

Multiple Team Membership: A relational Perspective on the Leap from Burnout to Innovation/ MTM REL

Project number: PN-III-P1-1.1-TE-2019-1824

BRIEF Scientific and Technical report

September 2020 – August 2022

I. Summary of the project objectives set vs. accomplished

Obiectivele prevăzute/realizate (RO)

By building on the Job Demand-Resources Model and the Social Interdependence Theory, we argue that multiple team membership/ MTM can bring important organizational benefits (innovation) due to context variety, but also severe drawbacks (burnout) due to context switching and cognitive load. Therefore, the project aims to employ experimental and intensive longitudinal designs in order to empirically explore:

- (1) the association between MTM and burnout, its mechanisms and contingencies
- (2) the association between MTM and innovation, its mechanisms and contingencies; and
- (3) design a simulation/ serious game that is able to trigger the MTM related dynamics for research and training purposes.

Here below we present the progress on the objectives set vs. accomplished for the entire project period: September 2020– August 2022.

Table 1. Summary of the activities planned and executed in this project stage, along with deliverables

Year	Objectives	Activities	Deliverables	Status of accomplishment
2020	Objective 1 (WP1): Explore the association between MTM and burnout, its mechanisms and contingencies (to be continued in 2021 and 2022)	WP1. A1. Literature search and refining the research protocol for studies 1.1, 1.2	1) conceptual framework for Studies 1.1 and 1.2;	1. 100% accomplished for this project stage
		WP1. A2. Recruiting participants for study 1.1 and start of data collection (will continue in 2021)	2) research protocols for Studies 1.1 and 1.2; 3) data collection and organizing the intermediary data base	2. 100% accomplished for this project stage 3. 100% accomplished for this project stage

			for Study 1.1. (will continue in 2021)	
	WP3. Project management and results dissemination (to be continued in 2021 and 2022)	WP3. A1. Project management activities (to be continued in 2021/22)	4. web platform	4. 100% accomplished for this project stage
		WP3. A4. Creating and updating the web platform for the project (to be continued in 2021/22)		
Year	Objectives	Activities	Deliverables	Status of accomplishment
2021	Objective 1 (WP1): Explore the association between MTM and burnout, its mechanisms and contingencies	WP1. A2. Recruiting participants for study 1.1 and data collection	1) conceptual framework for Studies 2.1 and 2.2;	1. 100% accomplished for this project stage
		WP1. A3. Recruiting participants for study 1.2 and data collection	2) research protocols for Studies 2.1 and 2.2;	2. 100% accomplished for this project stage
		WP1.A4. Data Analysis for Studies 1.1 and 1.2	3) design simulation for Study 2.1	3. 100% accomplished for this project stage
	Objective 2 (WP 2): Explore the association between MTM and innovation, its mechanisms and contingencies	WP2.A1. Analyze the scientific literature, build the conceptual framework and design the methodologies for studies 2.1 and 2.2	4) data collection for studies S1.1., S1.2, S2.1 and S2.2 (will continue in 2022)	4. 100% accomplished for this project stage
		WP2.A4. Recruiting participants for studies 2.1 and 2.2 and start of data collection (will continue in 2022)	5) organizing the data base for the Studies 6) web platform updated 7) participating at conferences	5. 100% accomplished for this project stage 6. 100% accomplished for this project stage
	Objective 3 (WP 2): Design a simulation	WP2.A2. Design the simulation for Study	8) Expected publication results	7. 100% accomplished for

