

The Dynamics of Voice Behavior and Leaders' Network Ties in Times of Leadership Successions

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Leadership Succession → Turbulence

- Leadership successions decouple standing organizational members from their leaders, disturbing the line of vertical communication (Gabarro, 1986; Grusky, 1960; Miskel & Cosgrove, 1985).
- Incoming leaders are in search of key organizational information from existing members.
- **Research Question: How do new leaders and organizational members access and provide information during a leadership transition?**

How Does Information Flow from Workers to a New Leader?

1. **Upwards voice behavior:**

The “*discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational or unit functioning,*” (Morrison, 2011, p. 375).

2. Leader-initiated **network ties:**

“*Intra-organizational relationships through which connected individuals provide work related resources, information, and affective resources,*” (Balkundi & Harrison, 2006).

Research on Leadership Succession

- **Macro:** A substantial body of work in the strategy literature examining pre-succession factors and correlating them to organizational outcomes (e.g., Canella & Shen, 2001; Chen & Hambrick, 2012; Karaevli, 2007).
 - But what about the processes *inside* of organizations?
- **Micro:** Small, but growing body of work that specifically examines the inner workings of organizations experiencing leadership transitions (e.g. Ballinger and Schoorman, 2007; Ballinger, Lehman, & Schoorman, 2010; Ballinger, Schoorman & Lehman, 2009).

Hypotheses

Linking Pre-Succession Factors to Employee Voice Behavior Immediately After Succession

- **H1a:** Central people have access to more information and are more situationally aware (Brass 1981).
- **H1b:** Those with higher formal status should view their voice behavior as more 'safe' (Morrison, 2011)
- **H1c:** People who are more confident about undergoing change are more willing to engage in change-oriented behaviors (Armenakis et al., 2007).
- **H1d:** Low satisfaction with one's job is a motivating mechanism for voice behavior (Farrell & Rusbult, 1992).

Linking Pre-Succession Factors to Leader-Initiated Ties Immediately After Succession

- **H2a:** Leaders reach out to highly central people who have access to more information (Burt, 192).
- **H2b:** Those with higher formal status can provide a unique perspective on various organization-wide issues (Morrison, 2002).
- **H2c:** New leaders are drawn to those who appear confident in undergoing and assisting organizational change (Giambatista et al., 2005).
- **H2d:** Empirical question.

Co-Evolution of Employee Voice Behavior and Leader-Initiated Ties Beyond Succession

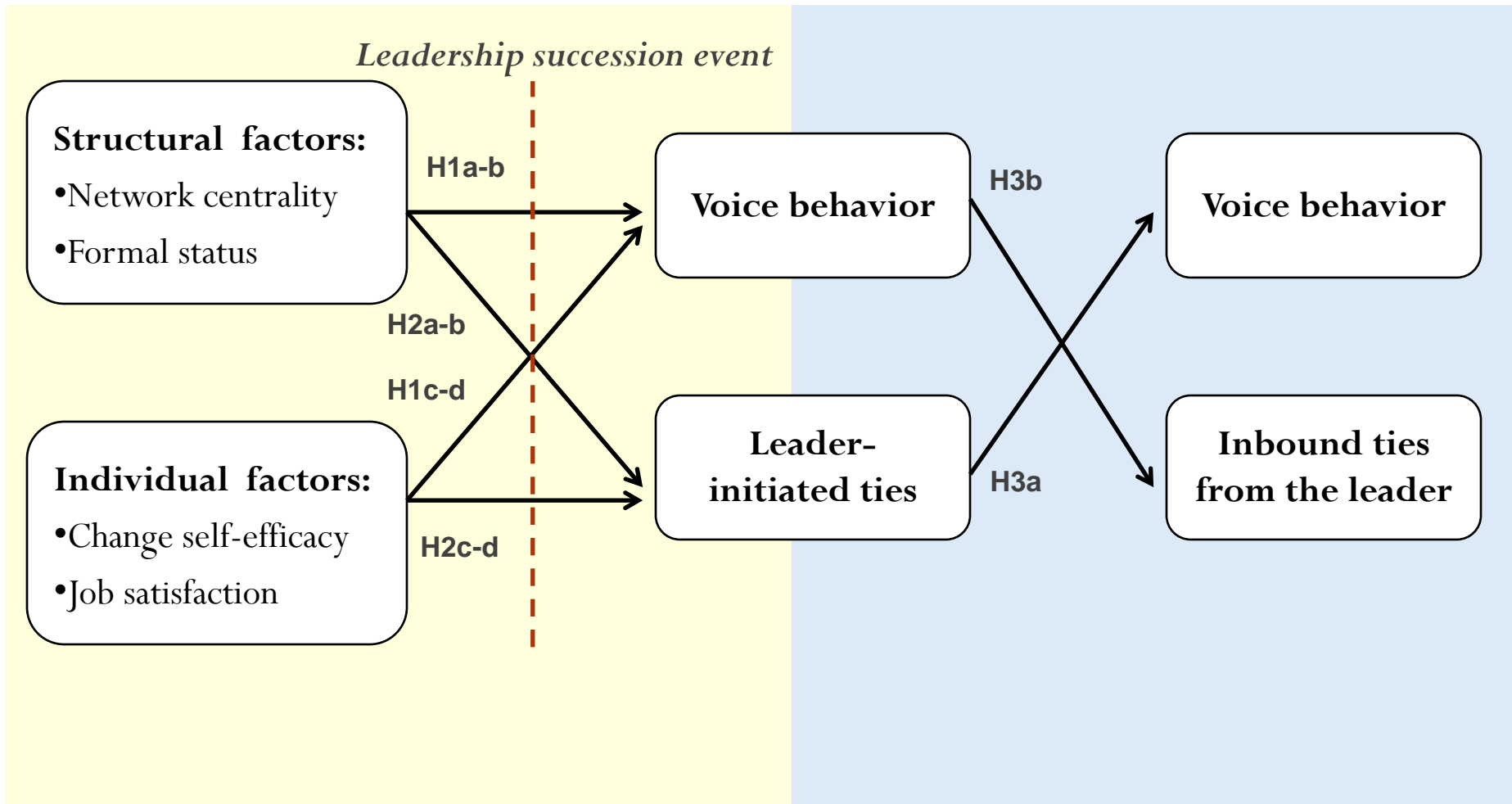
- **H3a:** Those who are sought out by the new leader will feel emboldened and become more likely to speak up later.
- **H3b:** Those who speak up to the new leader gain the latter's attention, and are more likely to become trusted connections later.

