach to describe this life-space, with proximal and distal forces acting on the individual, as either enablers or barriers for them to reach their goals or for their behavior

in general (Wheeler, 2008). For example, the relationship between community embeddedness and turnover intention can be explained in Lewinian terms as: the higher the community embeddedness, the stronger the forces that restrain individuals from exiting the field (Allen, 2006). Broadly, field theory argues that individuals are situated in fields or life spaces comprised of structures and forces. Individuals' behavior is a result of their cognitive map of the combination of proximal and distal forces that are acting on them within the field, and this holistic consideration of forces acting upon the individual is essential to provide an accurate picture of individuals' attitudes and behaviors (Burnes & Cooke, 2013; Wheeler, 2008).

The gestalt perspective provides a comparison between proximal and distal forces using the figure/ground principle. The figure/ground principle suggests that individuals organize perceptions into objects that are in the foreground (figure), and the background (ground; Köhler, 1929). While early research examined figural and ground entities primarily optically or perceptually (Driver & Baylis, 1996; Wagemans et al., 2012), Snow et al. (2004) extended the notion of figure and ground aspects of individuals' social environment to the psychological domain. In line with the latter psychological conceptualization of figure and ground forces, we conceptualized employees' community embeddedness as a distal or ground force and team inclusion and exclusion ties as proximal or figural forces acting on their intentions to leave. As our focus is on workplace relationships, we consider the team context to be more proximal, and the family and broader community to be more distal, in explaining work-related attitudes and behaviors.

Snow et al. (2004) showed that individuals focus their attention on attitudes and processes associated with the figural entity when these are emphasized or are made salient through stimuli. Thus, figural forces can weaken the influence of distal forces on individuals'

perceptions, attitudes, and behaviors. In this context, the more proximal forces represent the figure because they are more immediate in the minds of employees, rather than the more distal forces that act on them in the periphery. Given that teams are spatially smaller regions within the field (Snow et al., 2004), it is likely that forces within the team stand out, in comparison to those in the community, which is a larger space. Teams in organizations are the contexts within which individuals interact on an almost daily basis with proximal others, who become close and important sources of influence. Therefore, we argue that team ties act as figural forces and weaken the effects of the community embeddedness, which is the distal force on employees' turnover intentions. Figure 1 shows the overall conceptual model.

Insert Figure 1 about here

Interactive effects of team inclusion ties: Inclusion centrality and team inclusion density

We argue that team inclusion ties weaken the negative relationship between community embeddedness and intentions to leave. At the individual level, in-degree inclusion centrality pertains to the degree to which the individual is positioned centrally in the team inclusion network. High team inclusion centrality provides employees with a sense of structural and relational support in their teams, thereby fostering a feeling of self-worth, meaning, belonging, control, and certainty (Ashforth, 2000; Baumeister & Leary, 1995). The support in their teams in turn helps them navigate their work field with more clarity. They are less dependent on their connections in the broader community for control, belonging, and uncertainty-reduction, and are therefore less likely to leave the organization even if they experience low levels of community embeddedness. In other words, the strong positive figural force of team inclusion weakens the

effect of the distal force of community embeddedness on turnover intentions through a substitution effect. In contrast, low inclusion centrality makes employees perceive higher uncertainty about the nature of their relationships within their teams (Zhang et al., 2020). Low inclusion centrality represents the blurring of the positive figural force, whereby employees are made to focus more on the background force of community embeddedness. For such employees, embeddedness in the broader community becomes an important source of clarity and control, and therefore has a stronger impact on turnover intentions.

At the team level, team inclusion density captures the proportion of inclusion ties within the team. In this context, team inclusion density represents the extent to which team members generally involve one another in team decisions. Wei and colleagues (2011) demonstrated how team density of a particular type of ties can have a spill-over positive effect on individual team members, even if they do not occupy central positions in that network. Similarly, Janardhanan et al. (2020) demonstrated how the density of cross-understanding ties in teams—pertaining to the extent to which each team member comprehends the knowledge, sensitivities, beliefs, and preferences of fellow team members—has a positive cross-level effect on individual performance. In teams with high inclusion density, even individuals who may not have high in-degree centrality may perceive the team to have an inclusive climate in general. Li and colleagues showed that density of advice-seeking ties in teams had a significant positive effect on the perception of a trusting and safe team climate (Li et al., 2018). Witnessing inclusive interactions among fellow team members results in a vicarious sense of belonging that they are likely to be included in the team. Thus, we argue that team inclusion density is likely to have a similar interactive effect as team inclusion centrality on the community embeddedness-turnover

intention relationship, in that employees working in high inclusion density teams feel less dependent on community embeddedness to stay in the organization.

Hypothesis 2: Employees' in-degree centrality in their team's inclusion network moderates the relationship between employees' community embeddedness and their turnover intentions, such that the relationship is more negative when employees' inclusion network centrality is lower.

Hypothesis 3: Team inclusion density moderates the relationship between employees' community embeddedness and their turnover intentions, such that the relationship is more negative when team inclusion density is lower.

Interactive effects of team exclusion ties: Exclusion centrality and team exclusion density

We argue that team exclusion weakens the negative relationship between community embeddedness and intentions to leave. At the individual level, in-degree exclusion centrality pertains to the degree to which the individual is positioned centrally in the team exclusion network. High exclusion centrality in their proximal team environment leads to existential threat (Twenge et al., 2003). Without support from fellow team members, these employees face relational challenges in getting their work done. Community embeddedness brings about an inertia that prevents them from leaving their jobs (Kiazad et al., 2015; Philip & Medina-Craven, 2022). However, working in high exclusion teams within the organization can overpower this attitudinal inertia, because it leads to higher stress which threatens employees and undermines their self-esteem on a daily basis (Houshmand et al., 2012). For such employees, having strong external connections in the broader community is not a strong enough force to make them stay in their organizations. In other words, the strong negative figural force of team exclusion weakens the effect of the distal force of community embeddedness on turnover intentions, such that these

employees may wish to leave the organization even if they experience high levels of community embeddedness. Employees with low exclusion centrality do not receive such strong negative signals from within their team, and therefore makes them more likely to be influenced by external forces in the field. Low exclusion centrality represents the blurring of the negative figural force, whereby employees are made to focus more on the background force of community embeddedness. Thus, we argue that the effects of community embeddedness on turnover intention are contingent on low levels of team exclusion.

