

SAME SAME BUT DIFFERENT:
EXAMINING THE ROLE OF CULTURE IN THE RELATIONSHIP BETWEEN TEAM-
MEMBER EXCHANGE AND TURNOVER INTENTION

Abstract

Research indicates that team-member exchange (TMX) relates to outcomes important from an organizational point of view, such as performance, job satisfaction, or turnover intention. However, less is known about how national culture may influence the role of TMX. Drawing on social exchange and social information processing theory, we argue that the negative relationship of TMX and turnover intention is stronger in cultures high in collectivism and high in power distance. We combined the individual-level data of 6,664 employees from 14 countries with country-level data regarding the cultural values collectivism and power distance. Multilevel analysis provided support for the hypotheses. Culture moderated the relationship between TMX and turnover intention such that the effect was stronger in cultures high in collectivism. However, power distance did not moderate the relationship between TMX and turnover intention. This study contributes to the research field by adding a cross-cultural perspective and testing country-level moderation effects. The practical implications of our findings are discussed.

Keywords: Team-member exchange, turnover intention, social information processing theory, cross-cultural perspective