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**Project management in  
boundary spanned teams  
- diversified directions  
of social exchange. The  
meta-analytical approach**

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**1. Introduction**

Project management does not represent a separate scientific domain, but this approach, as a result of many practical implementations, is continuously present in management science. More and more often there are included „soft’ technics to project management tools, which is proved by the body of articles in „Project Management Journal” and the opinions of Project Management Institute representatives that has been presented in the presence of author of this paper. In this, new approach, the techniques of project management are seen more like competences in efficient team motivation and work organization ensuring proper work attitudes than activities and performance optimizing the techniques.

The project teams comprise small groups and from a psychological point of view they should be offered the analysis analogous to the one for small groups. By the transfer of some psychological and sociological aspects to the ground of project management, there can be accepted or created a perspective of analysis concerned with social exchange in the management of small project teams (Lecoutre & Lièvre 2010). This perspective can allow the

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analysis of social exchange, quality of which determines the efficacy of project management and the project performance.

One of the leading concepts, which can appear in this point is the concept of social exchange, which has been present in the literature for a long time. The author found as many as 46 research studies concerned with LMX model (*Leader-Member Exchange*), which describes the quality of social exchange between a team member and a team leader. All this research was conducted with regard to the individual performance as an dependent variable.

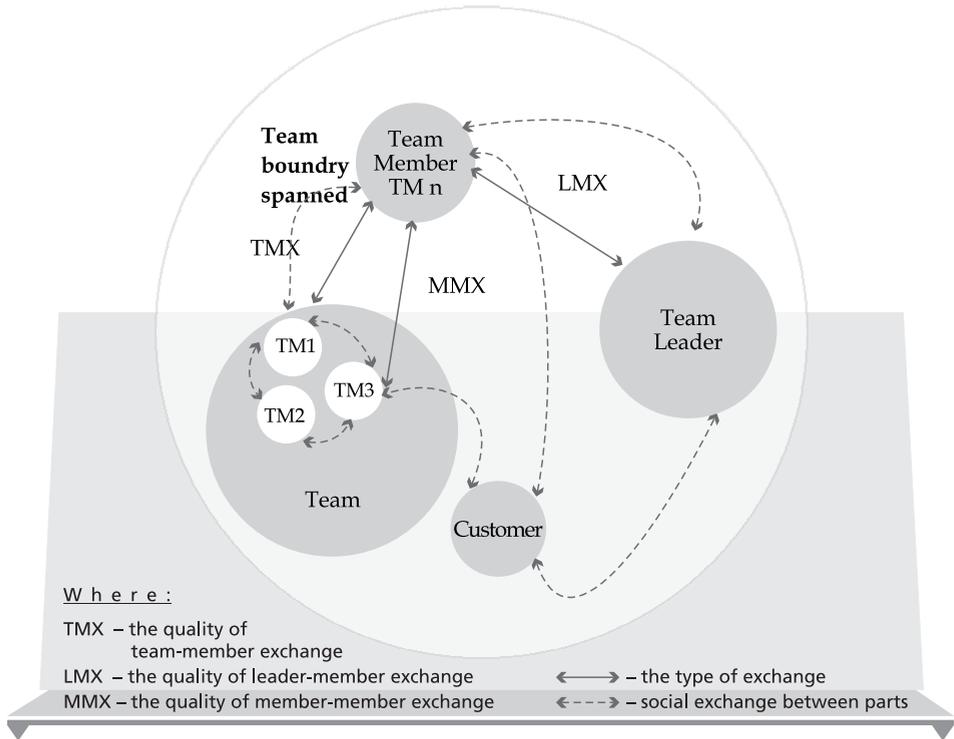
The aim of this paper is to present the recognized directions of multilateral social exchange which exists in project team works and to specify relations between such quality and the project performance, with a special consideration of the individual performance of project team members. The additional aim of this paper is to indicate the future research directions, which can be adopted as a separate and independent research project.

To achieve this goal the author conducted a partial meta-analysis which based on the conceptual model being a result of prior reflections. The analysis has a more horizontal than vertical character. The variety of research has been analyzed and the areas of previous research have been identified, which distinguishes this type of analysis from a vertical meta-analysis which gives, as a result, joined statistical effects concerned with the same variables and types of correlations (Gondek, Mazur 2013). The presented meta-analysis cannot be the basis of a significant statistic conclusion or the basis for the development of conceptual model. This is because the correlations are not very high, the coherence of research methods is not strong enough, the spread of time is wide and there is a high cultural diversity of samples, which can influence the research results. Moreover, the condition of 16 research studies which constitutes a high quality of research is not always fulfilled and the findings of meta-analysis cannot be used for statistical conclusions (Gondek, Mazur 2013). The additional shortcoming of the analytical work is a lack of the research referred to the exchange of MMX type. That is why, a full meta-analytical model cannot be created, but there is a possibility, on the basis of previous research, to create a conceptual model of social exchange in project teams.

