

The interrelationship among the openness of group boundary, group performance and membership-turnover.

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Inspired by the Social Dilemma Theory (SDT; Dawes, 1980), the current project aimed to analyze the impact of free-rider behaviors and the fear of being taken advantage on collective tasks. The hypothesis envisaged was that higher membership turnover was related to poorer group performance, unstable group dynamics, and group destabilization phenomenon, respectively. The project comprised three studies.

Study One recruited forty-eight undergraduate students for a lab-based experiment and estimated the influence of membership turnover on group destabilization, including: intention of leaving and actual leaving behaviour. Statistical results demonstrated that, compared to their counterparts, members from turnover-groups had a stronger intention of leaving groups and a higher occurrence of leaving behaviour. **Study Two** recruited seventy-eight undergraduate students and conducted a series of investment games in computer labs. The rationale was to compare group responses in terms of group trust and cooperation during the investment games. Statistical results indicated that, compared to their counterparts, members from non-turnover-groups were more likely to cooperate/trust with each other and had a better

group performance. **Study Three** adopted six Taiwanese baseball teams as analytic samples. Statistical results revealed that both new-player-turnover (NPT) and exit-player-turnover (EPT) were negatively associated with the performance indexes. Specifically, higher-turnover teams (i.e., teams with higher NPT or EPT) were more likely to receive poorer performance indexes, such as inferior annual rankings and lower win odds. Cross-Analysis confirmed that high turnover is linked to group destabilization, but it remains undecided as to whether low turnover may contribute to group stabilization.

In summary, the findings reported here have contributed concrete and useful information to the knowledge of group turnover and its impact on group stability and performance. The group leaders and organizational managers should be aware that all personnel manipulation and intervene programmes will not reach their optimal potential unless the impact of turnover has been appropriately tackled. Implication and limitation of the findings are discussed accordingly.

Keywords: *Membership Turnover, Structure, Group Dynamics.*

