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Can I leave my hat on? A cross-level study of multiple team membership role separation

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Abstract

This article conceptualizes role separation in multiple team membership (MTM) (i.e., the extent to which a multiteamer's role within a focal team is different from his/her role in another team) as a key predictor of individual and team outcomes. Existing literature on MTM focuses primarily on the total *number* of concurrent teams that an individual contributes to, and thus largely ignores the potential *diversity* that may characterize MTM. In Study 1, we develop and validate a measure of MTM role separation that reflects differences in (a) expected work results; (b) team collaboration; (c) leader expectations; and (d) client and/or customer characteristics. In Study 2, we use field data to examine the cross-level implications of MTM role separation. As expected, we find that MTM role separation is positively related to a multiteamer's role ambiguity within a focal team and, by extension, harms the performance of the entire focal team. This indirect relationship is not observed when a focal team's teamwork quality (TWQ) is high. We discuss how these findings advance our understanding of the multifaceted and multi-level nature of MTM and help multiteamers, team leaders, and organizations deal with MTM's challenges.

KEYWORDS

multi-level modeling, multiple team membership, role theory, teamwork quality

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1 | INTRODUCTION

Many of today's employees are required to work in multiple teams at the same time, a phenomenon referred to as multiple team membership (MTM; O'Leary et al., 2011). Recent research has found that an individual's total number of team memberships directly predicts his/her role strain (e.g., role ambiguity, role overload; Berger & Bruch, 2021; Pluut et al., 2014; van de Brake et al., 2020a; Zika-Viktorsson et al., 2006) and overall job performance (van de Brake et al., 2018). In addition, research at the level of the team (e.g., Bertolotti et al., 2015; Cummings & Haas, 2012) and work unit (Crawford et al., 2019) suggests that a work group's average number of memberships of other teams is directly related to its overall effectiveness. Although these studies provide rich and important insights into the challenges and opportunities that come with MTM, two key questions remain unanswered in the existing literature.

First, prior studies' near-exclusive focus on an employee's *number* of simultaneous team memberships leaves us with little insight into the *diversity* that may characterize MTMs. Most of these studies draw on role theory (Biddle, 2013) to examine how a multiteamer's number of team roles relates to his or her role strain (e.g., Berger & Bruch, 2021; Pluut et al., 2014; van de Brake et al., 2020a). While participating in a greater number of roles may certainly increase strain, role theory also specifies that (a) the content of simultaneous roles may vary considerably (i.e., the functional, relational, and structural requirements associated with each team; Biddle, 1986) and (b) such role differences may create confusion about one's core responsibilities within a particular team (Nicholson, 1984; Turner, 1978). Accordingly, van de Brake et al. (2018, p. 1129) acknowledge that MTM's implications for individuals "may hinge not only on the number of an employee's concurrent team memberships [...] but also on qualitative differences between teams" (see also O'Leary et al., 2011, p. 468). The first goal of the present study, therefore, is to examine how diversity in a multiteamer's simultaneous team roles influences his/her role strain (i.e., role ambiguity; van de Brake et al., 2020a) within a focal team. In doing so, we conceptualize and empirically validate a new construct, termed *MTM role separation*, that captures the degree of difference between an individual's role within a focal team and his or her role in another team (cf. Harrison & Klein, 2007).

Second, it remains largely unclear how MTM theory and research at the individual and team levels of analysis are connected, leaving potential cross-level relationships poorly understood (for an exception, see Berger et al., 2021). Indeed, multi-level research has provided strong evidence that team-level factors may shape individual-level relationships within teams, suggesting that MTM's individual-level consequences may vary considerably between teams (Hackman, 2012; Heck & Thomas, 2015). Moreover, when working as a member of a focal team, multiteamers' behaviors and perceptions may influence others who depend on them for information and resources to achieve a common team goal (Hackman, 1987). Consequently, there are good reasons to expect that MTM's implications for individual team members (e.g., increased role ambiguity) may aggregate to affect the performance of the focal team as a whole (DeShon et al., 2004; see also Kahn et al., 1964). The second goal of the present research is to increase our understanding of these cross-level mechanisms. Further expanding our role-theory perspective (Kahn et al., 1964), we highlight teamwork quality (TWQ) (i.e., how well the members of a focal team communicate, coordinate, balance contributions, and support each other; Hoegl & Gemuenden, 2001) as a team-level factor that may shape individual multiteamers' ability to achieve role clarity within that team. Specifically, we propose that the implications of MTM role separation for multiteamers' role ambiguity in one specific team (i.e., the focal team; cf. Cummings & Haas, 2012)—and, by extension, the performance of that entire team—crucially depend on the quality of the focal team's teamwork.

