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Dynamics of Team-Member Exchange (TMX): A Bibliometric Analysis

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Abstract

Team-Member Exchange (TMX) and its associated positive organizational outcomes have garnered significant interest among organizational researchers and psychologists. To address this interest, the current research through bibliometric analysis reviewed TMX and its profound impact on the related concepts within organizational research. Utilizing a targeted search on Scopus, 113 articles were shortlisted. The substantial influence of TMX on both individual and team-level outcomes was explored by applying the Social Exchange Theory (SET). The thematic analysis and the implications of TMX, including its connections to the leadership roles, cultural contexts, and individual attributes that can enhance TMX were discussed in detail. The research study contributes to the field by providing the first comprehensive bibliometric analysis of TMX, highlighting growth trends, dominant themes, and key author collaborations which differentiates it from the previous reviews that lacked such detailed quantitative insights. This study thus, provides useful insights, recommendations, and theoretical contributions for future research in this domain.

Keywords: employee performance, organizational dynamics, psychological contract theory, social exchange theory, team-member exchange, workplace relationships

Introduction

Team-Member Exchange (TMX) has been a subject of interest for organizational research scholars for many years (Ghamrawi & Tamim, 2023; Seers, 1989). Previous studies have shown that TMX not only explains but also identifies the development of relationships among team structures as well as maintains the quality of such relationships (Farh et al., 2017; Love & Forret, 2008; Seers et al., 1995). The connections among team structures and members (termed as TMX) can vary with respect to

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quality and performance. The high-quality interactions are characterized by positive emotions, interpersonal cooperation, and constructive criticism. As a result, these high-quality interactions enhance the individual's performance and contribute to positive organizational outcomes. Conversely, low-quality interactions lead to strained relationships, reduced teamwork, and low employee morale. Consequently, both of these high and low quality interactions determine the TMX relationships among the team members (Hamza et al., [2023](#); Pérez-Luño et al., [2023](#)).

Social Exchange Theory (SET) is often applied to analyze team-member interactions and it potentially suggests that members of the team interact in a reciprocal manner, weighing the advantages and disadvantages of their connections. SET explains that the interpersonal relationship depends on mutual gain and shared motivation for interpersonal engagement (Hamza et al., [2023](#); van Knippenberg et al., [2013](#)). These interactions can have varying levels of effectiveness, depending on the rules and expectations within an organizational context. While low-quality interactions can result in discontent and decreased performance, high-quality interactions can promote trust, dedication, and teamwork. Social Exchange Theory emphasizes the significance of investment and reciprocity in interpersonal interactions which affect team dynamics and long-term results (Imran et al., [2023](#); Okbagaber, [2019](#)).

Previous studies in the TMX literature have identified both individual-level and group-level antecedents and consequences. Some of the individual-level antecedents include, organizational justice, friendship, emotional intelligence, and so on. Whereas, group-level antecedents encompass, collectivism, team affiliation, member distinction, and so on. As per the current research, seventeen previous studies on TMX have used social exchange theory as a theoretical lens primarily as a mechanism of interpersonal exchange at individual level (Baugh & Graen, [1997](#); Kim & Vandenberghe, [2020](#)). As a result, consequences of TMX manifest in various ways, impacting aspects of mental health, job performance, organizational citizenship behavior, cohesion, and conflict resolution (Luqman et al., [2023](#)). However, these studies provide limited view of the trends in TMX literature as well as the intellectual structure of TMX based on the underlying theories. Since the literature is unclear on the thematic, intellectual, and social trends of TMX evolution over the years and also the organizational and individual factors that have been the topic of interest to

previous researchers, the current study provides a bibliometric analysis on TMX using the lens of social exchange theory (Ghamrawi & Tamim, [2023](#); Luqman et al., [2023](#)).

Several research gaps in the study of Team-Member Exchange (TMX) include the lack of comprehensive bibliometric analyses, unclear thematic and intellectual trends, limited insights into contextual elements influencing TMX interactions, and insufficient exploration of author partnerships and term co-occurrence. These gaps highlight the need for updated studies to map TMX research evolution, examine underlying theories, and illuminate collaboration networks in the field (Ghamrawi & Tamim, [2023](#); Luqman et al., [2023](#); Hamza et al., [2023](#)).

Research in the recent years has seen immense volume of publications in various sub-disciplines of behavioral finance, human resource management, and marketing (Kipkosgei et al., [2020](#)). As a result of which bibliometric analysis has also gained vast recognition in business research to tap the mapping potential of these publications in terms of citation analysis and quality of publications (Karakose et al., [2022](#)). The popularity of business research bibliometric analysis is primarily attributed to (1) management of large volumes of scientific data and (2) yield of high research impact publications (Bota-Avram, [2023](#)). As there has been no significant bibliometric analysis on TMX in the recent years therefore, an updated study is needed in the literature of organizational science.