	(serious games) with the aim to replicate the dynamics experienced by employees who work in the MTM context; to be used for educational/ training and research purposes	2.1.	for 2021: one article submitted to a WoS journal. Obtained results for 2021: one article was published in WoS Journal, and an additional article was published in a BDI Journal	this project stage 8. over 100% accomplished for this project stage
	WP3. Project management and results dissemination	WP3. A1. Project management activities (to be continued in 2022)		
WP3. A2.A.3 Disseminating project results				
WP3. A4. Updating the web platform for the project				
Year	Objectives	Activities	Deliverables	Status of accomplishment
2022	Objective 2 (WP 2): Explore the association between MTM and innovation, its mechanisms and contingencies	WP2.A4. Recruiting participants for studies 2.1 and 2.2 and start of data collection	1) recruited participants for studies S2.1 and S2.2 2) data base for studies 2.1 and 2.2 3) participating at conferences	1. 100% accomplished 2. 100% accomplished 3. 100% accomplished 4. over 100% accomplished 5. 100% accomplished
		WP2.A3. Data analysis	4) Expected publication results	
	Objective 3 (WP 2): Design a simulation (serious games) with the aim to replicate the dynamics experienced by employees who work in the MTM	WP2.A2. Design the simulation for Study 2.1.	for 2022: two articles submitted to a WoS journal. Obtained results for 2022: one article was published in WoS Journal, three	

	context; to be used for educational/ training and research purposes		additional studies have been submitted for review in WoS	
	WP3. Project management and results dissemination	WP3. A1. Project management activities	Journals, one article was published in BDI Journal, one article is submitted for review in a BDI Journal, one article was published in a general outlet for HR professionals, three additional studies are in the final stages of preparation	
		WP3. A2.A.3 Disseminating project results		
		WP3. A4. Updating the web platform for the project	5) web platform updated	

II. Scientific and technical report on the goals set for the project: achieved results/ deliverables as compared to the results estimated in the project proposal

Prezentarea rezultatelor obținute, a indicatorilor de rezultat realizați; a nerealizărilor înregistrate față de rezultatele estimate prin cererea de finanțare (dacă este cazul), cu justificarea acestora (RO)

Objective 1/ WP1: Explore the association between MTM and burnout, its mechanisms and contingencies

Estimated Results: Study 1.1, Study 1.2

Obtained Results: Study 1, Study 2 and two additional studies: Study 1.3 (published in BDI Journal) and Study 1.4 (under review in WoS Journal)

Degree of accomplishment: over 100%

Study 1.1

This study is anchored in the Job Demands and Resources Model and aims to explore the association between individual level MTM (via different operationalizations) and burnout, via several mechanisms. The findings were submitted for presentation at the EAWOP Congress 2022 and data can be provided upon request.

The manuscript is under preparation.

Study 1.2.

The study was designed in order to explore the relation between MTM indicators and team level well-being (i.e. team work engagement, team burnout etc.). 146 employees nested in 54 teams working in various fields such as: IT (38.8%), HR (17.7%), production/logistics (15%), and commercial field (12.2%) currently filled the study survey. Preliminary data show a positive association between the average number of teams that team members are part of and team work engagement, moderated by the degree of virtual communication.

The manuscript is under preparation.

Study 1.3. (additional)

In this editorial, the author reviews the literature on multiple team membership (MTM) and highlights the most important trends in terms of the impact of MTM on time structuring decisions for employees (with impact for performance and well-being), the impact of leadership for performance and well-being when working in MTM context, as well as the impact of MTM on learning and innovation.

The detailed findings are available in the manuscript published in a **BDI Journal**:

Meslec, N. (2021). Multiple team membership: current state of affairs and directions for future research.

Human Resources Psychology/ Psihologia Resurselor Umane, 19(1), 3-5.

<https://doi.org/10.24837/pru.v19i1.490>

Study 1.4. (additional)

Multi-teaming is a concept studied across a variety of disciplines. While using a bibliometric approach on 255 papers extracted from Web of Science we aimed to depict the architecture of the multi-teaming concept across disciplines and time. This bibliometric method (Zupic & Cater, 2014) is a science mapping technique that allows us to summarize large quantities of data and to present the intellectual structure and

emerging trends of an intellectual field (Donthu et al., 2021). In the current paper we are using three different techniques for science mapping, while looking both at documents and journals as levels of analysis: citation analysis, co-citation analysis and bibliographic coupling (Donthu et al., 2021, Zupic & Cater, 2014). Results of citation, co-citation and bibliographic coupling analyses identified four major fields that house the concept of multi-teaming. The first cluster includes the Operations Research & Industrial Engineering field. The second cluster (green) is a mix of Computing & Industrial Engineering, Applied Psychology, (Project)/Management. The third cluster (blue), also the one that is the best connected with the other ones, also includes a mix of Operations Research, Project Management and Industrial Engineering. The fourth cluster (yellow) represents the Social Psychology field. The fields emerged over time from fragmentation to integration and acknowledging similarities. We identify gaps and propose (multi)-disciplinary ideas that can benefit the field of multi-teaming.