There appears the question, which parts participate in the process of social exchange. It is clear that project organizations often bring together different stakeholders including customers. It can be assumed that during the temporary existence of the organization, customer is also the party and beneficent of social exchange. This is why the boundary spanning approach has to be applied.

## 2. Social exchange models in project teams

The problem of social exchange was and still is present in the management literature. It has sources from P. Blau (2009) and has been implemented on the ground of management science and resulted in many research directions, which include social exchange models LMX, their derivatives and a psychological contract concept.



**Figure 1.** The types of social exchange in boundary-spanned project teams identified in research findings

Source: own elaboration

In concepts of LMX the quality of relation based on social exchange between the team-leader and another team members can determine the performance of team work. These relations distinguish the quality of exchange and have a dynamic

character in a range of team work (at the beginning it is a formal exchange of values but in an advanced stadium the exchange becomes more social) (Graen et al. 2006, Graen & Uhl-Bien M. 1995, Liden & Maslyn 1998, Mazur 2012). This concept developed in the 90s and there appeared some variations. There was a dominating approach in LMX model that the quality of exchange between the leader (manager) and a member (worker) represents the exchange between an employee and the organization. As time went by, some noticed that there are at least two another directions of social exchange in project teams which can be distinguished. The first is concerned with the exchange between a team as an integrity and a particular team member (*Team-Member Exchange* or TMX) (Anand et al. 2010, Liden et al. 2000, Liu et al. 2011). The second refers to the exchange between particular team members as individuals (*Member-Member Exchange* or MMX) (Fried et al. 2007, p. 169). The social exchange between the member of a project team and the customer as an internalized team member does not prevail in the literature as a separate model, but there can be applied the MMX model.

A certain problem can appear referred to the identification of parts which participate in social exchange in project teams. The trial, how to resolve this problem has been presented at the Figure 1. The type of exchange which is the simplest for the analysis is the relation between team members, which comprises of information and support exchange (Fried et. al. 2007). There appears also more complex exchange, the team-member exchange, which can be analyzed with the application of a cross level analysis. Another, a very special type of exchange is the exchange between a team-member and a team leader, which has gained the most attention of research authors so far. As it was mentioned before, a special type of exchange between a member and a customer does not give any hope that it is different from other approaches. The customer can be treated as a team member if we use the assumption that the team is a boundary spanned organization (which refers to Aldrich theory from 1976). Similarly, customer oriented organization citizenship behavior can be a part of social exchange. Treating customer as a member of the team can be an example of *boundary spanning*, by which project team can be understood as *boundary spanned team*.

A multilateral social exchange is characterized by the ambiguity of value flows. The values received do not need to come from the same party, where other values were offered. For example, organizational citizenship behavior individually oriented toward some team members can bring the return for the leader. In such a case the rule of reciprocity, which is the basic rule of social exchange receives a special meaning. The network of values exchange is being

created, where one participant offers a value as „dowry“ and receives the value without the identification of a particular donor. There also a possibility exists that benefits which comes from the network are higher than could be received from each party separately. In such a case the network creates an added value for particular parties. The network approach has application in this case. Such an approach was described in coauthored work edited by G.B. Graen and A.G. Graen in 2007.

### **3. The relation between the social exchange quality and individual performance – a vertical and horizontal meta-analysis**

A vertical and horizontal meta-analysis referred to the relation between the quality of exchanges LMX, TMX and MMX and in-role and extra-role. The papers were published online in datasets of Emerald, JSTOR, Wiley-Blackwell, Elsevier, EBSCO and PROQUEST. There were analyzed 87 articles. The papers which did not include comparable research findings (did not include correlations between demanded variables) were excluded from the analysis. The material concerned with the LMX model was oversized that is why for the statistical quality improvement, the author excluded also the research findings which were not remarked by authors as statistically significant. The meta-analysis in this area is the extension and correction of the meta-analysis published by the author in 2012 (Mazur 2012). In the meta-analysis concerned with TMX and MMX the whole set of findings has been accepted because of there is a small number of research studies in this area.

The notion of IP – individual performance or in-role performance means the performance of an employee assessed by his or her fulfillment of formal obligations. The notion of OCB, i.e. *organizational citizenship behavior* or *extra-role performance* refers to the individual performance achieved by activities, which are the extension of formal obligations. This behavior includes OCBO – *organizationally-oriented citizenship behavior* and OCBI – *individually-oriented citizenship behavior* (Mazur 2011 pp. 105-106, Williams & Anderson, 1991). Sometimes, but seldom, there are distinguished COCBs – *customer-oriented citizenship behavior* (Kang, Bartlet 2013). Similar notions are *customer-oriented prosocial behaviors* (Lee & wsp. 2006), *prosocial service behavior* (Bettencourt, Brown 1997) and *service-oriented organizational citizenship behavior* (Wu & Liu 2014).