Therefore, the objective of this bibliometric analysis is threefold. Firstly, to offer a comprehensive overview of TMX in an intra-organizational context by highlighting its growth trends, dominant themes in the literature, and citation analysis. Secondly, to provide insights into the contextual elements that influence TMX interactions. Finally, to analyze author partnerships and the co-occurrence of terms related to TMX. Hence, this research primarily examines previous advancements in TMX and addresses the following research objectives through bibliometric analysis.

1. To examine the growth trends in the literature of Team-Member Exchange (TMX).
2. To examine the emerging themes of TMX that have dominated the research landscape.

3. To analyze the authors and citations that had the greatest impact in the domain of team-member exchange.
4. To analyze the contextual elements that influence TMX.

Literature Review

The objective of the literature review is to provide a comprehensive overview of previous researches on Team-Member Exchange (TMX) and to identify the gaps in literature, ultimately aiming to inform the design and focus of the current study. In this respect, the current study has used a narrative literature review approach to grasp the body of knowledge on team-member exchange for a bibliometric analysis.

The concept of Team-Member Exchange (TMX) was introduced in 1975 when the research by Dansereau et al. (1975) came into the limelight. TMX focuses on the nature of interpersonal connections in work teams and its dynamics. Team members develop unique interpersonal relationships in which certain members receive more resources, trust, and support from others for shared accomplishment of tasks. Therefore, the research has shown that the presence of better team-member exchange often ensures better results (Dansereau et al., 1975; Ghamrawi & Tamim, 2023). Similarly, high-quality TMX connections are linked to more favorable outcomes as they promote job satisfaction, performance, and other positive organizational outcomes. Seers (1989) argued that an important aspect of reciprocity-based social interaction is TMX as it allows for more employee connections and mutual trust. Employees require a supportive work environment and positive interpersonal relationships on a psychological and social level. People who have exceeded expectations and have been more transparent about the uncertainty of procedures, interact effectively with other team members and as a result improves job productivity (Yang et al., 2023). Therefore, collaboration among peers is an essential component to the organizational success.

As a result of high quality TMX, interactional co-creation (shared innovation) emerges as a potent source of innovation, creativity, and enhanced performance, primarily due to the positive impact of robust TMX. Further research and managerial implications lie in exploring the role of actor-networked interactional co-creation (Major et al., 1995; Rouse, 2020). This actor-networked interactional co-creation termed as 'social exchange' is closely linked to the individual's cognitive aspects. As the social

exchange is often influenced by the perceived promises and beliefs by reciprocal parties; hence, this resultantly can be explained through psychological contract formation as well. Team-member exchange is a sort of social exchange at the workplace and, therefore, it can be typically explained through social exchange theory. However, any social exchange requires social and intimate co-creation based integration that develops through shared interpersonal boundaries, shared scripts, and schemas which evolve through gradual development of psychological contract (Kipkosgei et al., 2020; Rouse, 2020). Hence, employees' prior experience with TMX significantly supports individuals when they interact with each other, especially in creative and collaborative tasks. Both psychological contract theory and social exchange theory can therefore shed light on individual-level reward structures and the potential outcomes associated with TMX (Boudrias et al., 2021; Kipkosgei et al., 2020; Lau et al., 2021).

Friendships and emotions play a significant role in TMX where emotions within these relationships can be both positive and negative (Huynh et al., 2019). Low-quality TMX often involves short-term task-oriented interactions that are primarily transactional and economic in nature (Tabak et al., 2024). As these low-quality TMX lacks the depth of long-term interpersonal relationships, this can potentially lead to emotional conflicts and dissatisfaction too. Contrarily, these conflicts can arise not only in low-quality TMX but also in high-quality TMX. Team members who perceive positive emotional responses tend to develop high-quality TMX (Luqman et al., 2023). This positive TMX can buffer against emotional conflicts within teams and enhance creative behaviors among team members (Xu & Wang, 2020). As employees engage in reciprocal social exchange, a psychological connection is formed among the team members. Therefore, it is worth exploring this concept not only in the context of social exchange theory but also in relation to psychological contract theory through deductive means in the future research. Employees with high-quality team-member exchange tend to report a higher level of psychological security, resulting in the establishment of a stronger psychological contract which in turn fosters better team-member exchange (Chung & Jeon, 2020). This emotional stability provided by high-quality TMX leads to improved relationships with leadership, contributing positively to vertical exchange relationships such as leader-member exchange (Chung & Jeon, 2020; Kipkosgei et al., 2020). However, there are

gaps in the literature to explore the causes and remedies for workplace depression with social exchange quality and psychological contracts, contributing to improve TMX as the outcome of interpersonal social exchange (Baek et al., [2018](#)).