To develop and test our multi-level framework, as depicted in Figure 1, we examine how a multiteamer's engagement in other teams relates to his/her role in the focal team. Across two independent studies, we develop and validate a MTM role separation measure (Study 1) and use multi-source data from 129 multiteamers across 52 focal teams (283 team members) to test our hypotheses (Study 2). In doing so, we aim to advance theory and research on MTM as a multi-dimensional phenomenon that shapes the experiences of both individuals *and* entire teams. We respond to repeated calls for empirical research that examines the implications of MTM diversity (O'Leary et al., 2011; van de Brake et al., 2018, 2020b), and highlight role theory as a useful framework in identifying meaningful, role-related

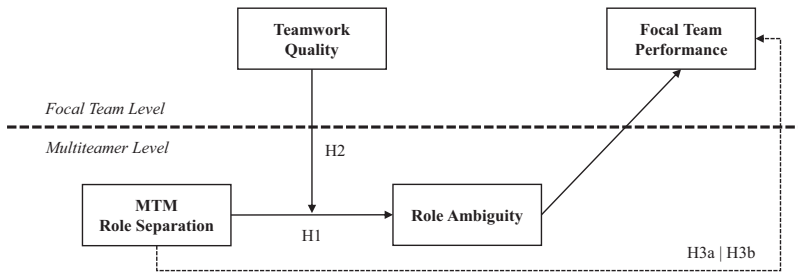


FIGURE 1 Conceptual model and hypotheses. The dotted line represents a (conditional) indirect relationship

differences across multiple teams. Furthermore, our study contributes to the scarce literature on the cross-level mechanisms that shape MTM's performance consequences across different levels of analysis (Berger et al., 2021; Crawford et al., 2019; Cummings & Haas, 2012). We introduce TWQ as a key contingency factor that determines whether MTM's potential implications for role strain (Pluut et al., 2014; van de Brake et al., 2020a) and team performance (Bertolotti et al., 2015; Cummings & Haas, 2012) may (or may not) occur within a team. Together, these insights have important practical implications for organizations that, despite the clear advantages of MTM-based structures for firm efficiency and productivity (Berger et al., 2021), often struggle with its potential downsides for individuals and teams (Mortensen & Gardner, 2017).

2 | THEORETICAL BACKGROUND

MTM occurs when an employee is a member of more than one team at the same time (O'Leary et al., 2011). Theoretical and empirical research consistently suggests that MTM inherently is (a) a multilevel concept, given that it cuts across the individual and team levels of analysis (Mortensen et al., 2007; Rapp & Mathieu, 2019), and (b) multifaceted, because its consequences are determined by both the number *and* diversity of teams that people work in (O'Leary et al., 2011). Regarding the first point, research has, so far, primarily examined MTM as an individual-level (e.g., Pluut et al., 2014; van de Brake et al., 2018) or as a team-level phenomenon (e.g., Bertolotti et al., 2015; Cummings & Haas, 2012). The present research integrates these separate perspectives to explore the cross-level mechanisms that shape MTM's strain and performance implications. Specifically, we focus on a multiteamer's experiences in one specific team (i.e., the focal team) and examine how his/her engagement in other teams relates to his/her position in the focal team. This multiteamer-within-a-focal-team perspective enables us to examine the team-level contingencies that may influence MTM's individual-level consequences (Kozlowski & Klein et al., 2000), as well as the bottom-up effects through which individual MTM may influence the performance of the entire focal team (Morgeson & Hofmann, 1999).

Second, existing research assumes that MTM has stronger implications when an individual is involved in a greater number of teams, or when his/her memberships are characterized by more *diversity* (O'Leary et al., 2011). Harrison and Klein (2007) developed a typology that distinguishes between diversity in position or opinion (i.e., separation), knowledge or experience categories (i.e., variety), and resources such as pay or status (i.e., disparity). In their conceptual research, O'Leary et al. (2011, p. 464) focus on MTM diversity as a type of variety, referring to an undefined set of differences between concurrent memberships in terms of, for example, "tasks, norms, locations, and technologies in use." In other words, MTM variety refers to the general uniqueness or distinctiveness that individuals may experience when working in multiple teams, but it does not specify how researchers can conceptualize and operationalize more concrete types of MTM diversity. The present research builds upon O'Leary et al.'s (2011) work by applying a role-theory lens to the concept (Biddle, 2013), allowing us to ground MTM diversity in an overarching theoretical framework and, subsequently, to develop an operationalization that can be examined in the present and future research. In line with Harrison and Klein's (2007) typology, as well as our multiteamer-within-a-focal-team perspective, we conceptualize

role-related diversity as a form of *separation*. As outlined below, MTM role separation reflects disagreement or opposition between an individual's role within a particular focal team (and the attitudes, values, and beliefs that come with it; Harrison & Klein, 2007, p. 1203) and his/her role in other teams (see also Bunderson & Van der Vegt, 2018).

2.1 | Conceptualizing MTM role separation

Role theory began its life as a theatrical metaphor. In his seminal review, Biddle (1986, p. 68) notes that actors are constrained to perform "parts" for which "scripts" are written, and that role theory denotes that social behaviors in other contexts are also "associated with parts and scripts understood by social actors." Accordingly, the theory proposes that individuals occupy situation-specific roles that invoke expectations for their own behaviors and those of other persons (Kauppila, 2014; Rizzo et al., 1970). As a conceptual lens, role theory has helped scholars to systematically organize and examine how an individual's role expectations within a social group shape his/her experiences and behaviors within that group (Kahn et al., 1964). Accordingly, role theory is particularly relevant in team-based work settings, where members depend on each other for information and resources to achieve joint goals (van der Vegt et al., 2001) and frequently need to coordinate activities and clarify performance requirements (Hoegl et al., 2004).