At the team level, we argue that team exclusion density would have a weakening effect on the negative relationship between community embeddedness and turnover intentions. High team exclusion density is likely to signal to its constituent members that their fellow team members avoid one another while engaging in work activities and while making decisions. Witnessing fellow team members being excluded or ostracized in their proximal team context can lead to individuals experiencing distress vicariously (Wesselmann et al., 2009). Thus, even employees who may not be actively avoided by others may perceive the team to have a hostile climate in general, and indeed foster further reciprocal avoidance from them (Twenge et al., 2001). Thus, team exclusion density is likely to have a similar interactive effect as team exclusion centrality on the community embeddedness-turnover intentions relationship, in that employees in high exclusion density teams feel less convinced about staying in their organizations even if they are highly embedded in the community.

Hypothesis 4: Employees' in-degree centrality in their team's exclusion network moderates the relationship between employees' community embeddedness and their turnover intentions, such that the relationship is more negative when employees' exclusion network centrality is lower.

Hypothesis 5: Team exclusion density moderates the relationship between employees' community embeddedness and their turnover intentions, such that the relationship is more negative when team exclusion density is lower.

Method

Research Context

Participants were recruited from multiple IT-enabled services (ITES) organizations located in cosmopolitan cities in India. We contacted the Human Resources departments of these organizations and requested for the participation of teams with at least 6 months of tenure with the firm to ensure that team members had enough time to interact with each other. Participants were engaged in project-based work, which required regular communication and task interdependence among team members, therefore providing a ripe context for the examination of relational ties. Each team member completed a self-rating survey about their community embeddedness, intentions to leave, and control variables, as well as a peer-rating survey with a network measure where they responded about their inclusion and exclusion of their fellow team members. To avoid hierarchical differences between managers and subordinates, and the differential effects such differences may have on team inclusion and exclusion, we operationalized inclusion ties and exclusion ties from fellow team members only, and therefore did not seek participation from team leaders.

Of the 304 surveys that were distributed, 216 employees nested in 34 teams across three organizations returned completed surveys (71% response rate). One respondent was removed from the dataset due to erroneous data, bringing the final sample size to 215. For teams that responded, we calculated the within-team response rate by dividing the total number of ties reported within each team by the total number of ties if each team member would have rated

every fellow team member. The average within-team response rate was 96% and the median response rate was 100%. The overall number of tie scores obtained was 5,140 out of a possible 5,376. Respondents were on an average 28.45 years of age (*SD* = 4.54) and had an average organizational tenure of 2.52 years (*SD* = 1.98). Around two-thirds of the respondents (67.9%) were male. Each employee responded about his or her community embeddedness, intentions to leave, and control variables. Within each team, employees responded about their inclusion and exclusion ties with fellow team members.

Measures

Community Embeddedness

We adapted the 12-item measure of *community embeddedness*, including the three sub-dimensions of links (four items), fit (five items), and sacrifice (three items), from the long-form questionnaire by Mitchell et al. (2001). Example items include: "My family roots are in the community where I live" (links), "The community I live in is a good match for me" (fit), and "Leaving this community would be very hard" (sacrifice). As the questions on fit and sacrifice were answered on a 7-point agreement scale, and those on links comprised of "Yes" or "No" responses, we standardized all items of community embeddedness before calculating the scale score, as is standard practice (Mitchell et al., 2001). Cronbach's alpha for the measure was .75.

Team Ties

We used a social network approach (Marsden, 1990) to capture *inclusion ties* and *exclusion ties* of the focal individual within their team. We developed our items based on the definitions of inclusion and exclusion (Pelled et al., 1999; Williams, 2007), and consulted two widely published expert scholars in this domain to ensure face validity of the items. Respondents used a 5-point frequency scale (1 = "never", to 5 = "frequently") to rate their team members on

four items, two each for inclusion and exclusion. We used fewer items to avoid rater fatigue, as is consistent with prior team social networks research (Venkataramani et al., 2010). The items used for inclusion were "Do you seek out and involve this person when you have work related problems and concerns?" and "Do you pay attention to this person's work-related opinions or suggestions?" (Cronbach's alpha = .98). The items for exclusion were "Do you avoid involving this person in work related discussions?" and "Do you ignore this person's work-related opinions or suggestions?" (Cronbach's alpha = .97). As is the norm with the round-robin approach in teams research (Mehra et al., 2006; Venkataramani et al., 2010; 2013; Venkataramani & Tangirala, 2010), participants were provided with a roster of their fellow team members and asked to respond on the extent to which they engaged in inclusion and exclusion for every member of their team using the items described above. Then, for each member of the team, their *inclusion and exclusion in-degree centrality* scores were calculated by adding the extent to which the focal member was rated as being included (excluded) by every other member in their team. For each team, the *team inclusion and exclusion density* scores were calculated based on the total in-degree scores for inclusion and exclusion for all individuals in the team divided by the highest possible scores in that team (Clarke et al., 2022).

Turnover Intentions

We used a 3-item measure from Cammann et al. (1983) to capture *turnover intentions* or intentions to leave. An example item was "I often think about quitting this job". The Cronbach's alpha of the measure was .91.

Control Variables

We controlled for *age, gender,* and *organizational tenure* as prior research has indicated that these variables may affect intentions to leave. Age has been shown to have a significant

positive or negative relationship with intentions to leave depending on the context and the demographic characteristics of the sample (Griffeth et al., 2000; Zhu et al., 2017). There is also prior evidence that women are also more likely to engage in voluntary turnover in the Indian IT sector (Zhu et al., 2017), likely due to a 'trailing spouse' effect, particularly in early stages of their career. Employees' organizational tenure has been shown to negatively affect turnover intentions (Peltokorpi et al., 2015).

Analysis

In our sample, individuals were nested within teams. There were on average seven members per team with team size ranging from three to 12. Therefore, to control for systematic variance due to individuals nested within teams, we ran regressions using complex-samples linear models with cluster-robust standard errors (McNeish et al., 2017). To test our hypotheses, we clustered standard errors by team, and weighted the data by *team size*. This method adjusts for non-independence in errors in the sample and corrects for clustering biases within teams and is consistent with recent recommendations for analyzing nested data (Babalola et al., 2021; Campagna et al., 2020; Hussain et al., 2019).