To narrate the significance of collaboration and TMX, it is observed that the motivated frontline staff plays a pivotal role in driving service innovation within organizations. These frontline employees receive training from the organization and informal social understanding from social interactions to cultivate effective TMX relationships. Such relationships then in turn significantly contribute to the collaboration and serve as an important organizational resource (Boudrias et al., [2021](#)). High-quality TMX reflects employees' commitment, reciprocity, and interpersonal dedication to task accomplishment. Due to this, the employees offer social and emotional support, revitalizing energy, and promoting cooperation (Farmer et al., [2015](#)). Therefore, high-quality TMX is essential for both individual and organizational performance (Banks et al., [2014](#); Daily & Huang, [2001](#); Ford et al., [2014](#)). On the other hand, the perception of workplace politics can deter TMX, potentially causing conflicts among team members (Huynh et al., [2019](#)). Therefore, organizational leaders must monitor these dynamics and take timely corrective actions, including reformation of groups, workload distribution, and mutual feedback (Baek et al., [2018](#)). Although strong organizational leadership enhances TMX, but individual dispositions also play a key role in maintaining TMX (Kipkosgei et al., [2020](#); Luqman et al., [2023](#)). Both employee mindfulness and social exchange act as a mechanism where regulating emotions and promoting cooperation keeps the spirit of TMX alive (Chung, [2020](#)). Resultantly, this high TMX leads to job satisfaction and employee commitment (Kipkosgei et al., [2020](#)).

Unexpectedly, supervisor-subordinate relationship has received more attention than TMX as per research of some of the past scholars (Banks et al., [2014](#)). Therefore, research gap exists in the antecedents and outcomes of TMX and its associated benefits (Aisyah et al., [2022](#); Banks et al., [2014](#); Boudrias et al., [2021](#); Tabak et al., [2024](#)). As far as antecedents of TMX are concerned at individual and group-level, the effects of friendship, employee's mood, individual responses, emotional intelligence, and organizational justice have been studied in the context of TMX (Pérez-Luño et al., [2023](#)). Whereas, TMX research outcomes encompasses work-related

satisfaction, job commitment, mental health performance, and organizational citizenship behavior (Hamza et al., [2023](#); Luqman et al., [2023](#)). Although, previous researchers have identified a set of antecedents and associated outcomes of TMX, a comprehensive overview of TMX by highlighting its growth trends, dominant themes in the literature, and citations' analysis will give a deeper understanding regarding the literature.

Methodology

Over the years, the publications regarding bibliometric analysis have been increased with an average of 1021 publications in the last decade. This tremendous growth can be attributed to the growth of scientific research itself, as well as to the basic advantage of bibliometric analysis that is “to determine the intellectual structure of a field by analyzing the social and structural relationships between different research constituents (for example, authors, countries, institutions, topics)” (Bota-Avram, [2023](#); Melo & Machado, [2021](#); Tavoletti & Taras, [2022](#)).

For the analysis of research objectives, a thorough Scopus research was conducted to identify the articles addressing the topic of TMX within organizational contexts. The selection of keywords was carefully carried out and based on relevant terms associated with TMX (as shown in the search query below). To ensure precision, search phrases were combined, such as "team-member exchange" and "exchange" and focus was specifically on the presence of "team-member exchange" in the articles' title. This comprehensive search was conducted in October 2023, utilizing secondary data sources, including articles and books. This approach allowed us to efficiently target articles that predominantly explored team-member exchange within intra-organizational context. The data extraction timeline spanned from 1960 to 2023. Initially, the search generated a total of 178 results from the year of 1960-2023. In order to refine the selection, quality criteria was applied by excluding the newspapers, editorials, data-sets (as they are not be peer-reviewed) ultimately narrowing down the results to 113 articles (Bota-Avram, [2023](#); Karakose et al., [2022](#); Tigre et al., [2023](#)). Subsequently, a detailed examination was conducted for the abstracts of the selected papers, leading to the retention of 113 articles for in-depth analysis which included articles written in English, Russian, and Chinese. Following the retrieval of the .csv file (Excel record file) from Scopus, further analysis using VOS-Viewer to extract various bibliometric insights related to team-member exchange was conducted. To facilitate this analysis, utilized the

filtered search terms from the Scopus data to construct the syntax query for the bibliometric analysis were utilized (Bota-Avram, [2023](#); Melo & Machado, [2021](#)). The syntax query is shown below:

TITLE-ABS-KEY: ("Team member exchange") AND PUBYEAR > 1960 AND (LIMIT-TO (EXACTKEYWORD , "Team-member Exchange") OR LIMIT-TO (EXACTKEYWORD , "Team Member Exchange") OR LIMIT-TO (EXACTKEYWORD , "TMX") OR LIMIT-TO (EXACTKEYWORD , "Team Member Exchanges") OR LIMIT-TO (EXACTKEYWORD , "Team-member Exchange (TMX)") OR LIMIT-TO (EXACTKEYWORD , "Team-Member Exchange") OR LIMIT-TO (EXACTKEYWORD , "Leader-member Exchange")) AND (LIMIT-TO (LANGUAGE , "English") OR LIMIT-TO (LANGUAGE , "Chinese") OR LIMIT-TO (LANGUAGE , "Russian"))