Reviews of the literature suggest that role theory comprises three different perspectives: functional role theory, symbolic-interactionistic role theory, and structural role theory (e.g., Biddle, 2013; Georgakakis et al., 2019). The key premise of the functionalistic perspective (Parsons, 1951) is that role expectations are predetermined by the *functional responsibilities* of individuals within a social system. A functionalistic perspective on MTM would, thus, focus on multiteamers' specific tasks and formal duties within a team (e.g., relating to the product or service they are supposed to deliver). The symbolic-interactionistic perspective (Mead, 1934) focuses on the *relational* aspects of a work role. Role theorists in this area assume that roles are determined by ongoing relational processes that, over time, generate group-specific expectations about interpersonal behaviors (e.g., how to discuss problems, make joint decisions; Stryker, 2001). This perspective suggests that different teams may develop different collaboration norms (i.e., shared standards of appropriate behaviors; Post, 2015) so that multiteamers have to adjust their interpersonal behaviors as they move back and forth between different team contexts (O'Leary et al., 2011; van de Brake et al., 2018). Finally, the *structural* perspective (Levy, 1952) postulates that role expectations are not always harmoniously defined, but also shaped by individuals' hierarchical positions within the social system. Accordingly, this perspective suggests that authority figures such as team leaders or the team's direct customers, who often have context-specific demands and preferences (Chen et al., 2007; Zhang et al., 2012), influence an individual's role within the team.

Since the 1980s, there have been calls to combine these different role-theory perspectives to more accurately capture individuals' role expectations (e.g., Callero, 1994; Hilbert, 1981; Van der Horst, 2016). Indeed, focusing on just one perspective (e.g., functional expectations) would ignore important role requirements (e.g., collaboration norms, leader expectations) that also shape a multiteamer's experiences within a focal team (Chen et al., 2019; Rapp & Mathieu, 2019). Relatedly, it is important to note that although functional, relational, and structural role requirements resemble different aspects of a person's role, they are not independent of each other. For example, team collaboration norms tend to evolve in response to the team's task demands (e.g., Chatman & Flynn, 2001) and leadership style (e.g., Taggar & Ellis, 2007; for details, see Georgakakis et al., 2019). Hence, if a multiteamer's functional expectations are different across two particular teams (e.g., the product he/she is supposed to deliver), these teams' relational (e.g., how work should be coordinated) and functional (e.g., how to report results to the leader) role expectations are also likely to differ.¹

In sum, we posit that MTM role separation is minimal when a focal team's functional, relational, and structural expectations are identical to the expectations placed upon a multiteamer in his/her other team(s), and approaches the maximum when such role expectations are completely different between teams (Harrison & Klein, 2007). Consider a software engineer that is involved in two software development projects. In the first project, s/he is responsible for the implementation of an online application. The team regularly coordinates work activities in an informal, casual way. The

project leader allows the software engineer to deliver programming outputs in the format that s/he prefers, as long as s/he delivers it on time. The software engineer's second project, by contrast, involves a completely different set of functional requirements, team norms, and leader expectations. Here, s/he works on an encryption algorithm that is only a small part of a large and complex project. This project's leader is highly involved and closely monitors his/her coding outputs. In fact, most coordination and information exchange within the group occurs via the project leader, and group interactions only occur during formal meetings with everyone present. In comparison with a software engineer involved in more similar projects (e.g., where tasks expectations and group norms are similar across teams), this person's MTM is characterized by higher role separation.

2.2 | Hypotheses development

2.2.1 | MTM role separation and role ambiguity

A core tenet of role theory is that individuals often participate in multiple roles in their daily lives (Kahn et al., 1964). Combining multiple roles tends to create both advantages and disadvantages, given that each additional role comes with built-in privileges (e.g., career opportunities) and obligations (e.g., expected time investments) (Biddle, 2013; Rizzo et al., 1970). Some role theorists have argued that role privileges tend to accumulate more rapidly than role obligations, so that combining multiple roles is more likely to benefit rather than harm the individual (Rothbard, 2001; Sieber, 1974). Conceptual research similarly anticipates that MTM role separation may come with both benefits (e.g., opportunities for cross-fertilization and enrichment) and drawbacks (e.g., creating strain and confusion) (O'Leary et al., 2011; Smith & Lewis, 2011). Importantly, however, empirical research consistently suggests that "MTM's potential advantages are limited to relatively few employees" and that its drawbacks often "prevail over its benefits" (van de Brake et al., 2020a, p. 1525; see also Mortensen & Gardner, 2017, p. 5). Consequently, there is an urgent need for theoretical insights and practical strategies that help to curtail MTM's negative implications. As noted before, our limited understanding of (a) multiteamers' specific role configurations and (b) team-level contingency factors form a major bottleneck in this regard. Notwithstanding the potentially positive aspects of MTM role separation, the present research therefore focuses on its consequences for multiteamers' strain and confusion.