The manuscript is currently **under review at a WoS Journal**.

Meslec, N., Curseu, P.L., Fodor, O.C., Batistic, S. & Kenda, R. (2022, under review in WoS Journal).

Multiple teams, multiple projects, multiple groups at the intersection of (multiple) research fields:
A bibliometric study

Study 1.5. (additional)

On a sample of 278 employees we test the mediating role of workplace well-being and burnout in the relationship between multi-teaming and work-family conflict. Our results show that the number of teams an employee is part of does not significantly predict workplace well being, burnout, nor work-family conflict. This relation could be partly due to the rather low number of simultaneous teams that our sample reported being part of (an average of three teams) and thus, to the reduced level of demands imposed on the employees. On the other hand, as expected, the level of burnout significantly and positively predicts work-life conflict, whereas workplace well-being is negatively related to burnout. Implications for research and practice are discussed.

The manuscript is currently **under review at a BDI Journal**.

Comăniță, O.M., Rus, C.E. & Fodor, O.C. (2022, under review in BDI Journal). The mediating role of well-being and burnout in the relation between multiple team membership and work-family conflict.

Study 1.6 (additional)

In a time lagged study on more than 314 employees working in multiple team membership setting we explore the interplay among work design features, basic need satisfaction and indicator of well-being (burnout, work engagement, stress) and in-role and extra-role performance and innovation at work.

Additional data can be provided upon request.

The manuscript is under preparation.

Objective 2/ WP2: Explore the association between MTM and innovation, its mechanisms and contingencies

Estimated Results: Study 2.1, Study 2.2

Obtained Results: Study 2.1 (under review in WoS Journal), Study 2.2 (published in WoS Journal) and additional studies: Study 2.3 (published in BDI journal), Study 2.4 (published in WoS Journal), Study 2.5 (under review in WoS Journal), Study 2.6 (under review in WoS Journal), Opinion Article in an outlet for HR Practitioners.

Degree of accomplishment: over 100%

Study 2.1.

In two experimental studies, we test the effect of leadership behavior (transformational vs. contingent punishment and reward) on individual performance gains and time structuring process when switching from single (focal team) to multiple-team membership (focal team and additional team). When contrasting transformational leadership with contingent punishment, the highest performance gains are obtained in the transformational leadership condition, although this condition is also associated with more biases in time structuring process (more time spent in the focal team). When transformational leadership is contrasted with contingent reward, the highest individual performance gains are obtained when both transformational leadership and contingent reward are high. The combination of transformational and contingent reward leadership is unrelated to the way individuals allocate their time while low transformational and low contingent reward is associated with the highest number of switches between the focal and additional team.

The manuscript is currently **under review at a WoS Journal:**

Meslec, N., Curseu, P.L. & Fodor, O.C. (2022, under review in WoS Journal). Help me structure my time and keep my performance high: the role of leadership in a multiple-team membership setting.

Study 2.2.

Multiple team membership (MTM) is a form of work organization extensively used nowadays to flexibly deploy human resources across multiple simultaneous projects. Individual members bring in their cognitive resources in these multiple teams and at the same time use the resources and competencies developed while working together. We test in an experimental study whether working in MTM as compared to a single team yields more individual performance benefits in estimation tasks. Our results fully support the group-to-individual (G-I) transfer of learning, yet the hypothesized benefits of knowledge variety and broader access to meta-knowledge relevant to the task in MTM as compared to single teams were not supported. In addition, we show that individual estimates improve only when members are part of groups with low or average collective estimation errors, while confidence in individual estimates significantly increases only when the collective confidence in the group estimates is average or high. The study opens valuable venues for using the dynamic model of G-I transfer of learning to explore individual learning in MTM.