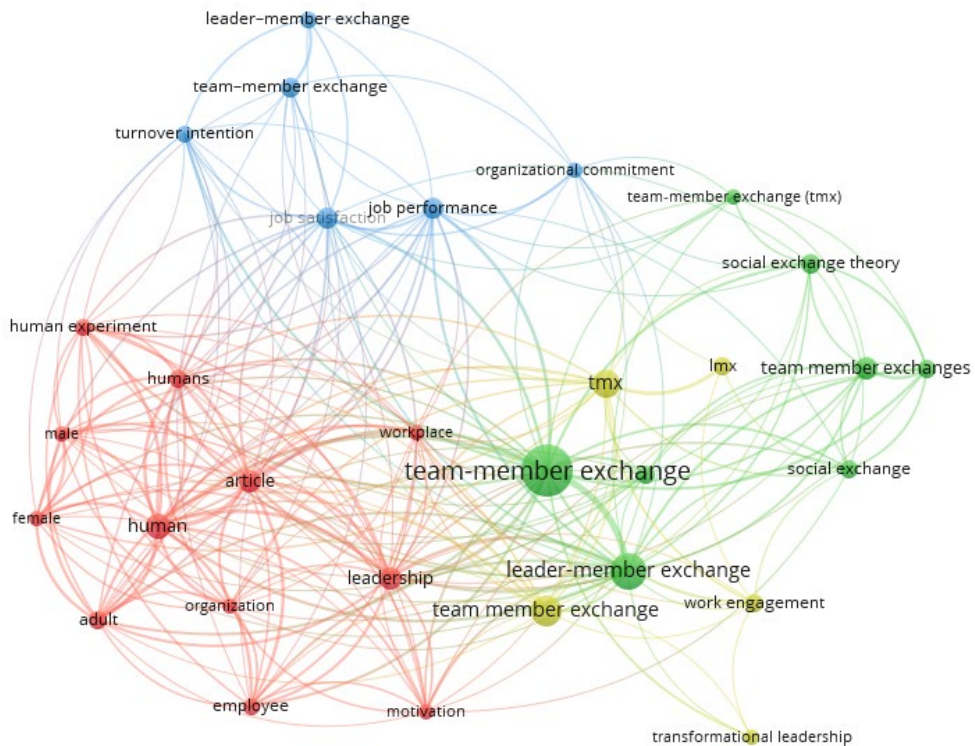
Results

The bibliographic examination of studies on TMX reveals new and intrigued perspectives on the organizational dynamics. The growth patterns of TMX are intricately linked with its profound impact on the job performance. This impact is characterized by the fostering of happiness, productive interpersonal collaboration, and valuable feedback from the colleagues. These findings underscore the enduring importance of workplace interdependence and reciprocity, aligning seamlessly with the principles of social exchange theory. Furthermore, it has been empirically demonstrated that specific leadership philosophies, particularly transformational and servant leadership, significantly enhance the quality of social interactions within teams. This, in turn, leads to the increased productivity and heightened levels of employee engagement. However, it is crucial to consider the potentially detrimental effects of self-serving and biased leadership on these relationships (Chung, [2020](#)). Hence, organizations must be vigilant in monitoring leadership behavior and should cultivate a supportive organizational structure to facilitate constructive team member interactions. The research is primarily based on the theme of high-quality TMX which influences not only workplace benefits but also the realms of teams' creativity and conflict resolution. These themes have garnered substantial attention within the TMX literature, reflecting their significance in the context of contemporary organizational dynamics (Chen & Wei, [2020](#)).

Another concept closely related to team-member exchange is the 'coworker exchange.' This concept pertains to the interpersonal interactions among employees who report to the same manager. Coworker exchange is particularly relevant to leader-member exchange as it has been previously studied that the increased coworker exchange positively contributes to it (Oh & Jang, 2020). Regarding the co-occurring concepts associated with team-member exchange, the term TMX emerges most frequently in the literature and is often followed by related terms, such as 'social exchange,' 'work engagement,' 'social exchange theory,' 'organizational commitment,' 'motivation,' and more. A visual representation of this analysis is demonstrated in Figure 1. It also gives a broader view for the growth trends in the domain of team-member exchange by addressing the first research objective of this study that is, the growth trends in the TMX literature.

Figure 1

Co-occurrence of Related Concepts



Note. Line thickness indicates that how closely the two studies were related

This bibliometric analysis underscores the significant impact of cultural factors, particularly collectivism and power disparity, on employees' perceptions of their work environment and intentions to remain with or leave their organizations. This highlights the critical importance of considering cultural context when assessing the effects of TMX. Exploration of various cultural elements that influence team dynamics and employee retention, could be a promising avenue for future research in this domain. Additionally, it was observed that the individual personality traits, particularly neuroticism, influence how team members respond to TMX. This suggests that certain personality characteristics can make individuals more attuned to the quality of interactions within their teams. Therefore, organizations must be aware of and account for these individual traits in their efforts to manage and optimize the team dynamics.