Indeed, a large body of research has found that participating in multiple work roles tends to induce role strain (see meta-analyses by Jackson & Schuler, 1985; Tubre & Collins, 2000). Role strain refers to a situation in which an individual faces a "wide, distracting, and sometimes conflicting array of role obligations" (Goode, 1960, p. 485). One of the most detrimental forms of role strain occurs when individuals' role expectations are ambiguous (Rizzo et al., 1970; Sawyer, 1992). Among all manifestations of role strain, such role ambiguity tends to have the strongest negative relationship with individual and organizational outcomes (Kauppila, 2014; Tubre & Collins, 2000). We therefore focus on role ambiguity as a key consequence of multiteamers' role separation.² Following Pearce (1981; see also Kahn et al., 1964), we define role ambiguity as a condition that occurs when individuals are uncertain about what is expected of them. Multiteamers thus experience role ambiguity when they are unable to predict the specific behaviors and attitudes that are appropriate in the focal team.

Role theory posits that multiple roles are more difficult to compartmentalize (i.e., organize knowledge of role expectations into uniform and easily accessible categories; Turner, 1978) when each respective role requires a different set of attitudes and behaviors (Goode, 1960). As noted before, multiteamers will need to fulfill a focal team's formal (e.g., expected work output), relational (e.g., group interaction patterns), and structural (e.g., specific client demands) role demands (O'Leary et al., 2011; van de Brake et al., 2018), while also participating in additional teams. Role compartmentalization is easily compromised, then, because multiteamers regularly have to change their attitudes and behaviors as they transition between teams and, as such, may confuse the focal team's role requirements (and the behaviors that will be effective in meeting these expectations; Kahn, 1964) with those of their other teams (Pearce, 1981). Relatedly, role theory research suggests that large differences between roles (i.e., teams) embedded within the same

social system (i.e., the organization) may create uncertainty because there seems to be no “right” way of doing things (Kauppila, 2014; Nicholson, 1984). Going back to our previous example, the software engineer is exposed to widely different expectations (e.g., more laissez-faire leadership in Project 1, versus directive leadership in Project 2; informal communication in Project 1, versus formal and less frequent interaction in Project 2) across his/her multiple teams. As s/he frequently moves back and forth between these teams, the high level of role separation may make it more difficult to predict (and, thus, behave in accordance with) each team’s task procedures, group norms, and leader and client expectations (Biddle, 1986; Rizzo et al., 1970).

A multiteamer with lower role separation, by contrast, may experience his or her role-related demands across teams as being much more similar and, thus, find it easier to predict what particular behaviors will meet the expectations of the focal team. Indeed, research on role transitions suggests that moving from one role to another is less psychologically demanding when a transition comes with minimal changes in role requirements (Ashforth & Saks, 1995; Nicholson, 1984). In this situation, moving from the focal team to another team involves little to no change in the activities required for individual and team effectiveness (O’Leary et al., 2011), as well as the group norms and leader expectations in regard to how work is performed (Biddle, 1986). Accordingly, role expectations are immediately clear when a multiteamer re-engages with the focal team. We therefore propose:

Hypothesis 1: MTM role separation is positively related to an individual multiteamer’s role ambiguity within a focal team.

2.2.2 | The moderating role of TWQ

Role theorists have long argued that combining multiple roles is less demanding in some social contexts than in others (e.g., Barnett & Hyde, 2001; Kossek & Ozeki, 1998). Most notably, an individual’s response to complex role expectations may depend on the larger interpersonal context in which a role is embedded. For example, research suggests that highly demanding work roles are less likely to invoke strain when sufficient social support is available from direct coworkers (Martins et al., 2002). Similarly, team research has shown that team-level factors often shape the strain experiences and productivity of individual team members (e.g., Börner et al., 2010; Chen et al., 2007; for an overview, see Humphrey & Aime, 2014). Accordingly, we further build on role theory (Biddle, 1986) to argue that a multiteamer may experience less ambiguity from his/her role separation when the team facilitates, rather than hinders, his/her ability to compartmentalize multiple team roles (i.e., accurately distinguish one’s role within the focal team from one’s roles in other teams). When examining such cross-level influences, it is important to “identify the structures and processes at adjacent levels” that are most likely to shape the relationship of interest (Hackman, 2012, p. 441). We propose that TWQ is especially relevant in this regard because it directly taps into the group’s ability to foster role clarity among its members—even when (some) members are concurrently involved in other teams.