Conceptual Model

Time 1: Pre-succession

Time 2: Immediately after succession

Time 3: Beyond succession

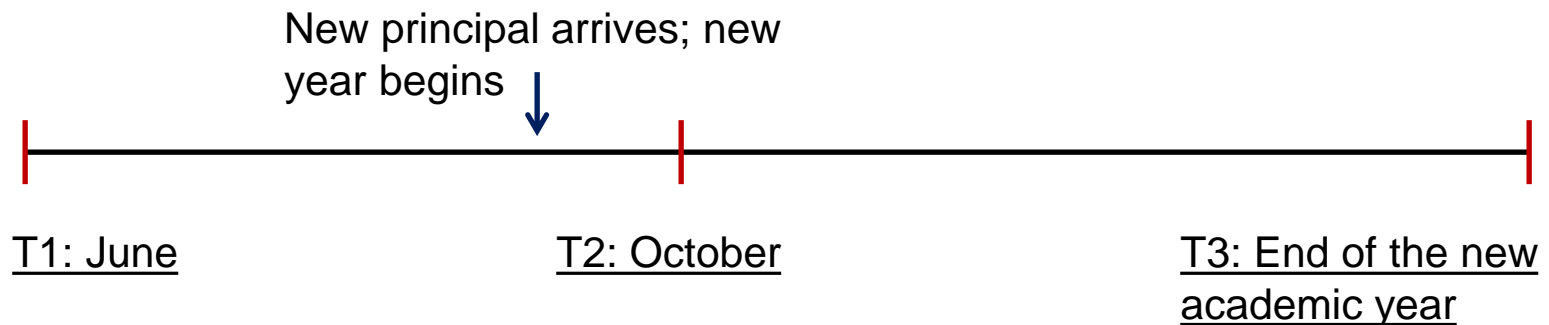


Transition phase: Time 1 to Time 2

Aftermath phase: Time 2 to Time 3

Sample & Procedure

- **Study setting:** Two public elementary schools undergoing a change in principal.
- **Procedure:** Survey data collected in T1, T2, and T3:



- **Sample:** School A: 66/68, School B: 30/28.
- **Response rates:** 77%, 91%, and 80% for T1, T2 and T3, respectively.

Measures

- **Voice behavior** (adapted from Van Dyne & LePine, 1998):
 - Sample item: "How often do you give suggestions to the principal about how to improve the school?"
- **Leader-initiated ties:**
 - 3 types of ties were measured (advice, influence, and trust), then dichotomized and aggregated .
 - Sample item: "How often do you go to each of the following people for advice to help you perform your job more effectively?"