Moreover, in the context of current bibliometric analysis, the connection between thematic organizational antecedents and TMX is imperative. Leadership, culture, and personality are some of the primary factors influencing TMX as per the previous studies. Several approaches of leadership, such as servant and transformational leadership can enhance team communication, leading to better employee engagement and improved work performance (Boudrias et al., [2021](#)). Cultural factors that include collectivism and power distance also affect how employees perceive TMX and their job satisfaction. Additionally, personality traits, such as neuroticism play a role in determining individual's response towards team-member exchange. Therefore, TMX is a dynamic concept that influences organizational development with variables like leadership intent, personality, and culture alongside shaping the individual and group outcomes.

In order to address the third objective, citation analysis was carried out to uncover prominent authors and citations in the field of TMX. It is worth mentioning that some of the prominent citations in the TMX literature were derived from the studies published before 2015. Figure 2 provides a visual representation of citation analysis by using VOS-Viewer.

Figure 2

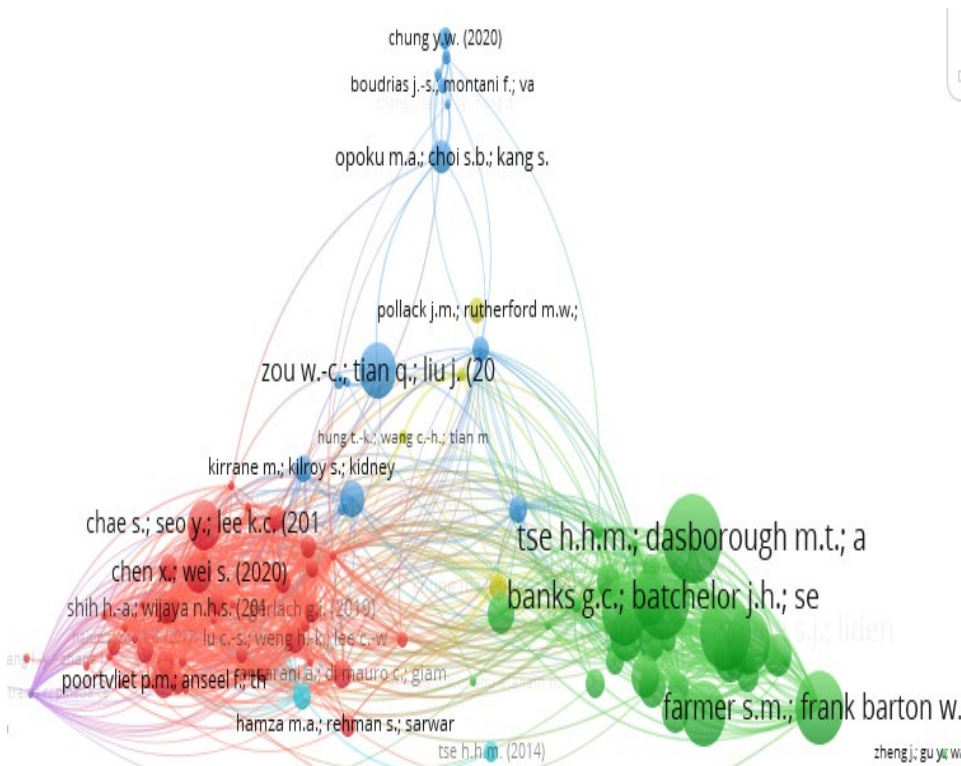
Citations Analysis



The influence of investigations regarding citations and authors on the development of the TMX discipline is immeasurable. Notably, the cultural components like collectivism and power disparities appeared to be the important indicators of how workers feel about their jobs and whether they plan to stay or quit. This emphasizes on how important it is to take cultural contexts into account when evaluating the impact of TMX. Moreover, it could spur more investigation into the ways in which various cultural elements affect team dynamics and employee retention. Additionally, it has been demonstrated that the individual personality traits, such as neuroticism, influence how team members should respond to TMX. This underscores the notion that the individual characteristics can exert a significant impact on team dynamics. Hence, organizations should be cognizant of and accommodating toward such individual traits in order to facilitate more effective team interactions. A coupling analysis of TMX

demonstrates that the literature in the field predominantly revolves around three central themes. These encompass the workplace benefits of team-member exchange (as exemplified by Farmer et al., 2015; Banks et al., 2014), conflict within the context of team-member exchange as evidenced by Chen et al. (2018) and Liden et al. (2006), and the relationship between team-member exchange, and teams' creativity (as observed in works such as Tse and Dasborough, (2008), Liden et al. (2006), and Chen and Liu (2020). A visual representation of this bibliometric coupling analysis is illustrated in Figure 3.