Hoegl and Gemuenden (2001, p. 436) conceptualize TWQ as a higher-order construct with six facets—communication, coordination, balance of member contributions, mutual support, effort, and cohesion—that, together, capture “the quality of a team’s collaborative work.” A lack of clear communication within the focal team, for example, hinders the integration of team members’ knowledge and experience on their common task (Mesmer-Magnus & DeChurch, 2009). Effective coordination, or the degree of common understanding regarding the interrelatedness of individual contributions (Hoegl et al., 2004), is important for harmonizing and synchronizing members’ contributions towards the task (Entin & Serfaty, 1999). Higher TWQ is also characterized by sufficient, balanced contributions from all team members (i.e., no one should be limited in presenting and contributing relevant knowledge to the team; Hoegl & Gemuenden, 2001). Finally, high TWQ requires that team members display mutual respect and grant assistance when needed (i.e., mutual support; Bliese & Britt, 2001) and are committed to each other and the task (i.e., team cohesion; Mach et al., 2010).³

In teams with higher TWQ, members communicate role expectations openly, individual efforts are structured and synchronized, and members support each other where needed (Easley et al., 2003; Hoegl & Gemuenden, 2001). We

expect that multiteamers within such teams are better able to compartmentalize their concurrent work roles and, thus, to establish role clarity even when their MTM role separation is higher. As they move back and forth between the focal team and their other team(s), these multiteamers may find that the frequent, spontaneous, and open interaction patterns among team members (i.e., communication; Entin & Serfaty, 1999) along with clear schedules and goal structures (i.e., coordination; Hoegl & Gemuenden, 2001) allow them to clearly differentiate between the focal team's role expectations and those of other teams (Sawyer, 1992; Turner, 1978). Higher TWQ may, thus, also allow multiteamers to quickly and precisely change their behavior to comply with the functional, relational, and structural demands of the focal team. Furthermore, the cohesion and social support associated with higher TWQ may help a multiteamer to better understand (via focal team members' constructive feedback and helping behaviors; Bliese & Britt, 2001; Mach et al., 2010) why their behaviors—despite being highly effective in different contexts—do not produce the expected consequences in the focal team (Pearce, 1981).

When a focal team's TWQ is lower, by contrast, the lack of clear communication, coordination, and mutual support may further aggravate the ambiguity associated with MTM role separation. Multiteamers may, then, find that the confusion that comes with their concurrent team roles is amplified by the focal team's ineffective communication and coordination (Beauchamp & Bray, 2001). For example, teams with lower TWQ may send mixed signals about the team's task progress, adequate work methods, and communication norms (Hoegl & Gemuenden, 2001). This is particularly problematic for multiteamers with different (rather than similar) work roles across multiple teams, because their vastly different obligations in other teams already limit their ability to effectively compartmentalize multiple roles (see also van de Brake et al., 2020a). Relatedly, the clear lack of support and cohesion in such teams makes it much harder to resolve any role ambiguity that may occur as multiteamers' roles develop over time (Biddle, 2013; Rizzo et al., 1970). Accordingly, we hypothesize:

Hypothesis 2: TWQ moderates the positive relationship between MTM role separation and role ambiguity such that this relationship becomes weaker as TWQ increases.

2.2.3 | Downstream consequences of MTM role separation for focal team performance

Although role separation and role ambiguity reflect the experiences of individual multiteamers, these team members' perceptions and behaviors can come to characterize a team as a whole and, thus, have key implications for team performance (Humphrey & Aime, 2014; Morgeson & Hofmann, 1999). A team's performance depends on its ongoing ability to deliver high-quality output, meet objectives, and satisfy key stakeholders (Hoegl et al., 2004), and "originates in the behaviors of individuals, is amplified by their interactions, and manifests as a high-level, collective phenomenon" (Kozlowski & Klein, 2000, p. 55). Foundational role theory describes this bottom-up process by likening it to a musical ensemble, whose ability to perform a piece in full harmony depends critically on each musician's ability to meet specific role requirements (Kahn et al., 1964). Even the smallest mistakes or misunderstandings may (a) harm the perfect interplay of the ensemble and (b) distort other musicians' attention and focus, potentially creating a detrimental ripple effect (see also Barsade, 2002). Extending this metaphor to modern team arrangements, we posit that multiteamers play a key role in shaping and amplifying a team's performance outcomes. For example, multiteamers may "bring best practices and lessons learned from other projects" that potentially improve the productivity of the entire focal team (Mortensen et al., 2007, p. 219). Multiteamers also tend to have a functional background that is especially important for the team's goal accomplishment (e.g., unique expertise; Berger et al., 2021), and typically outrank single-teamers in terms of company experience, educational attainment, and social network resources (Cummings & Haas, 2012; van de Brake et al., 2020a). Indeed, research has shown that multiteamers are of crucial importance for a focal team's ability to meet collective performance goals (Bertolotti et al., 2015; Cummings & Haas, 2012).