Managing Missing Data

In eight of the teams, one individual did not respond to the round-robin data. Of these eight teams, in two teams, the individuals who did not respond to the round-robin data were also not rated by all other team members, as these individuals, although officially listed on the rolls of the teams, were only occasionally consulted on the team's tasks[1]. In these cases where one individual in the team did not respond about all other members, in accordance with prior social

[1] The presence of these two individuals exemplifies the increasing instability of team composition in contemporary work (Valentine & Edmondson, 2015). While this aspect extends beyond the scope of this paper, as it pertains only to two teams in the sample, it underscores the importance of considering team composition stability, as well as the presence of multiple and dynamic team memberships in teams research (O'Leary et al., 2011).

networks research (Gargiulo et al., 2009), we retained the data for the individual level analyses because they were still evaluated by other team members, and these ties still meaningfully influenced the focal variables. As is the norm with team level networks research (Sparrowe et al., 2001; Chiu et al., 2017), we excluded the two teams with less than 80% response rate from our team level analyses. Results are robust to including these two teams in the analyses.

Additionally, 12 individuals received incomplete in-degree tie information due to missing data from —i.e., one of their team members who did not report any ties with them. While it is likely that this oversight on the part of the respondents was unintentional (i.e., data missing at random), this may not have occured randomly. If the omission was deliberate, it could be perceived as a form of exclusion, thus potentially affecting our core constructs of inclusion and exclusion ties. We addressed this issue in two steps. First, we conducted an ANOVA on our focal variables to compare individuals with incomplete in-degree tie information to those with complete information. We found a significant difference for the exclusion centrality variable, in that individuals with incomplete tie information had lower exclusion centrality compared to those with complete information (mean difference = .65, $F = 4.85$, $p = .03$). We did not find a significant difference on the inclusion centrality, community embeddedness, or turnover intentions variables (p values > .16). Second, acknowledging the significant difference in exclusion, we created a dichotomous variable that took the value of 0 for individuals with incomplete information, and1 for individuals with complete information. We then re-ran our regressions controlling for this variable and found that results remained robust even after adding this control variable to the models. In the following section, we present the results of our

analyses without incorporating the control variable indicating complete or incomplete information.

Results

Table 1 shows the descriptive statistics and correlations for all variables in this study. Inclusion and exclusion centrality were negatively correlated (r = -.50, p < .01), as were inclusion and exclusion density at the team level (r = -.39, p = .02) suggesting that the two constructs are related, but different from one another. The correlation coefficients (with 25% common variance between the two centrality variables and 15% between the two density variables) suggest that inclusion and exclusion are negatively correlated, yet separate phenomena, and are not two ends of the same spectrum (van Prooijen et al., 2004). Community embeddedness had a weak negative correlation with turnover intentions (r = -.12, p = .07). None of the moderator variables (network ties or density) had a direct correlation with intentions to leave. Regression results to test our hypotheses are shown in Tables 2 and 3.

Insert Tables 1, 2, and 3 about here

We first ran an OLS regression to test the relationship between community embeddedness and turnover intentions and found a negative relationship between the two variables (b = -.29, p = .02). However, the relationship was not significant when tested with the clustered-standard-error (CSE) regression technique, suggesting that Hypothesis 1 was not supported.

In the tests for individual level interactions, the interaction term between community embeddedness and inclusion centrality was significant (Effect = .45, *SE* = .13, p < .01, 95% *CI*

[0.19, 0.71]). The interaction term between community embeddedness and exclusion centrality was also significant (Effect = .59, *SE* = .10, $p < .01$, 95% *CI* [0.38, 0.79]). To model these interaction effects, we ran the PROCESS Macro Model 2, which allows for multiple interaction terms in the equation (Hayes, 2017), with 10,000 bootstrapped samples with 95% bias-corrected confidence intervals. We then examined the conditional effects of community embeddedness at low vs. high inclusion centrality (at mean level of exclusion centrality), and at low vs. high exclusion centrality (at mean level of inclusion centrality). Supporting Hypothesis 2, we found that the conditional effect of community embeddedness on turnover intentions was negative and significant when inclusion centrality was low (Effect = -.82, *SE* = .22, $p < .01$, bias-corrected 95% *CI* [-1.25, -0.40]) and not significant when inclusion centrality was high (Effect = -.09, *SE* = .15, $p = .56$, 95% *CI* [-0.38, 0.21]). Supporting Hypothesis 4, we found that the conditional effect of community embeddedness on turnover intentions was negative and significant when exclusion centrality was low (Effect = -.84, *SE* = .18, $p < .01$, bias-corrected 95% *CI* [-1.21, -0.48]) and not significant when exclusion centrality was high (Effect = .04, *SE* = .15, $p = .80$, 95% *CI* [-0.26, 0.33]). Figures 2 and 3 show the interaction patterns.

Insert Figures 2 and 3 about here

In the tests for cross level interactions, the interaction term between community embeddedness and team inclusion density was significant at the $p = .06$ level (Effect = .25, *SE* = .12, $p = .06$, 95% *CI* [-0.01, 0.50]). The interaction term between community embeddedness and team exclusion density was also significant (Effect = .51, *SE* = .10, $p < .01$, 95% *CI* [0.30, 0.71]). To model these interaction effects, we ran the PROCESS Macro Model 2 with 10,000

bootstrapped samples with 95% bias-corrected confidence intervals. We then examined the conditional effects of community embeddedness at low vs. high team inclusion density (at mean level of team exclusion density), and at low vs. high team exclusion density (at mean level of team inclusion density). We found that the conditional effect of community embeddedness on turnover intentions was negative and significant when team inclusion density was low (Effect = -.39, *SE* = .17, *p* = .02, bias-corrected 95% *CI* [-0.72, -0.07]) and not significant when team inclusion density was high (Effect = -.15, *SE* = .19, *p* = .42, 95% *CI* [-0.53, 0.22]). However, as the coefficient of the interaction term in the CSE regression was only marginally significant, results offer weak support for Hypothesis 3. Supporting Hypothesis 5, we found that the conditional effect of community embeddedness on turnover intentions was negative and significant when team exclusion density was low (Effect = -.80, *SE* = .19, *p* < .01, bias-corrected 95% *CI* [-1.18, -0.43]) and not significant when team exclusion density was high (Effect = .04, *SE* = .15, *p* = .80, 95% *CI* [-0.25, 0.33]). Figures 4 and 5 show the interaction patterns.