The detailed findings are available in the manuscript **published in a WoS Journal**:

Fodor, O.C., Curseu, P.L. & Meslec, N. (2021). Multiple Team Membership, Performance, and Confidence in Estimation Tasks. *Frontiers in Psychology*, 12: 650172 (IF 2.98). doi: <https://doi.org/10.3389/fpsyg.2021.658827>

Study 2.3. (additional)

Multiple team membership (MTM) is a widespread work arrangement, with claimed beneficial effects for employee knowledge and skills acquisition. By building on the Work Design Growth Model, this study sets out to explore the relationship between MTM and individual learning in the workplace, as well as the role of individual factors, namely socially prescribed perfectionism, as potential boundary conditions. By testing a hierarchical regression analysis model on a sample of 80 employees working in multiple teams, our findings indicate a moderating effect of socially prescribed perfectionism on the relationship between MTM and learning. The relationship between MTM and learning is positive for employees with high socially prescribed perfectionism, and curvilinear for employees with low socially prescribed perfectionism, showing a decreasingly positive association.

The detailed findings are available in the manuscript **published in a BDI Journal**:

Manole, E. & Fodor O.C. (corresponding author) (2022). Multiple team membership and individual learning: The moderating role of socially prescribed perfectionism. *Psihologia Resurselor Umane*, 20, 33–43. <http://dx.doi.org/10.24837/pru.v20i1.510>

Study 2.4. (additional)

This paper presents the results of a systematic literature review on power distribution and power dynamics in multiparty systems. Multiparty systems are underorganized social structures in which power dynamics unfold and impact collaboration effectiveness. We use a theory-driven approach to integrate the empirical literature that explored power differences and dynamics in multiparty systems and we have a two-fold contribution to literature. First, we explore the way power is conceptualized in multiparty systems. Second, we investigate which predictions and propositions of the Social Distance Theory of Power and the Approach Inhibition Model of Power can be used to integrate research on power distribution and dynamics in multiparty systems. We extend the predominantly experimental empirical support of these two theories with insights from the multiparty systems literature. With respect to the way in which power is conceptualized in the multiparty systems literature, our study shows a shift from a possession over resources to a relational perspective on power in the last decades. Moreover, based on the insights of the two psychological theories of power, the study reflects upon the benefits and drawbacks of high versus low power for collaboration effectiveness among stakeholders, pointing towards ways in which facilitators can work with power differences in multiparty systems. Finally, the study points toward directions for future research concerning power dynamics in multiparty systems.

The detailed findings are available in the manuscript **published in a WoS Journal**:

Trif, S.R.; Curseu, P.L.; Fodor, O.C. (2022). Power Differences and Dynamics in Multiparty collaborative Systems: A Systematic Literature Review. *Systems*, 10, 30 (IF: 2.895; Q2).
<https://doi.org/10.3390/systems10020030>

Study 2.5. (additional)

Asking employees to simultaneously engage in multiple teams with various assignments (i.e. multiple team membership/ MTM) is an increasingly common practice among knowledge intensive companies. While reasons are often diverse, a common denominator concerns the potential increase of individual and team productivity. However, empirical data on the relation between MTM and performance and errors are scarce and cross-sectional. We use an experimental design (relying on a behavioral simulation designed for the purpose of this study) to explore the influence of MTM as compared to single team on the

individual performance, as well as the role of the reward structure (competitive vs. collaborative) and leadership functions (problem solvers vs climate supporter) implemented in the team. Our findings show that the performance in the MTM focal team condition is higher than the performance in the single team condition. The effect of the leadership manipulation was not significant, while the effect of the reward structure is significant such that participants in the competitive condition had a higher performance than the ones in the collaborative condition. Finally, participants in the task focused leadership condition made less errors than the ones in the relation focused leadership condition. The effect of the reward structure was significant such that participants in the competitive condition made more errors than the ones in the collaborative condition. Implications for theory and practice are discussed.