Accordingly, we suggest that multiteamers who fully understand how they should behave within the focal team (e.g., how to hand off resources or share knowledge about best practices; Kauppila, 2014; Rizzo et al., 1970) are better able to provide the aforementioned benefits to the team. Multiteamers whose roles within the team are more

ambiguous, in contrast, may fail to effectively utilize their key expertise and resources within the team. Such ambiguity, then, obstructs a multiteamer's ability to contribute to important team goals (e.g., van de Brake et al., 2020a). Given that team members depend on each other for information and materials, in general (Hackman, 1987; van der Vegt et al., 2001), and multiteamers' unique expertise and access to resources in particular (Berger et al., 2021; Cummings & Haas, 2012), it seems likely that a multiteamer's role ambiguity would negatively affect the team's performance as a whole. Combined with the reasoning leading up to Hypothesis 1, this bottom-up process suggests that there is an indirect link between an individual multiteamer's role separation and focal team performance, owing to his/her role ambiguity. Hence:

Hypothesis 3a: MTM role separation is indirectly and negatively related to team performance, through individual multiteamers' role ambiguity.

Furthermore, in line with Hypothesis 2, we would also expect that the negative indirect link between an individual multiteamer's role ambiguity and focal team performance is weaker in teams with higher TWQ. Therefore, we predict:

Hypothesis 3b: The negative indirect relationship between MTM role separation and team performance (via multiteamers' role ambiguity) becomes weaker as TWQ increases.

In sum, the purpose of the present research is to examine the role-related mechanisms that shape multiteamers' experiences and behaviors within a focal team. In the first study, we develop a survey instrument that allows us to assess multiteamers' role separation (Studies 1a and 1b) and establish its relationship with role ambiguity in a controlled setting (Study 1c). Then, in the second study, we test our full model (as outlined in Figure 1) using a cross-level design with data collected from multiple sources.

3 | STUDY 1 – CONSTRUCT VALIDATION

As recommended by Cortina et al. (2020), we developed and validated our measure of MTM role separation in three consecutive steps. In Study 1a, we describe the item generation process and measurement procedure for our measure and assess its content validity by (a) having it vetted by subject-matter experts and (b) asking naïve raters to assess whether the resulting items match our construct definition (Colquitt et al., 2019). In Study 1b, we use a sample of diverse workers to examine our measure's convergent and discriminant validity (Campbell & Fiske, 1959). Establishing convergent validity requires that there is a strong relationship between the different facets of role separation (based on functional, relational, and structural role expectations) and that they contribute to an overall construct. Establishing discriminant validity requires that the MTM role separation measure diverges sufficiently from related measures derived from role theory (e.g., role conflict, overload, and ambiguity; Rizzo et al., 1970). Finally, in Study 1c, we assess the internal validity of the proposed relationship between our measure of MTM role separation and multiteamers' role ambiguity within a focal team. Specifically, we manipulate MTM role separation in a scenario-based experiment to rule out potential concerns about reversed causality in the MTM role separation-role ambiguity linkage (Aguinis & Bradley, 2014). The data for these studies were collected between 2019 and 2021. Each study was reviewed by the University of Groningen and declared to comply with the University's ethical and legal principles and guidelines (FEB-20210708-13117; FEB-20200526-11572; FEB-20210204-11862).

3.1 | Study 1a: Item generation and content validation

Given that roles represent complex concepts that are difficult to grasp in their entirety (Kahn et al., 1964), especially when high levels of role ambiguity are present, we developed a measure that asks multiteamers to compare concrete

role determinants. Based on the a priori articulated aspects of role separation, we formulated four items targeting the functional, relational, and structural determinants of an individual's multiple team roles. As recommended by Welbourne and Paterson (2017), we discussed the practical relevance of these items with subject-matter experts recruited from our network (50% female; mean organizational tenure = 8.67, $SD = 8.26$; mean MTM = 2.87, $SD = 1.42$). Specifically, we conducted short interview sessions with 24 multiteamers working in different industries (e.g., healthcare, retail, customer service, insurance, and R&D). Based on these conversations, we revised the four items until we agreed that they fit our construct domain and were applicable to a wide range of team contexts and industries.

Our final items ask participants to evaluate the amount of overlap between the focal team and their other teams in terms of (a) expected work results; (b) how the team collaborates; (c) team leader expectations; (d) client or customer expectations (see Appendix A for details). The first item captures a multiteamer's functional role expectations by focusing on the results that are expected to be delivered (i.e., predetermined objectives; Parsons, 1951), rather than the more specific tools, technologies, or materials in use (i.e., the means to accomplish objectives), because the latter are typically left to a team members' discretion (Chatman & Flynn, 2001; Hackman, 1987). The second item asks respondents to compare teams' relational expectations, based on how the participant collaborates with fellow team members (Mead, 1934). Finally, we used two items to capture structural role demands, because our initial interviews revealed that such demands are often imposed by the leader *and* the direct client or customer(s) of the team (see also Georgakakis et al., 2019; Levy, 1952).

3.1.1 | Content validation

Before using these items to measure MTM role separation (see Study 1b), we acknowledged the need to assess how well they correspond with our definitions of team members' functional, relational, and structural role requirements. We therefore examined our measure's content validity in a sample of 102 participants recruited through Prolific (<https://www.prolific.co/>) in exchange for £7.50/hour. To participate in this study, individuals had to (a) be older than 18 years, (b) speak fluent English, (c) pass two attention checks, and (d) contribute to at least two teams in their daily work routine. After screening the sample for these criteria, we retained a sample of 92 participants (79% female). On average, participants were 32.26 years old ($SD = 8.50$) and had 6.71 years of tenure in their current position ($SD = 5.46$).