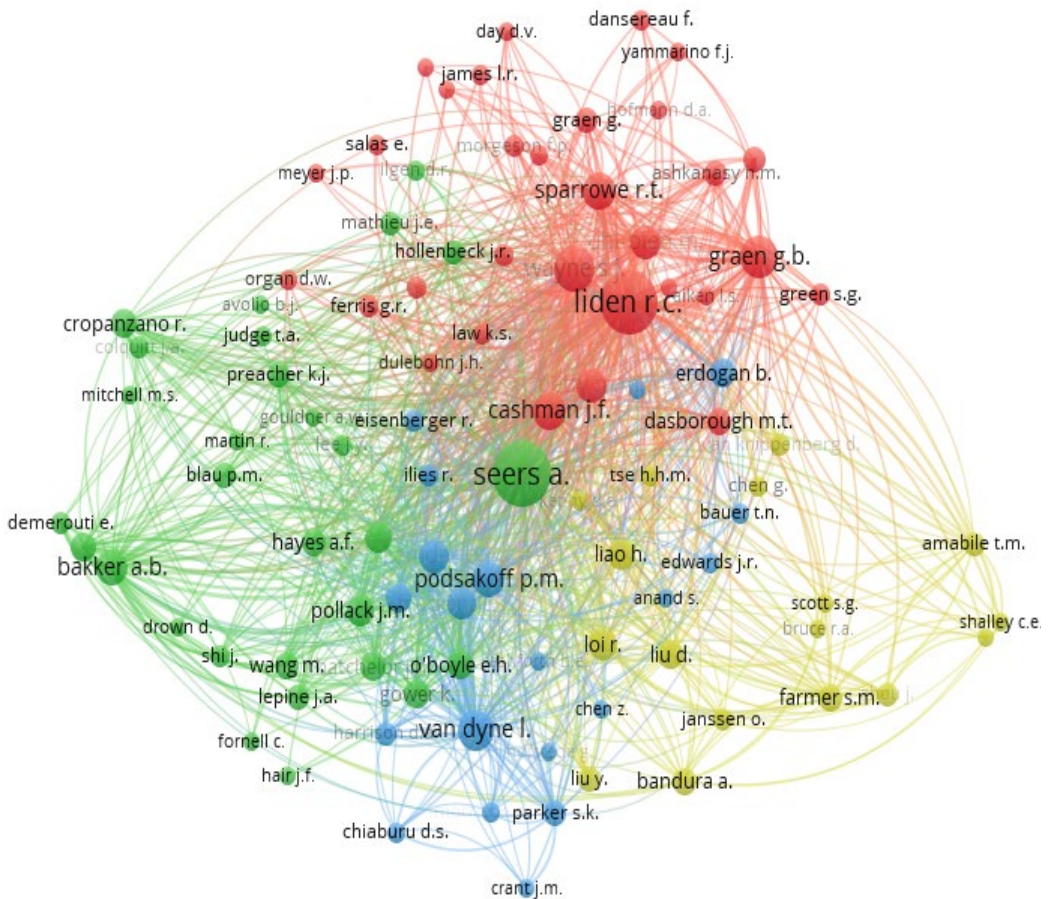
Figure 3
Bibliographic Coupling



The above illustrated review highlights the paramount importance of team-member interactions in an organization's overall success. The dynamics within teams exert a substantial influence on the performance of both the individuals and groups. It accentuates the pivotal roles that leadership, cultural factors, and individual traits play in shaping these team

dynamics. By promoting high-quality team-member exchange and considering these contextual aspects, organizations stand to enhance performance, boost employee engagement, and foster job satisfaction. The need for ongoing research becomes apparent as comprehending the implications and applications of team-member exchange in diverse organizational settings remain a complex endeavor. Therefore, the analysis of co-authorships by using the VOS-Viewer further contributes to the understanding of collaborative aspects within the field. It shows the association of different emerging concepts for joint collaboration on research for team-member exchange.

Figure 4
Co-authorships



Discussion

The bibliometric analysis addresses the second research objective by showing that three main themes of TMX have emerged in literature, 1) workplace benefits of team-member exchange, 2) conflict in the context of team-member exchange, and 3) team-member exchange and teams' creativity. Subsequently, the fourth research objective regarding contextual elements is explained in this section.

Workplace Benefits of Team-Member Exchange

Tabak et al. (2024) introduced the resource-based perspective of leader-member exchange. However, a comparable examination from a resource-based view for TMX in former management literature remains notably absent. While TMX is conceptually parallel to leader-member exchange, there is a distinct need for additional research to validate and expand upon this framework (Huynh et al., 2019). Previous researches have frequently incorporated TMX as a mediating variable in various models, employing a variety of theoretical lenses. The ability motivation opportunity theory underscores the pivotal role of employees' ability and motivation within the workplace in fostering a culture conducive to effective TMX (Boudrias et al., 2021).