The manuscript is currently **under review at a WoS Journal**:

Fodor, O.C., Curseu, P.L. & Meslec, N. (2022, under review in WoS Journal). Reward structure and leadership functions as antecedents of performance in MTM settings

Study 2.6. (additional)

By building on O’Leary et al.’s (2011) seminal paper and on the Work Design Growth Model (Parker, 2017), we set out to disentangle the effects of three facets of MTM, namely: the number of teams one is simultaneously part of, the diversity of team environments and the frequency of daily switches among teams on individual learning outcomes (IL). We also test the role of knowledge hiding behaviors (KH) as a potential mechanism impeding the benefits of MTM on learning outcomes, as well as its boundary conditions. By carrying out a time lagged study on 151 knowledge workers and a second vignette experimental study on 134 employees we show that only the frequency of daily switches among teams has a significant negative effect on IL, while the number and diversity of teams do not have a significant direct effect. As hypothesized, the diversity of teams one is part of and the pacing of daily switching among teams increase KH behaviors. Finally, KH mediates the relation between MTM diversity and IL, yet the indirect relation is significant only when the number of daily switches is average and high. Taken together, these findings highlight the complicated relation between MTM and IL outcomes and provide new insights into individual level mechanisms and boundary conditions that shape the potential beneficial effects of MTM.

The manuscript is currently **under review at a WoS Journal**:

Fodor, O.C. & Curseu, P.L. (2022, under review in WoS Journal). The More Teams I Am Part of The More I Learn; Or Is It? The Mediating Role of Knowledge Hiding in the Relation Between Multiple Team Membership and Learning

Objective 3/ WP2: Design a simulation (serious games) with the aim to replicate the dynamics experienced by employees who work in the MTM context; to be used for educational/ training and research purposes

Estimated Results: Simulation 1

Obtained Results: Simulation 1 and an additional Simulation 2

Degree of accomplishment: over 100%

Two behavioral simulation were designed in order to replicate mechanisms and test effects in the context of multiple team membership.

The **first behavioral simulation** is described in extenso in the article listed below (published in an open access journal):

Fodor, O.C., Curseu, P.L. & Meslec, N. (2021). Multiple Team Membership, Performance, and Confidence in Estimation Tasks. *Frontiers in Psychology*, 12: 650172 (IF 2.98). doi: <https://doi.org/10.3389/fpsyg.2021.658827>

The **second behavioral simulation** is described in extenso in two manuscripts submitted for review in a WoS journal (it will become available upon publication or additional data can be delivered upon request):

Meslec, N., Curseu, P.L. & Fodor, O.C. (2022, under review in WoS Journal). Help me structure my time and keep my performance high: the role of leadership in a multiple-team membership setting.

Fodor, O.C., Curseu, P.L. & Meslec, N. (2022, under review in WoS Journal). Reward structure and leadership functions as antecedents of performance in MTM settings

Both simulations have been successfully used for research projects (as indicated by the references above), as well as for educational/ training purposes in Social Psychology, Organizational Diagnosis, Organizational Development classes at Babeş-Bolyai University, Romania and at Tilburg University, The Netherlands.

WP 3. Disseminating the project results

Estimated Results: three articles submitted to WoS Journals; participation to national and international conferences; project website

Obtained Results: two articles published in WoS Journals; three articles under review at WoS Journals, two articles published in BDI Journals, one article published in a general outlet for HR Professionals; 6 participations at international conference and 2 participations and national conferences; project website

Degree of accomplishment: over 100%

Articles published in WoS Journals

Fodor, O.C., Curseu, P.L. & Meslec, N. (2021). Multiple Team Membership, Performance, and Confidence in Estimation Tasks. *Frontiers in Psychology*, 12: 650172 (IF: 2.98, Q2). doi: <https://doi.org/10.3389/fpsyg.2021.658827>

Trif, S. R., Curşeu, P. L., & Fodor, O. C. (2022). Power Differences and Dynamics in Multiparty Collaborative Systems: A Systematic Literature Review. *Systems*, 10(30). (IF: 2.895, Q2) Doi: <https://doi.org/10.3390/systems10020030>

Manuscripts under review in WoS Journals

Meslec, N., Curseu, P.L. & Fodor, O.C. (2022, under review). Help me structure my time and keep my performance high: the role of leadership in a multiple-team membership setting, under review in *British Journal of Psychology*