We used Hinkin and Tracey's (1999) approach to assess content validity, asking participants to judge how well the four items match existing definitions of functional, relational, and structural role requirements (see Online Supplement S2 for details). We provided detailed definitions of the role-theoretical perspectives (adapted from Biddle, 1986; Georgakakis et al., 2019) used to develop our measure of MTM role separation and instructed participants to rate how well the four items correspond with these definitions on a scale from 1 ("an extremely bad match to the definition") to 7 ("an extremely good match to the definition"). We calculated an index of *Hinkin Tracey correspondence* (htc) by using Colquitt and colleagues' (2019, p. 7) formula. When comparing the items with their respective role-theoretical perspective, participants rated these with a 5.93 on average (range = 5.24 to 6.29, where 6 = *a very good match to the definition*). This indicates a level of definitional correspondence that is comparable to existing scales in the applied psychology literature ($htc = .85$; cf. Colquitt et al., 2019).

3.2 | Study 1b: Convergent and discriminant validity

3.2.1 | Sample

We further examined the validity of our MTM role separation measure in a sample of 250 working adults recruited through Prolific.co in exchange for £7.50/hour, using the same participation criteria as in Study 1a. After screening the sample for these criteria, we retained a sample of 225 participants (66% female) who worked in 3.19 teams on

average ($SD = 1.68$). In line with our multiteamer-within-a-focal-team perspective, we asked participants to reflect on their work in one particular focal team. On average, participants spent 62% of their time in the focal team and had 6.60 years of tenure ($SD = 2.00$).

3.2.2 | Measures

MTM role separation

We used the four items described above to measure participants' MTM role separation, asking them to compare their role in a focal team with their role in other teams. To facilitate these focal team-other team comparisons, we presented them with seven pairs of circles representing various degrees of overlap, from (1) complete role separation to (7) complete role overlap (adapted from Shamir & Kark, 2004). Given that participants may differ in the exact number of teams in which they are concurrently involved (Cummings & Haas, 2012; Rapp & Mathieu, 2019), we asked them to compare the focal team with each of their additional team memberships in a dyadic fashion. For example, if a participant worked in three concurrent teams, namely Alpha (the focal team), Beta, and Gamma, he/she was asked to compare (a) team Alpha with team Beta and (b) team Alpha with team Gamma. To avoid potential bias caused by respondent fatigue, employees who worked in more than three additional teams were asked to compare their focal team with the three other teams in which they spent most of their working time (Cummings & Haas, 2012).⁴ In Appendix A, we present the full measurement instrument, including technical notes, respondent instructions, single items, and graphical representations.

Because multiple team roles are nested *within* each employee (see also Rapp & Mathieu, 2019), we person-mean aggregated an individual's multiple dyadic comparisons, such that we obtained one MTM role separation score per individual. We reverse-coded the resulting value such that higher values of the measure correspond with greater MTM role separation. The final measure reflected the average amount of role separation between the focal team and a participant's additional teams.

Additional measures

The participants also responded to a series of commonly used role constructs (Jackson & Schuler, 1985; Tubre & Collins, 2000). We administered a five-item *role ambiguity* measure ($\alpha = .90$) from Bowling et al. (2017; i.e., a refined version of the measure from Rizzo et al., 1970), a three-item *role overload* measure ($\alpha = .82$) from Bolino and Turnley (2005), a five-item *role conflict* measure ($\alpha = .90$) from Netemeyer et al. (1996), and a three-item *task variety* measure ($\alpha = .88$) from Morgeson and Humphrey (2006), using five-point Likert-type response scales for these instruments (1 = "fully disagree"; 5 = "fully agree"). All role strain scales were adapted such that they referred to the focal team role (rather than participants' general work role). Single items and instructions are reported in Online Supplement S1.

3.2.3 | Results

Convergent validity

To assess if the four MTM role separation items resembled a single construct, we first tested whether it was statistically justified to person-mean-aggregate individuals' dyadic role separation scores across all focal team-other team comparisons. Aggregation statistics ($ICC_1 = .36$, $ICC_2 = .51$, $p < .001$, mean $r_{WG} = .73$, $AD_{M(U)} = .69$) supported this procedure (LeBreton & Senter, 2008). Then, we investigated the aggregated scale's reliability across the four items based on Cronbach's alpha ($\alpha = .74$), which exceeded the recommended .70 cutoff (Hinkin, 1998), and conducted a principal axis exploratory factor analysis on the four items, using varimax rotation. The resulting eigenvalues (factor 1 = 2.26; factor 2 = .73) pointed to a one-factor solution, explaining 56.38% of the variance in our four-item measure. Finally, we performed exploratory latent profile analyses to investigate if our data contained clusters of participants with