Insert Figures 4 and 5 about here

Discussion

We do not find a stable main effect of community embeddedness on turnover intentions. Although this appears contrary to most prior research, it is not altogether unprecedented. Across two studies, Mitchell et al. (2001) found the lack of a consistent effect of community embeddedness factors on intentions to leave, and suggested that this could be because factors within the organization may relate more strongly with intentions to leave compared with community embeddedness. Additionally, although Ramesh and Gelfand (2010) hypothesized

that community embeddedness would be a stronger predictor of turnover intentions in India than in the United States, they did not find support for their hypotheses. We argue that one of the reasons for the lack of a main effect of community embeddedness on turnover intentions could be due to variability in the meanings attached to the concept of community embeddedness vis-à-vis job-related attitudes across cultures and industries. Given that our data is from India and from the highly globalized ITES sector, it is possible that our findings lie within the range of the cultural and contextual heterogeneity in the relationship between the two constructs. However, the pattern of findings—i.e., the presence of a significant effect of community embeddedness on turnover intentions when not accounting for team membership, but the absence of a significant effect in the team-clustered analyses—suggests that when team membership is accounted for, community embeddedness may not have a strong relation with intentions to leave. This further underscores the need for considering proximal and distal factors in tandem, and therefore further highlight the importance of understanding the interactions with team ties.

Our primary finding is that when positive and proximal team inclusion ties are higher, they weaken the effects of community embeddedness on turnover intentions. Strong support for Hypothesis 2 suggests that team inclusion and community embeddedness are both forces acting in the same direction (i.e., to keep individuals within the field), but that the effect of the distal force is important only when the proximal force is weak. When team inclusion centrality is higher, it is possible that employees in general feel like they are a part of the team, thereby feeling a higher sense of commitment. In such cases, even if their ties in the community are not compellingly positive, they may persist in their organizations due to the camaraderie with their teammates, thereby having lower turnover intentions in general. For employees lower in inclusion centrality, the strong negative relationship between community embeddedness and

turnover intention suggests that in the absence of strong inclusion in their team, it is indeed community embeddedness that will determine whether they will intend to leave their organizations.

Support for Hypotheses 3 and 5 suggests exclusion ties have a stronger disengaging force on the employee. Exclusion ties in this context act as a force in the *opposite* direction to that of community embeddedness, thereby creating a contrast effect, such that the figural force gets higher visibility, acting together with employees' natural tendencies to be more attentive and sensitive to negative feelings than positive ones of similar character. When exclusion centrality is higher, employees feel excluded by their team members. In such cases, even if their ties in the community are compellingly positive, employees would still feel like leaving their organizations due to exclusion by their fellow team members, thereby having higher turnover intentions. The significant negative slope of the relationship between community embeddedness and turnover intention for those with lower exclusion centrality suggests that only when employees are less excluded by their team members, will the beneficial effect of community embeddedness be realized.

Overall, the individual level interaction findings support the notion that distal community embeddedness forces are weakened by strong proximal ties, in that strongly positive team ties keep members in the field, while strongly negative exclusion ties make them more likely to consider leaving. When proximal ties are weaker, community embeddedness becomes more important in determining turnover intentions. These interaction patterns extend the gestalt theory principle of figure/ground and demonstrate that when the figural forces in the field are prominent—i.e., high inclusion or high exclusion—the ground force in the field is weakened. When the figural forces are weak—i.e., low inclusion or low exclusion—the ground force is

stronger. This is consistent with the psychological application of gestalt theory that created a higher self-awareness when the self was made figural, vis-à-vis others in the background (Snow et al., 2004).

Extending this initial notion, a contrast effect was also observed based on the relative valence (Wheeler, 2008) of the proximal and distal forces when examining cross-level effects of team tie density. While both inclusion and exclusion centrality at the individual level significantly moderated the community embeddedness-turnover intentions relationship, we found a significant cross-level interaction only for team exclusion density, but not for team inclusion density. Team exclusion (inclusion) tie density pertains to the overall climate of exclusion (inclusion) in the team. Therefore, for a particular focal individual in the team, density is likely to be a weaker signal of exclusion (inclusion) than their own centrality in the team exclusion (inclusion) network. The strong interaction effect of team exclusion density, but not of team inclusion density, on the community embeddedness-turnover intention relationship suggests that a negative figural force (exclusion) that contrasts with a positive ground force (community embeddedness) has a stronger effect than a positive figural force (inclusion) that has the same valence as the positive ground force. In other words, the detrimental effect of active avoidance or exclusion within the team is stronger than the benefits of active engagement or inclusion within the team in moderating the effects of community embeddedness on turnover.

The stronger detrimental effects of team exclusion compared to the beneficial effects of team inclusion are consistent with the developmental perspective on adaptation that individuals are more strongly motivated to avoid negatives than to pursue positives in their social interactions (Baumeister et al., 2001). Employees in high exclusion density teams, but not highly central (i.e., highly excluded themselves), may still perceive the hostility around them in the

team. While they may not feel directly avoided or ostracized, the team climate of hostility is sufficient to signal to them that "they may be next" in being excluded. The weaker effect of team inclusion density indicates two possibilities. First, unless the focal team member is explicitly included (i.e., high inclusion centrality), merely experiencing a highly inclusive climate does not provide sufficient belongingness to employees. Second, it reinforces the notion that the magnitude of benefits of team inclusion are weaker than the magnitude of detriments of team exclusion.