Meslec, N., Curseu, P.L., Fodor, O.C., Batistic, S. & Kenda, R. (2022, under review). Multiple teams, multiple projects, multiple groups at the intersection of (multiple) research fields: A bibliometric study, under review in *Frontiers in Psychology*

Fodor, O.C., Curseu, P.L. & Meslec, N. (2022, under review). Reward structure and leadership functions as antecedents of performance in MTM settings

Fodor, O.C. & Curseu, P.L. (2022, under review). The More Teams I Am Part of The More I Learn; Or Is It? The Mediating Role of Knowledge Hiding in the Relation Between Multiple Team Membership and Learning

Articles published in BDI journals

Meslec, N. (2021). Multiple team membership: current state of affairs and directions for future research. *Human Resources Psychology/ Psihologia Resursei Umane*, 19(1), 3-5. <https://doi.org/10.24837/pru.v19i1.490>

Manole, E., & Fodor, O. C. (2022). Multiple team membership and individual learning: The moderating role of socially prescribed perfectionism. *Human Resources Psychology/Psihologia Resurselor Umane*, 20(1), 33-43. <https://doi.org/10.24837/pru.v20i1.510>

Articles under review in BDI journals

Comăniță, O.M., Rus, C.E. & Fodor, O.C. (2022, under review in BDI Journal). The mediating role of well-being and burnout in the relation between multiple team membership and work-family conflict.

Articles published in outlets for the general population/ practitioners' community

Fodor, O.C. (2022). „Specialized gig work” oportunitate sau provocare?. *Cariere*, aprilie 2022, pp. 67-68. <https://revistacariere.ro/leadership/contribuitori/specialized-gig-work-oportunitate-sau-provocare/>

Manuscripts in preparation

Three additional manuscripts are in the final stages of preparation.

International Conferences

Fodor, O.C., Curseu, P. L. (2022). Multiple team membership and learning: the mediating role of knowledge hiding. *82nd Annual Meeting of the Academy of Management*, Seattle, USA, August 2022 (hybrid)

Fodor, O.C., Curseu, P. L. (2022). The More Teams I Am Part of The More I Learn; Or Is It? The Mediating Role of Knowledge Hiding in the Relation Between Multiple Team Membership and Learning. *INGRoup, 17th Annual Conference*, Hamburg, Germany, July 2022

Trif, S. R., Curseu, P. L., & Fodor, O. C. (2022). Power differences and dynamics in multiparty collaboration systems: A systematic literature review. *INGRoup, 17th Annual Conference*, Hamburg, Germany, July 2022

Fodor, O.C., Curseu, P. L., Meslec, N. (2021). Multiple team membership, performance and confidence in estimation tasks. *INGRoup, 16th Annual Conference*, octombrie-noiembrie 2021

Fodor, O.C. (2021). Leader knowledge hiding and employee retaliation: The mediating role of LMX. *The 32nd International Congress of Psychology*, 18-23 iulie 2021.

National Conferences

- Fodor, O.C. (2022). Humor at work and in the larger social systems (State of the art). *A XXII-a Conferință Națională de Psihologie Industrial-Organizațională "Horia D. Pitariu"*, 2-5.06.2022
- Fodor, O.C. (2021). Comportamentele de ascundere a cunoștințelor ale liderilor și retalierea angajaților: rolul mediator al calității schimbului lider-membru. *Conectați la viitor: psihologie și tehnologie – Conferința Asociației Psihologilor din România*, 11-14 noiembrie 2021
- Fodor, O.C. (2021). Multiple team membership and knowledge hiding. The role of burnout and frequency of switches among teams. *A XXI-a Conferință Națională de Psihologie Industrial-Organizațională "Horia D. Pitariu": "Oameni și organizații"*, 27-29 mai 2021

Project website:

<http://woprc.ro/projects/multiple-team-membership-a-relational-perspective-on-the-leap-from-burnout-to-innovation/>

Date

12.08.2022

Grant Director

Lect. dr. Oana C. Fodor