	<i>Member A</i>				<i>Member B</i>	<i>Member C</i>	...
	Advice	Influence	Trust	Aggregated
	1	0	1	.67
<i>Leader</i>							

Measures (continued)

- **Network centrality:**
 - Sociomatrix approach.
 - Mean indegree centrality in advice, influence, and trust networks.
- **Change self-efficacy** (adapted from Oreg, 2003):
 - Sample item: “I like to do the same old things rather than try new and different ones” (reverse-coded).
- **Job satisfaction** (adapted from Brayfield and Rothe, 1951):
 - Sample item: “I find real enjoyment in my work.”
- **Formal status:**
 - Single-item measure: “Are you a member of the School Leadership Team?”

Analytical Considerations

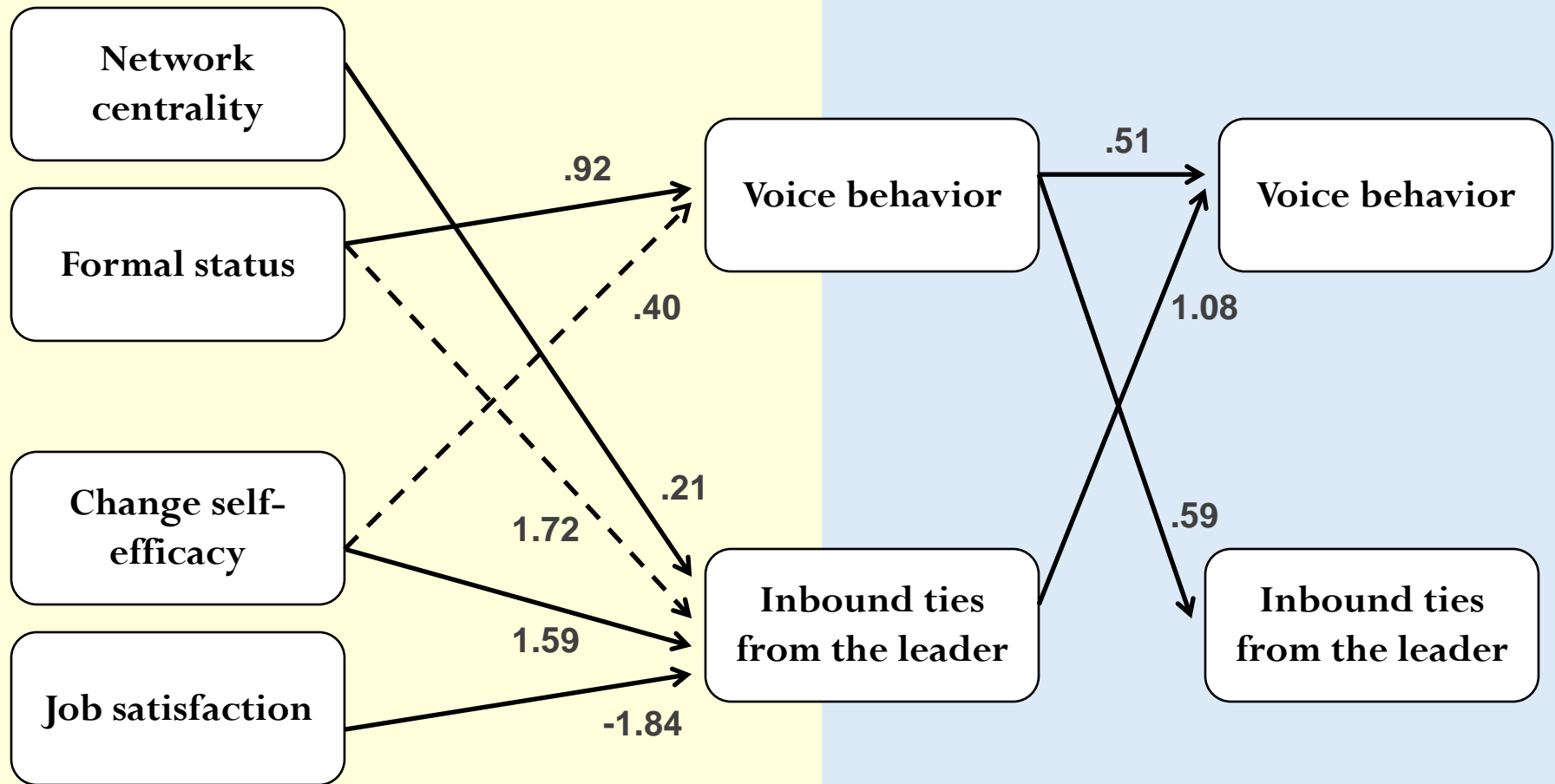
- **OLS regression** used to predict voice behavior.
- **Ordered logistic regression** used to predict inbound ties from the leader.
 - Dependent variable has four discrete categories (0, .33, .67, and 1)
- **Control variables**
 - In each regression model, we controlled for the dependent variable in the prior time period.
 - When predicting variables in T3, we controlled for network centrality in T2
 - Gender, Ethnicity, and Tenure controlled in all models.