Contributions to Theory

Our paper makes three contributions to social networks research in teams. First, we examine how structural factors within the team come to affect turnover intentions beyond team boundaries. In doing so, our research responds to recent calls for better understanding the effects of team relationships on employees' attitudes beyond team boundaries (Maloney et al., 2016). We heed to their recommendations to integrate from other disciplines by drawing from gestalt field theory perspectives to understand in tandem proximal structural forces and distal embeddedness forces acting on employees at work. In doing so, we clearly distinguish between forces within the team, and those external to the team, and acknowledge their combined influence on team members' attitudes. A recent review of social network research in teams suggests that network positions of individuals within their teams could moderate the effects that their individual characteristics can have on outcomes (Park et al., 2020). We demonstrate that these network indices could moderate the effects of more distal factors in employees' non-work domains (i.e., community embeddedness) on their attitudes at work. Our findings are also timely given workspaces are becoming more complex and individuals increasingly becoming members of multiple teams (O'Leary et al., 2011; Park et al., 2020). Future research can examine network

ties within multiple teams and how they interact to affect individuals' attitudes and behaviors across these multiple team boundaries.

Second, we contribute to emerging research on inclusion and exclusion in teams and work contexts more broadly (Robinson et al., 2013; Shore et al., 2011) by studying these phenomena using a social network perspective. We draw on prior research on positive and negative social network ties in teams (Labianca & Brass, 2006; Venkataramani et al., 2013; 2016) and conceptualize inclusion and exclusion not as individuals' self-perceptions but as social network ties reported by their team members. This helps us capture the structural patterns of instrumental or work-related inclusion and exclusion relationships within teams, both at the individual level (their positions in these networks) as well as at the team level (density of ties). Operationalizing inclusion and exclusion in this manner, using a multiple-source design, enables the examination of relationships between employee attitudes and their social ties, rather than the relationship between two attitudes or perceptions (namely, self-perceived inclusion or exclusion and turnover intentions), which are likely to be endogenously associated. We also provide the foundation for future research to examine other implications of inclusion and exclusion structures within teams for other outcomes of organizational interest both within and beyond team boundaries.

Third, we also contribute to social network research in teams by modeling cross-level effects of team inclusion and exclusion density on individual attitudes. In doing so, we heed to calls by networks scholars for more research on cross-level effects on individuals in teams and in organizations (Cowen et al., 2022; Park et al., 2020). As network density scores within the teams capture the climate of inclusion or exclusion, results demonstrate evidence for individuals being affected by their membership within high exclusion teams. These cross-level effects are

important as they enable us to model the effects of team membership on individual level outcomes (e.g., Janardhanan et al., 2020). Furthermore, the pattern of interactions also demonstrate how testing cross-level effects in conjunction with individual level effects could provide tests of isomorphism and discontinuities (phenomena occurring similarly or differently across levels of theorizing) in team processes (Cowen et al., 2022; House et al., 1995).

Additionally, our paper contributes to research on embeddedness which has consistently shown the negative effects of community embeddedness on turnover (Felps et al., 2009; Jiang et al., 2012; Lee et al., 2004; Mitchell et al., 2001; Ng & Feldman, 2014), by showing that team inclusion and exclusion ties are proximal boundary conditions to this relationship. The exclusion findings are particularly important since they suggest that even if employees are strongly embedded in their community, they would stay in their jobs only if they are not actively excluded in their teams. Our findings extend recent assertions of the importance of considering proximal contingencies of embeddedness-turnover relationships (Holtom et al., 2008; Kiazad et al., 2015; Vardaman et al., 2015) by examining proximal team-level relational boundary conditions that influence the cognitive calculus of employees thinking of quitting the organization. Thus, future research on turnover intentions should consider other proximal factors within teams to develop a better understanding of when embeddedness may or may not be effective in retaining employees.

Finally, we integrate insights about team social networks with the field theory perspective on embeddedness, drawing parallels from the figure/ground principle of gestalt theory (Allen, 2006; Köhler, 1929; Lewin, 1951). Although research on community embeddedness has traditionally been examined from a field theory perspective, pertaining to the ecosystem of forces acting on employees to either keep them within the field or remove them from the field (Allen,

2006), recent research has demonstrated that integrating more proximal cognitive and psychological mechanisms help to enrich the understanding of embeddedness in general, and community embeddedness in particular (Singh et al., 2018; 2021). Our study showed that community embeddedness and team exclusion are forces of an opposing nature, and that the distal force keeping employees within the field (i.e., community embeddedness) is effective only when the proximal opposing force acting upon them to leave the field (i.e., team exclusion) is weaker. Our findings also help reiterate the necessity for more research integrating from multiple micro and macro theoretical perspectives to enrich our nuanced understanding of organizational processes.

Practical Implications

Our research has important practical implications for managers and organizations trying to reduce employee turnover. Considering community embeddedness and team-level relationships simultaneously provides a more complete and nuanced understanding of what organizations can do to reduce turnover intentions, and hence turnover. Importantly, given that controlling the level of community embeddedness of employees may often be beyond the scope of an organization, our findings suggest that organizations can improve employees' interaction climate and relational ties within the organization to ensure that they do not feel like quitting. Specifically, as an immediate application of this paper's finding, while organizations trying to reduce turnover must indeed focus on promoting inclusion, they may realize immediate and stronger benefits by ensuring that team exclusion is reduced. This is because the interaction patterns suggest that only individuals who are highly embedded within the community and have low exclusion centrality are the most likely to stay in the organization. Therefore, it may be critical for managers to understand and address factors that lead employees to feel excluded.

Employees' turnover decisions as well as job search behaviors are strongly influenced by their immediate co-workers' actions (Felps et al., 2009; Salancik & Pfeffer, 1978). Our findings extend these claims by showing that negative ties in employees' immediate relationships such as with their teams or managers are more likely to lead to turnover and may therefore prove to be costlier for organizations than the lack of employee ties outside the organization.

Strengths, Limitations, and Future Research

We used a multiple-source design to test our hypothesis, thereby reducing the likelihood of common source bias (Podsakoff et al., 2003). We used a round-robin measure of team inclusion and exclusion to capture the extent to which team members were actively included or avoided by individual team members, rather than individuals' self-perceptions of inclusion and exclusion as in prior research (e.g., Ferris et al., 2008). Yet, there can be discrepancies between individuals' self-perceptions of inclusion or exclusion and inclusion or exclusion ties reported by team members. On one hand, observation of teams can aid in identifying subtle and obvious signs of ostracism, which may help triangulate self-perceived exclusion and team-member rated exclusion of the focal individual. On the other hand, the (in)congruence of self-perceptions with network ties and its consequences may in itself be worth examining. While individuals who are oblivious could under-report inclusion or exclusion, as compared to their in-degree centrality scores, those who are paranoid may over-report the same. The extent to which these scores are congruent could influence individuals' experiences and outcomes in teams.