The advantages of TMX may encompass a reduction in employees' turnover intentions (Banks et al., 2014). However, it's crucial to acknowledge that this effect may differ in diverse cultural and organizational contexts (Düger, 2021). TMX is instrumental in shaping individuals' behavior. Nevertheless, a weak regulatory focus within an organization may attenuate this relationship and vice versa (Kim et al., 2021). TMX cultivates a sense of "we" and elevates employees' commitment to their teams. A comparative study, contrasting the individualistic culture of the United States of America with the collectivist culture of China, revealed that TMX is a common source of job satisfaction in both of the nation's contexts (Huynh et al., 2019). Yet, future research should explore whether TMX is a spontaneous or a situational occurrence (Pérez-Luño et al., 2023).

In both the manufacturing and service industries, cooperation among employees in the form of TMX and mutual feedback is highly desirable. This collaborative approach serves as a wellspring of service innovation in the service industry (Kipkosgei et al., 2020). The sharing of such

information empowers employees to enhance the customer satisfaction through improved service performance and value co-creation (Düger, [2021](#)). Moreover, TMX contributes significantly to the development of a positive organizational culture as employees actively support and collaborate, engaging in mutual knowledge sharing (Major et al., [1995](#)). The interplay of optimism and collaboration in the workplace is heightened by high-quality TMX thus, culminating in an enhanced organizational performance (Chung, [2020](#); Major et al., [1995](#)).

Leadership, Team-Member Exchange, and Social Dynamics in Organizations

Boudrias et al. ([2021](#)) demonstrated the positive impact of supportive leadership on fostering team-member exchange (TMX) within an organization. Enhanced TMX, in turn, significantly contributes to the employees' job performance. However, it is essential to recognize that the leadership is not supportive in all aspects of social exchange and self-serving bias can come into play. This underscores the importance of examining relational dynamics, not only at a horizontal level but also at the vertical level of social exchange within organizations through the lenses of psychological contract theory and social exchange theory (Okbagaber, [2019](#)). Presence of transformational leadership positively influences the proactive behavior of employees, particularly in the context of workplace conflict (Boudrias et al., [2021](#)). In such situations, employees' problem-solving efforts align with the characteristics of transformational leadership within a vertical hierarchy. This alignment also strengthens TMX among followers as they perceive a reduced likelihood of interpersonal conflicts due to high-quality TMX. Moreover, an employee's tenure in a job is closely tied to effective TMX with more experienced employees generally engaging in higher-quality TMX (Major et al., [1995](#)).

The existence of TMX enhances knowledge sharing and feedback mechanisms among employees. This knowledge sharing of soft skills and experiential learning on conflict resolution by senior employees positively contributes to TMX (Farh et al., [2017](#)). Previous researches indicate that employees in an environment characterized by high TMX go out of their way to provide extra support to colleagues through volunteer behavior. This pattern is also observed among senior employees who actively mediate interpersonal conflicts among colleagues (Hamza et al., [2023](#)). For the successful completion of challenging tasks, employees require a high level

of self-efficacy. High-quality TMX serves as a source of self-efficacy among team members (Kipkosgei et al., [2020](#)). However, the presence of dominant team members may lead to the possibility of aggressive behavior in the workplace, potentially reducing both the high-quality TMX and self-efficacy. Notably, such dominant team members may subsequently report lower job satisfaction and feelings of resentment (Wang & Hollenbeck, [2019](#)).

Team-Member Exchange and Teams Creativity

Differentiation in Team-Member Exchange (TMX) is a vital aspect of creativity that significantly enhances the quality of reciprocal relationships within a team. The subtle variations in thought patterns, sub-culture, cognitive abilities, gender, and more create interdependencies among team members that lead to inevitable reciprocal social exchange in the workplace (Vernanda, [2022](#)). The implications of this TMX differentiation extend to both the individuals and teams. Yet, there exists a dearth of literature that elaborates on the role of such differentiation at the individual and team levels. An adverse outcome of such differentiation can be a reduction in team harmony, resulting in decreased overall performance (Kim & Yi, [2019](#)). However, Leader-Member Exchange (LMX) can mitigate the negative consequences of TMX differentiation and leaders should not remain isolated from the tasks that rely on TMX (Ford & Seers, [2006](#)). Thus, more research is needed to explore the effects of TMX differentiation and its potential outcomes (Major et al., [1995](#)).