During the conducted analysis the research concerned with the relation between LMX and individual performance and research concerned with TMX and individual performance were identified. The research concerned with the

relation between TMX and MMX and COCB was not found nor the research concerned with the relation between MMX and individual performance. There are the results of meta-analysis presented in the Table 1. The table does not include a meta-analysis concerned with the MMX because such research has not been found.

**Tabela 1. The relation between social exchange and individual performance in project teams. The results of meta-analysis.**

Authors	Sample	Correlations:				
		IP	OCB	OCBO	OCBI	COCB
<b>LMX</b>						
Kang i Bartlett 2013	182					0,370
Bauer, Erdogan, et al., 2006	67	0,330				
Bauer, Green, 1996	112	0,480				
Bauer, Green, 1996	112	0,570				
Bauer, Green, 1996	112	0,460				
Bauer, Green, 1996	112	0,350				
Burton, Sablinski et al., 2008	58	0,260	0,190			
Chan, Mak, 2012	223	0,410	0,380			
Davis, Bryant, 2010	51	0,630				
DeConinck, 2011	356	0,400				
Dunegan et al., 1992	152	0,380				
Dunegan et al., 2002	146	0,360				
Fisk, Friesen, 2012	126	0,230				
Greguras, Ford, 2006	422	0,190	0,220			
Harris, Kacmar, 2005	1253	0,150				
Hsiung, Tsai, 2009	184	0,290				
Hu, Liden, 2008	275	0,430	0,340			
Huang, Chan et al., 2010	493	0,110				

Hui, Law, Chen, 1999	347	0,110	0,210			
Janssen, Van Ypren, 2004	170	0,340				
Johnson, Truxillo et al., 2009	154	0,320		0,250	0,350	
Kacmar, Witt et al., 2003	188	0,220				
Kacmar, Witt et al., 2003	153	0,320				
Kandan, Ali, 2010	165		0,560			
Kim, O'Neill, Cho, 2010	233			0,590		
Klein, Kim, 1998	74	0,280				
Law, Hui, Hui, 2010	168	0,350	0,250			
Lee, Wei, 2008	615	0,753				
Li, Sanders, Frenkel, 2012	298	0,120				
Loi, Ngo et al., 2011	177	0,200				
Masterson, Lewis et al., 2000	205	0,160			0,270	
Masterson, Lewis et al., 2000	651			0,270		
Ouyang, 2011	228	0,503	0,625			
Phillips, Bedeian, 1994	83	0,260				
Scandura, Schriesheim, 1994	183	0,270				
Schriesheim, Neider, Scandura, 1998	106	0,390				
Sekiguchi, Butron, Sablynski, 2008	125	0,440	0,420			
Sekiguchi, Butron, Sablynski, 2008	125	0,210	0,220			
Townsend, Da Silva et al., 2002	420	0,280				
Tse i wsp. 2012	252	0,370				
Wech i wsp. 2009	169	0,220	0,460			
Valumbwa, Cropanzano, Hartnell, 2009	398	0,500		0,410		
Waismel-Manor , Tziner et al., 2010	163		0,390			

Walumbwa, Mayer et al., 2011	201	0,290			0,360	
Walumbwa, Cropanzano, Goldman, 2011	429	0,330				
Wang, Chu, Ni, 2010	214		0,229			
Wang, Law et al., 2005	162	0,380	0,290			
Wayne, Shore, Liden, 1997	252	0,450	0,260			
Van Breulelein i wsp. 2012	605	0,250				
Vecchio, 1998	45	0,270				
Vecchio, Norris, 1996	86	0,370				
Zhang, Wang, Shi, 2012	165	0,340				
<b>Total samples</b>		<b>10837</b>	<b>3096</b>	<b>1436</b>	<b>560</b>	<b>182</b>
<b>Number of studies</b>		<b>46</b>	<b>15</b>	<b>4</b>	<b>3</b>	<b>1</b>
<b>Weighted average of correlations</b>		<b>0,315</b>	<b>0,328</b>	<b>0,359</b>	<b>0,324</b>	<b>0,370</b>
<b>TMX</b>						
Anand et al. 2010	231			0,02	0,3	
Liden et al. 2000	337	0,19				
Liu et al. 2011	158	0,16	0,01			
Liu et al. 2011b	52	0,51				
<b>Total samples</b>		<b>547</b>	<b>158</b>	<b>231</b>	<b>231</b>	<b>0</b>
<b>Number of studies</b>		<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Weighted average of correlations</b>		<b>0,326</b>	<b>0,010</b>	<b>0,020</b>	<b>0,300</b>	<b>0,000</b>

