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| Title | Company soldiers and gone-natives: role conflict and career ambition among firm-employed open source developers [Appendix] |
| Author(s) | Schaarschmidt, Mario; Stol, Klaas-Jan |
| Publication date | 2018-08 |
| Original citation | Schaarschmidt, M. and Stol, K.-J., (2018) [Appendix] Company Soldiers and Gone-Natives: Role Conflict and Career Ambition Among Firm-Employed Open Source Developers, forthcoming conference, ICIS 2018, San Francisco, 13-16 December. |
| Type of publication | Conference item |
| Link to publisher's version | https://aisel.aisnet.org/icis2018/management/Presentations/5/ http://hdl.handle.net/10468/6970 Access to the full text of the published version may require a subscription. |
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| Item downloaded from | http://hdl.handle.net/10468/6644 |

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Appendix to:

Company Soldiers and Gone-Natives: Role Conflict and Career Ambition Among Firm-Employed Open Source Developers

Completed Research Paper

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Appendix

Table A-1 presents the measurement instrument used in the online survey.

| Table A-1. Measurement Instrument | |
|--|------------------------|
| Role Conflict (adapted from House and Rizzo, 1972) | Factor Loadings |
| 1. I have to do things for my employer that should be done differently in the community. | .68 |
| 2. I have to buck a community rule or policy in order to carry out a company assignment. | .85 |
| 3. I receive company requests that are incompatible with community norms. | .77 |
| Company Identification (adapted from Mael and Ashforth, 1992) | |
| 1. This organization's successes are my successes. | .60 |
| 2. I am very interested in what others think about my organization. | .74 |
| 3. When I talk about my organization, I usually say "we" rather than "they." | .78 |
| 4. When someone praises my organization, it feels like a personal compliment. | .92 |
| 5. If a story in the media criticized my organization, I would feel embarrassed. | .68 |
| 6. When someone criticizes my organization, it feels like a personal insult. | .69 |

| Community Identification (adapted from Mael and Ashforth, 1992) | |
|--|-----|
| 1. This community's successes are my successes. | .90 |
| 2. I am very interested in what others think about my community. | .86 |
| 3. When I talk about my community, I usually say "we" rather than "they." | .85 |
| 4. When someone praises my community, it feels like a personal compliment. | .91 |
| 5. If a story in the media criticized my community, I would feel embarrassed. | .67 |
| 6. When someone criticizes my community, it feels like a personal insult. | .65 |
| Intention to Leave Company (adapted from Smith et al., 2012) | |
| 1. I will probably look for a new job in the near future. | .90 |
| 2. It would take very little change in my present circumstances to cause me leave this organization. | .92 |
| 3. There's not much to be gained by sticking with this organization indefinitely. | .85 |
| Intention to Leave Community (adapted from Smith et al., 2012) | |
| 1. I will probably discontinue my community commitment in the near future. | .82 |
| 2. It would take very little change in my present circumstances to discontinue my FOSS involvement. | .87 |
| 3. There's not much to be gained by sticking with the FOSS community indefinitely. | .75 |
| Company Career Ambition (developed items) | |
| 1. I want to gain more authority in my organization. | .88 |
| 2. I want to gain more responsibility in my organization. | .72 |
| 3. I want to improve my status in my organization. | .77 |
| Community Career Ambition (developed items) | |
| 1. I want to gain more authority in the community. | .87 |
| 2. I want to gain more responsibility in the community. | .87 |
| 3. I want to improve my status in the community. | .76 |
| Management Career Path | |
| 1. I want to pursue a manager career with more personnel responsibility. | N/A |
| Technical Career Path | |
| 1. I want to pursue a technical career with more autonomy. | N/A |
| Progression to Center of Community Path | |
| 1. I want to gain a central role in the community. | N/A |

References

- Mael, F., and Ashforth, B.E. 1992. "Alumni and their alma mater: a partial test of the reformulated model of organizational identification", *Journal of Organizational Behavior* (13:2), pp. 103-123.
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- Smith, L.G.E., Amiot, C.E., Callan, V.J., Terry, D.J., and Smith, J.R. 2012. "Getting new staff to stay: the mediating role of organizational identification," *British Journal of Management* (23: 1), pp. 45-64.