Results

Time 1: Pre-succession

Time 2: Immediately after succession

Time 3: Beyond succession



Transition phase: Time 1 to Time 2

Aftermath phase: Time 2 to Time 3

Implications

- Immediately after succession, communication behaviors are driven by employee-centric attributes. Over time, these behaviors mutually reinforce each other.
- Leaders *are* in search of central and dissatisfied workers, but they need to solicit them first. Repeatedly connecting to workers will 'unlock' their voice over time.
- New leaders and people with high change self-efficacy are simultaneously drawn to each other following a succession event.

Limitations & Directions for Future Research

- Only 2 cases of succession:
 - Unable to examine organizational-level effects.
 - Constrains generalizability.
- Future studies:
 - Greater number of succession cases & Multiple settings.
 - Performance and other outcomes of succession.
 - Leader traits.

Thank you for listening!

Appendix A

(Dichotomization scheme)

	Question	Response scales	Dichotomization scheme
Advice	"How often do you go to each of the following people for advice to help you perform your job more effectively?"	1 = "Once in the past two months" 2 = "1-2 times per month" 3 = "Every week or two" 4 = "1-2 times a week"	A response of 3 or greater was re-coded as '1.' Anything below was coded as 0
Influence	"How influential are this person's views in shaping your views about the school?"	1 = "A little influential" 2 = "Moderately influential" 3 = "Very influential"	A response of 2 or 3 was re-coded as '1.' Anything below was coded as 0
Trust	"How likely are you to talk candidly with each person listed below regarding topics that are important to you?"	1 = "Not very likely" 2 = "Somewhat likely" 3 = "Very likely"	A response of 3 was re-coded as '1.' Anything below was coded as 0

Appendix A (Indegree centrality)

- After identifying all network ties, we computed the **indegree centrality** for each participant.
- Indegree centrality: The number of relationships that link other members to the focal individual (Freeman, 1979).
- **Leader's network ties** were also computed using a sociomatrix approach.

Aggregated Network

		<i>Ratee</i>			
		A	B	C	D
<i>Rater</i>	A		1	1	1
	B	1		1	1
	C	1	1		1
	D	0	0	1	

<i>Member A</i>				
	Advice	Influence	Trust	Aggregated
<i>Leader</i>	1	0	1	.67

- A has an *indegree centrality* of 2.
- A's inbound ties from the leader is .67

Appendix B

- Hypotheses 1(a, b, c): An individual's (**network centrality** , **formal status**, and **change self-efficacy**) prior to succession positively predicts his/her level of voice behavior to the new leader.
- Hypothesis 1d: An individual's **job satisfaction** prior to succession negatively predicts his/her voice behavior to the new leader:

Predicting Voice in Time 2			
Predictors	β	p	Hypothesis Supported
Indegree centrality (T1)	-.01	.87	Not supported (H1a)
School leadership team	.92	.02	Supported (H1b)
Change self-efficacy	.40	.18	Partial support (H1c)
Job satisfaction	-.31	.33	Not supported (H1d)

Appendix B

- Hypothesis 2(a, b, c): New leaders are more likely to establish initial ties with individuals who are more **central**, with higher **formal status**, and higher **change self-efficacy**.
- Empirical question: Are new leaders more likely to establish ties with those who are more satisfied with their jobs, or with those who are more dissatisfied?

Predicting Voice in Time 2			
Predictors	β	p	Hypothesis Supported
Indegree centrality (T1)	.21	.02	Supported (H2a)
School leadership team	1.72	.06	Partial support (H2b)
Change self-efficacy	1.59	.03	Supported (H2c)
Job satisfaction	-1.84	.01	Negative relationship

Appendix B

- Hypothesis 3a: Individuals with whom the new leader connects early in his/her tenure will engage in higher levels of voice behavior in subsequent time periods.
 - Supported
 - Inbound ties from the leader (T2) → Voice behavior (T3); $\beta = 1.12$. $p < .01$
- Hypothesis 3b: The new leader is more likely to connect with individuals who engaged in higher levels of voice behavior following succession.
 - Supported
 - Voice behavior (T2) → Inbound ties from the leader (T3); $\beta = .63$ $p < .01$