**Source:** own elaboration on the basis of Gondek & Mazur 2013

The analysis of the weighted average of correlations in the case of LMX presented that the average correlation was above 0,3. Such correlation in a separate study is not high but can be accepted as the number statistically valuable. In the case of meta-analysis, where there is summed-up research conducted in different countries, periods and social and economic conditions, the correlation (and the strength of relation) can be influenced by many moderating

variables. A minimum correlation between the quality of exchange LMX and in-role performance was 0,11 and has been remarked by research authors as statistically significant. Whereas a maximum correlation was 0,753, which confirms a very strong relation. A minimum correlation between LMX and general OCB was 0,190, but maximum 0,625, which also confirms the relation. A minimum correlation between OCBO and LMX was 0,250, whereas between OCBI and LMX it was 0,270. A maximum correlation between OCBO and LMX was 0,590, whereas between OCBI and LMX 0,360. The correlations and relations exist, but they are not sufficient bases for conclusion. However, the fact that the average of correlations for OCBO was higher than for OCBI can suggest that in the case of social exchange between the leader and the member of a project team, the project member can react by supporting the leader than other members. It can also suggest that the organization is represented by the leader as part of the exchange.

The analysis of correlation between TMX and individual performance brought us to different conclusions. The singular research was included for a meta-analysis because the model of TMX is relatively new and there is a small number of research conducted for it. The meta-analysis can be provided only for the relation between TMX and IP. This meta-analysis is low-quality because it is based on a small number of studies. The analysis of extreme values of correlation and weighted average of correlation can be also conducted only for these variables. Because of a low number of studies the analysis was excluded. There are only single studies of relation between TMX and another types of performance and the research study on the relation between TMX and COCB has not been found. However, the weighted average of correlation between TMX and IP is high enough to suppose the statistical relation between these two variables. That is why, with the acceptance of a vertical analysis as the basics, the conceptual model presented on the Figure 1 can be a good point for the future research.

#### 4. Final remarks

There are some conclusions from the meta-analysis. Firstly, there is clearly observed a possibility of the development of research projects in two directions. The first of them is to examine the relation between the social exchange between project team members and individual performance. This research direction has to be embedded in the area of psychology and social psychology. In approaches, which have been developed so far exist some elements which can support such

a direction referred to project management and human resources management. They include primarily the theory of organizational climate (Denison 1996, Qadeer i Jaffery 2014). The second course of the research can be the examination of the range of relation and exchange directions which can be a basis for the analysis of a contemporary network approach. In this approach the quality of exchange between a team-member and a customer is worth examining likewise the relation between the quality of such an exchange to work-related outcomes of team members, the team as an integrity and all organization. It is possible that it can be valuable to go further and analyze the quality of exchange with other stakeholders as organizations or as with individuals.

## Summary

### **Project management in boundary spanned teams and problem of social exchange - a meta-analytical approach**

The conceptual model of the types of social exchange in project teams has been presented in the study. The perspective of a boundary spanned organization has been accepted as the basis of the analysis. The author conducted a critical review of literature in the area of relation between the quality of social exchange (referred to models: LMX, TMX and MMX) and such variables as: IP, OCB, OCBO, OCBI and COCB. The analysis included 87 research studies. A vertical and horizontal meta-analysis was made. The legitimacy of a conceptual model has been confirmed. The results of analysis indicated future research directions for independent research projects.

**Keywords:** *project management, boundary spanning, individual performance, LMX, TMX, MMX.*

## Streszczenie

### **Zarządzanie projektami w zespołach o rozszerzonych granicach a problem wymiany społecznej - podejście metaanalizyczne**

Przedstawiono model konceptualny dotyczący rodzajów wymiany społecznej w zespołach projektowych. Do analizy przyjęto perspektywę organizacji o rozszerzonych granicach. Przeprowadzono krytyczną analizę literatury w zakresie relacji pomiędzy jakością wymiany społecznej LMX, TMX i MMX a zmiennymi opisującymi indywidualną wydajność

pracy: IP, OCB, OCBO, OCBI i COCB. Na podstawie wyników badań zgromadzonych na podstawie analizy 87 opracowań stworzono wertykalną i horyzontalną metaanalizę. W wyniku analizy potwierdzono zasadność modelu konceptualnego oraz wskazano na możliwości przeprowadzenia odrębnych projektów badawczych.

### **Słowa**

**kluczowe:** zarządzanie projektami, rozszerzanie granic, wydajność indywidualna, LMX, TMX, MMX.

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