One constraint of our study is that it is cross-sectional. As relational ties take time to develop, it could be fruitful to examine the development of links and fit with the community in tandem with the development of relational ties (both positive and negative) in teams. Further, we were unable to obtain access to actual turnover among the employees in our sample, and

therefore our predictions were focused solely on turnover intentions. Furthermore, individuals could also engage in alternative forms of withdrawal without quitting their jobs. For example, individuals who are not highly embedded in the community and high on exclusion centrality could develop a sense of apathy towards their jobs, and therefore engage in passive withdrawal or deviant behaviors within their organizations. However, these propositions are speculative, and future research with data on actual turnover or other withdrawal and deviant behaviors will enable a better understanding of the behavioral implications of our findings.

Future research can also examine team embeddedness as an explanatory mechanism that explains the interaction between team inclusion and exclusion and community embeddedness in influencing turnover intentions. Team embeddedness has been examined by Chang and Cheng (2015) in the student context as the combination of forces that keep an individual attached to a team. Our operationalization of team inclusion and exclusion as network ties that individuals have within their teams is akin to the links aspect of team embeddedness. It is likely that high team inclusion and low team exclusion could also be positively related to perceptions of stronger fit and higher levels of sacrifice among team members. Whether overall team embeddedness (i.e., including all its dimensions of links, fit, and sacrifice) in organizations could make up for the lack of community embeddedness in ensuring employees stay in their jobs is also a fruitful direction for future research.

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Table 1

Descriptive Statistics and Correlations

No.	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
	Team level variables												
1	Team size	6.17	2.58	-									
2	Team inclusion density	3.28	.52	-.22	-								
3	Team exclusion density	1.72	.44	.12	-.39*	-							
	Individual level variables												
4	Age	28.45	4.54	-.11	-.08	-.13	-						
5	Gender	-	-	.16*	.02	-.01	-.25**	-					
6	Organizational tenure	2.52	1.98	-.05	-.06	-.04	.54**	-.07	-				
7	Community embeddedness	.00	1.00	-.33**	.07	-.28**	.02	.08	.02	*.75*			
8	Team inclusion	3.22	.78	-.11	.60**	-.18**	.02	-.09	.11	.06	*.98*		
9	Team exclusion	1.74	.58	.12	-.21**	.71**	-.08	.03	-.12	-.20**	-.50**	*.97*	
10	Turnover intention	3.40	1.64	-.14*	-.06	.14*	-.09	.06	.01	-.12	-.04	.11	*.91*

Note. $n = 215$ individuals in 34 teams. Values in the diagonal are Cronbach's alphas.

* $p < .05$, ** $p < .01$.

Table 2

Descriptive Statistics and Correlations

	Turnover intention OLS regression		**Turnover intention CSE regression**		
Variables	*B (SE)*	*p*	*B (SE)*	*p*	95% *CI*
Intercept	5.14** (1.00)	.00	3.97** (1.22)	.00	[1.50, 6.45]
Gender	.37 (.26)	.16	.28 (.30)	.35	[-.33, .89]
Age	-.05 (.03)	.12	-.04 (.04)	.25	[-.12, .03]
Tenure	.09 (.07)	.21	.09 (.07)	.20	[-.05, .22]
Team size	-.15** (.05)	.00			
Community embeddedness	-.29* (.12)	.02	.00 (.26)	1.00	[-.52, .52]
Wald *F*			1.36	.27	
R-squared	.07				
Last stage Δ *R-squared*	.02*	0.02	.02		

Note. OLS: Ordinary-Least Squares, CSE: Clustered Standard Errors

* $p < .05$, ** $p < .01$.

Table 3

Regression Results for Interaction Effects

	Turnover intention			Turnover intention		
Variables	*B (SE)*	*p*	95% *CI*	*B (SE)*	*p*	95% *CI*
Intercept	2.99** (1.09)	.01	[1.32, 6.31]	3.06** (1.08)	.01	[.86, 5.25]
Gender	.38 (.27)	.17	[-.17, .93]	.32 (.29)	.26	[-.26, .90]
Age	-.01 (.04)	.73	[-.09, .06]	-.02 (.03)	.81	[-.08, .06]
Tenure	.11* (.05)	.04	[.00, .21]	.10 (.06)	.14	[-.03, .19]
Community embeddedness	-.20 (.10)	.07	[-.41, .02]	-.20* (.09)	.04	[-.38, -.01]
Inclusion centrality	-.11 (.13)	.40	[-.37, .15]			
Exclusion centrality	.16 (.15)	.30	[-.15, .47]			
Community embeddedness X inclusion centrality	.45** (.13)	.00	[.19, .71]			
Community embeddedness X exclusion centrality	.59** (.10)	.00	[.38, .79]			
Team inclusion density				-.11 (.12)	.37	[-.35, .13]
Team exclusion density				.15 (.17)	.39	[-.20, .50]
Community embeddedness X Team inclusion density				.25 (.12)	.06	[-.01, .50]
Community embeddedness X Team exclusion density				.51** (.10)	.00	[.30, .71]
Wald *F*	8.13**	.00		7.12**	.00	

R-squared	.14	.15

* $p < .05$, ** $p < .01$.