TMX and LMX have an impact on lowered turnover intentions, work engagement, and job satisfaction. According to Banks et al. ([2014](#)), team members place a high value on interpersonal relationships which lowers their desire to leave and boost the output. The significance of social exchange theory has been highlighted by recent empirical studies (Banks et al., [2014](#); Seers, [1989](#)). Also, a previous research has demonstrated that LMX and TMX are similar in ways that they both entail mutual social interaction (Boudrias et al., [2021](#)). LMX is strongly related to psychological contract theory even though both TMX and LMX have their roots in social exchange theory (Banks et al., [2014](#); Jacobs, [1970](#)). These two ideas are different in theory and in practice (Boudrias et al., [2021](#); Zhang et al., [2022](#)). Dyadic social interaction, in which members mostly communicate with a leader one-on-one, is what distinguishes LMX from TMX which usually takes place inside a group or team (Liu et al., [2011](#)). The members of TMX

develop social and psychological ties with one another which result in the development of a psychological contract and mutual expectations (Chen & Wei, 2020). Baek et al. (2018) argued that higher levels of TMX are favorable as low-level TMX often indicates troubled relationships among the team members. The positive influence of TMX, fostering of positive emotions, interpersonal collaboration, and feedback on individual performance need further examination across various organizational contexts and theoretical perspectives.

Conclusion

To gain a more profound understanding of the multifaceted nature of team-member exchange, future studies should continue to explore this subject. This research on team-member exchange (TMX) highlighted the intricate web of relationships that exist between co-workers. The study emphasized on the critical impact of high-quality TMX in enhancing the individual and team performances and stressed upon the value of encouraging constructive interpersonal interactions among the team members. Along with providing directions for the leaders and HR experts, the practical implications highlight the importance of leadership styles, cultural factors, and individual personality features in boosting TMX within firms. The broader social ramifications also highlighted TMX's beneficial effects on overall workplace well-being and its ability to support a peaceful and inclusive society.

Implications of the Study

This thorough analysis of the Team-Member Exchange (TMX) literature offers important theoretical insights into the dynamics of social exchange in workplace settings. The results highlighted the significance of TMX in influencing team dynamics and workers' performances. The theoretical comprehension of the intricate web of interpersonal relationships at work is improved by the merging of social exchange theory and psychological contract theory in determining the causes and effects of TMX. Additionally, a more nuanced understanding of the diversity within teams is required as a result of the investigation of TMX differences and its effects on team dynamics. These theoretical foundations establish the groundwork for more investigation and the creation of more reliable theoretical frameworks that can direct the ongoing study in this area.

For firms looking to boost their performance and employee satisfaction, the practical implications of this study are crucial. Leadership development programs and training activities can be influenced by an understanding of how leadership philosophies, such as servant and transformational leadership, promote high-quality TMX. Organizations can actively seek to foster a leadership culture that encourages the productive TMX. The understanding of how cultural aspects affect TMX suggests that companies operating in various cultural contexts should modify their ways to approach the team dynamics and employee engagement. Additionally, recognizing the impact of individual personality traits, such as neuroticism, can direct human resource strategies, assisting in the formation of more productive teams and ensuring that the talents and sensibilities of individuals are fully utilized.

The ramifications of this study highlighted the value of building positive work connections on a larger social scale. Businesses that make an investment in fostering high-quality TMX help to improve their employees' general wellbeing. This benefits both the individual's performance and workplace satisfaction as well as staff retention which ultimately affects a country's workforce stability. The results pertaining to the effects of TMX differential highlighted the significance of recognizing and appreciating the diversity within teams, underlining that accepting various viewpoints and abilities can result in more inventive and productive work settings. Organizations can contribute to fostering more amicable and inclusive workplaces that benefit both individuals and society at large by recognizing the broader societal implications of TMX.

Future Research Directions

Future research in the area of Team-Member Exchange (TMX) needs to focus on the following aspects. First, it is crucial to conduct further research on TMX's antecedents, especially in light of changing work arrangements like gig economy jobs or remote employment. It is important to look into how these changes affect the creation of high-quality TMX and how they affect both the individual and team performances. Second, further in-depth investigation is needed to comprehend the role that leadership plays in TMX development with an emphasis on the potential effects of different leadership philosophies on the quality of these exchange relationships. Additionally, leaders and managers might benefit from the leadership

interventions and strategies to enhance TMX in many organizational settings.

Therefore, more research is required to fully understand the cultural influences on TMX, particularly the nuanced ways in which cultural components affect these exchange interactions. Research on the cross-cultural interactions can offer valuable perspectives on how businesses might adapt and change their approaches to effectively navigate diverse cultural contexts. Using state-of-the-art methodological techniques, such as experimental designs and longitudinal research, can yield a deeper understanding of the causal relationships between TMX and its outcomes. For better understanding of the intricacy involved, considering the mediating and moderating elements like team dynamics and individual personality features could prove beneficial. A more thorough comprehension of the significance of these exchange relationships can be attained by concentrating more on the social implications, such as how TMX affects overall workplace well-being and possible contributions to society. Future research should aim to overcome the gap between theory and practice in order to guarantee that the knowledge gained from the study of TMX is practically applied to enhance the workplace dynamics and contribute to the overall well-being of society.

Conflict of Interest

The authors of the manuscript have no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

Data Availability Statement

Data availability is not applicable as no new data was created.

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