Figure 1

Conceptual Model

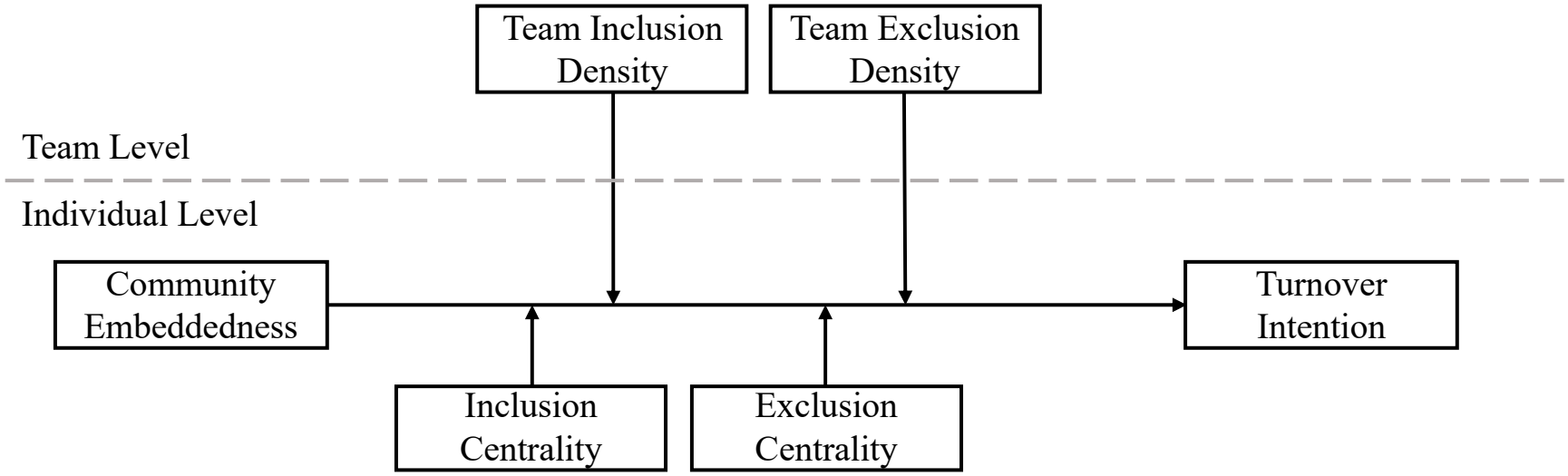


Figure 2

Interaction of Community Embeddedness with Inclusion Centrality

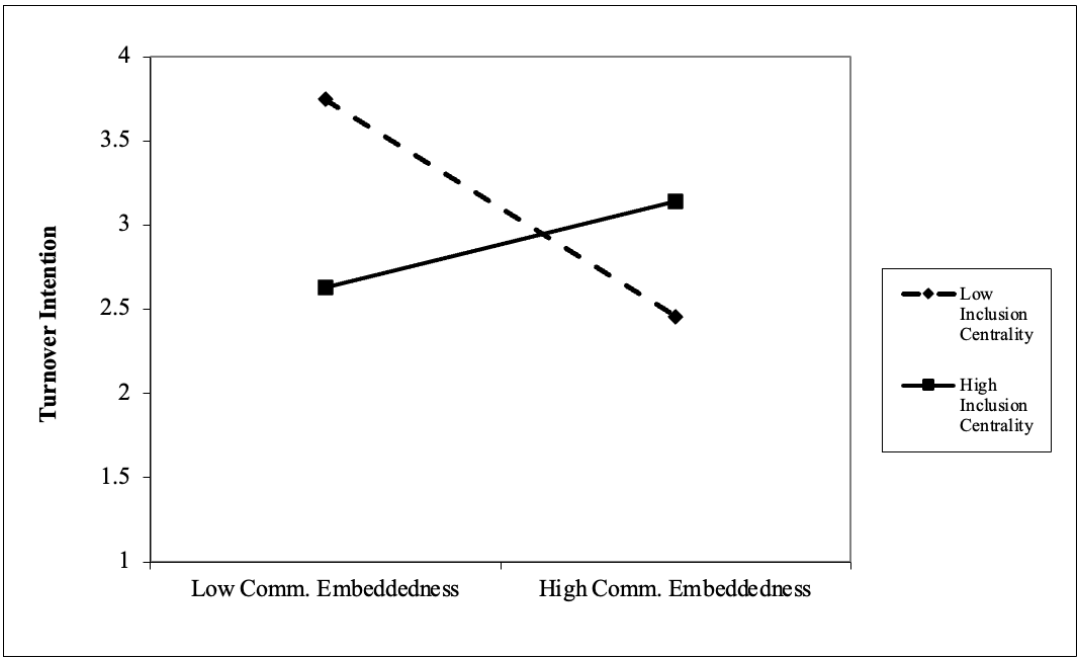


Figure 3

Interaction of Community Embeddedness with Exclusion Centrality

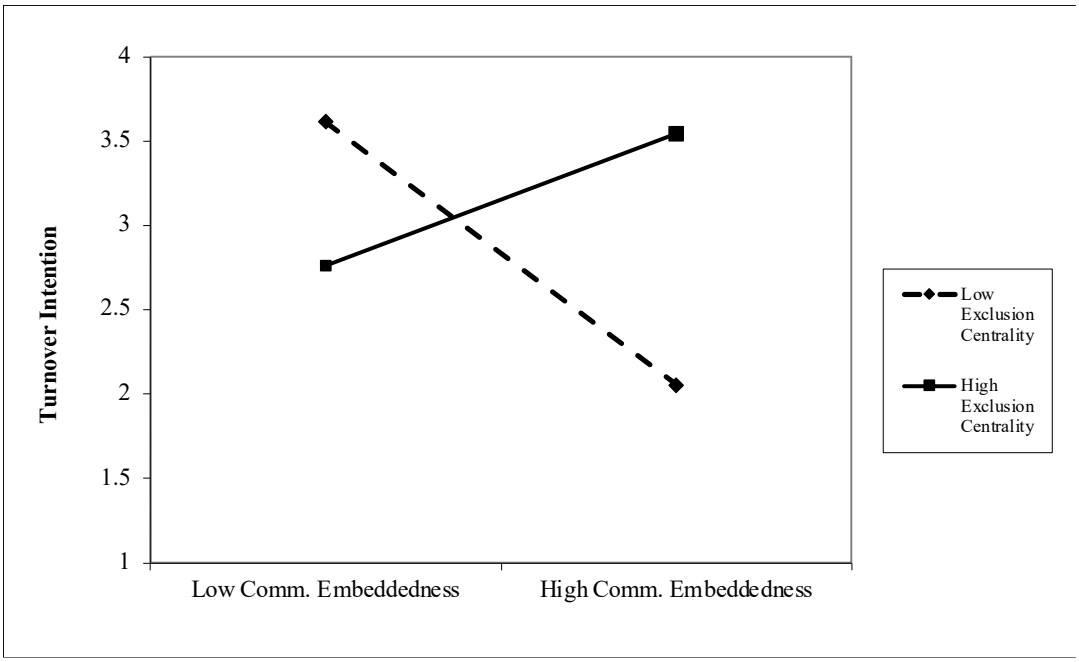


Figure 4

Interaction of Community Embeddedness with Team Inclusion Density

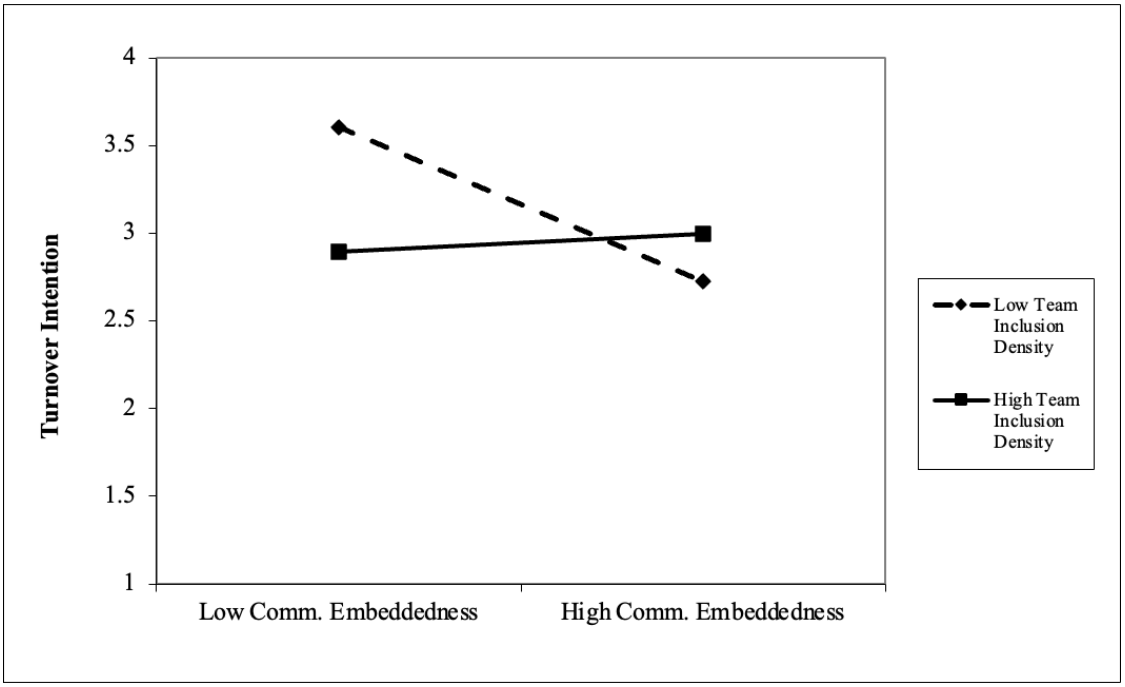
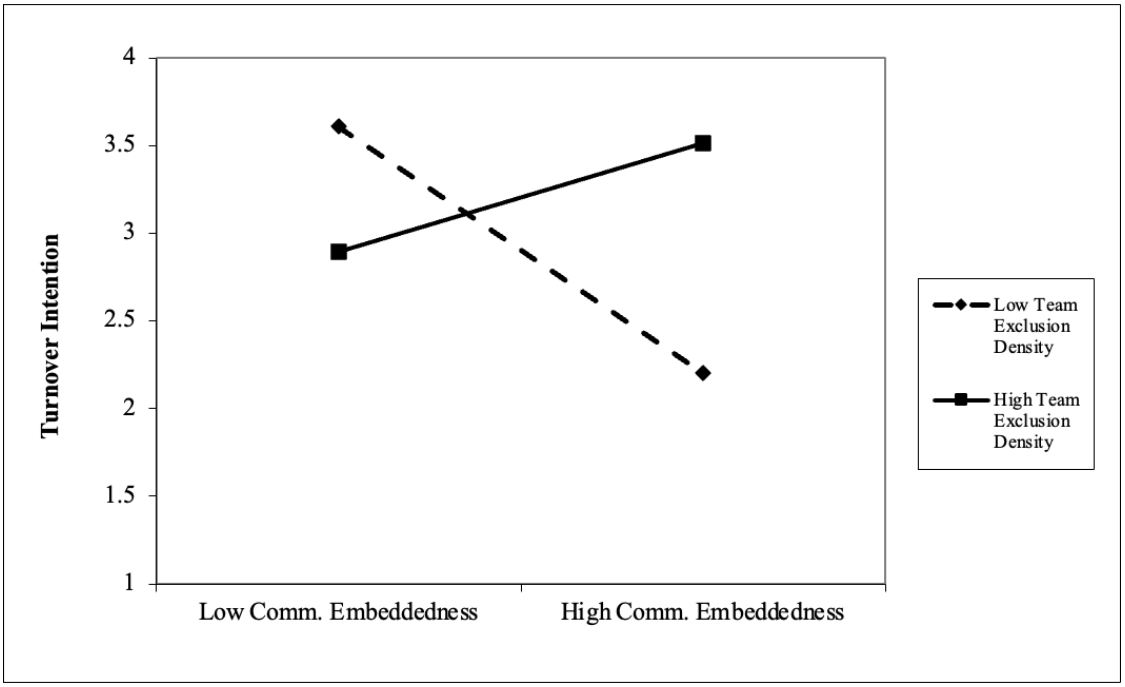


Figure 5.

Interaction of Community Embeddedness with Team Exclusion Density



Author Biographies

Madhu B. Sahoo is an Assistant Professor of Management at Texas Southern University, where she teaches organizational behavior and leadership to business students. Trained in applied psychology, she researches inclusion and exclusion in teams, leadership & power, and organizational culture.

Niranjan S. Janardhanan is an Assistant Professor of Management at the London School of Economics. His research interests include intrateam conflict, team cognition, employee voice in teams, founding teams, and team identity processes. He studies emergent team processes as well as top-down effects of team-level factors on individual team members.

Srinivas Ekkirala is a Professor in Organizational Behavior and HRM at Indian Institute of Management Bangalore. His clients include over 60 leading Indian organizations. His research interests include leadership, proactivity, well-being, and mindfulness. His research appeared in journals like *Academy of Management Journal* and *Journal of Applied Psychology*.