TABLE 1 Descriptive statistics and correlations (Study 1b)

Variables	N	1	2	3	4	5	6	7	8	9
1. MTM number	225	-								
2. Percentage of time	225	-.20**	-							
3. Organizational tenure	225	.06	.19**	-						
4. Focal team size	209	.06	.09	-.02	-					
5. MTM role separation	225	-.05	.06	.08	.02	-				
6. Role ambiguity	225	.05	-.15*	-.05	.02	.14*	-			
7. Role conflict	225	.06	-.17*	.04	-.04	.03	.22**	-		
8. Role overload	225	.08	.06	.21**	.05	.02	.19**	.40***	-	
9. Task variety	225	.23***	-.03	.14*	-.06	-.12	-.07	.14*	.18**	-
Mean		3.19	0.62	6.60	8.89	3.32	2.00	2.83	2.95	4.10
Standard Deviation		1.68	0.20	2.00	6.70	1.18	0.91	1.05	1.06	.82

Note. Because of missing data, bivariate correlations for focal team size are based on a smaller number of observations.
* $p < .05$, ** $p < .01$, *** $p < .001$.

particular combinations of role separation values on the four separate items (Asparouhov & Muthén, 2012). This allowed us to rule out the possibility that some multiteamers' role separation only manifests itself in, for example, structural role aspects (e.g., differences in leader expectations) and not in functional and relational aspects. Latent profile analyses revealed that a two-class solution—a lower MTM role separation profile (means: item 1 = 3.74, item 2 = 3.69, item 3 = 3.60, item 4 = 3.60) and a higher MTM role separation profile (means: item 1 = 5.59, item 2 = 5.45, item 3 = 5.69, item 4 = 5.52)—was the preferred model solution (see Online Supplement S4 for details). Taken together, these results support our theoretical rationale that functional, relational, and structural role differences tend to occur in concert.

Discriminant validity

To examine the measure's discriminant validity, we fitted a confirmatory factor analysis (CFA) with the five constructs assessed in our survey: MTM role separation, role ambiguity, role overload, role conflict, and task variety (20 items in total). The CFA yielded good overall fit ($\chi^2_{(160)} = 236.71$, $p < .001$, CFI = .97, TLI = .96, RMSEA = .05, SRMR = .04), and all standardized factor loadings of MTM role separation were .56 or higher. This demonstrates that MTM role separation is conceptually unique and different from the three manifestations of role strain as well as from task variety (Hinkin, 1998). Interestingly, our MTM role separation measure was significantly correlated with role ambiguity ($r = .14$, $p = .03$), as expected, but not with role conflict ($r = .03$, $p = .71$) or role overload ($r = .02$, $p = .80$) (Table 1). Clearly, it is not possible to establish a trustworthy cause-and-effect relationship between MTM role separation and role ambiguity with the present data. Given that this link is a key mechanism in our conceptual model, we further examine its internal validity in Study 1c.

3.3 | Study 1c: Internal validity of the MTM role separation-role ambiguity relationship

3.3.1 | Sample

We recruited 216 participants via Prolific.co for this study in exchange for £7.50/hour, using the same participation criteria as in the previous studies. We included three attention checks to ensure high levels of participant attention

(see Online Supplement S3 for details). After screening the sample for failed attention checks, we retained a sample of 211 participants (63% female). On average, respondents were 32.71 years old ($SD = 11.15$) and had 7.18 years of tenure in their current position ($SD = 7.16$).

3.3.2 | Design, procedure, and manipulation

We conducted a scenario-based experiment consisting of a two-group design: high vs. low MTM role separation. We used validated MTM scenarios developed by Chen et al. (2019) and adapted these to reflect role expectations (Online Supplement S3). Participants were instructed to read a scenario in which their organization asked them to participate in three simultaneous project teams aimed at addressing three important organizational issues. The focal team (named "Employee Retention Team") was responsible for developing a plan to improve employee retention. The two other teams were charged with enhancing customer satisfaction ("Customer Satisfaction Team") and improving company efficiency ("Operational Efficiency Team"). We then randomly assigned participants to one of two conditions: (a) high role separation between the focal team and the Customer Satisfaction Team and the Operational Efficiency Team ($n = 103$), and (b) low role separation between the focal team and the two additional teams ($n = 108$). Participants in the two experimental conditions did not differ in age ($t = 1.55, p = .12$), gender ($t = .02, p = .98$), or position tenure ($t = 1.40, p = .16$).

We kept all descriptions of the focal team constant between the two conditions, and only manipulated the extent to which expectations in the two additional teams were either similar or different to those in the focal team. After obtaining more information about the teams, participants read nine e-mail messages (three per team) from the clients, leaders, and team members involved in the three teams. These messages served as tools for our manipulation of MTM role separation, because they explicitly described what was expected of the participants in each team. In line with our role-theorizing and the MTM role separation measure, we manipulated (a) expected results, (b) team collaboration norms, (c) team leader expectations, and (d) client characteristics. For example, the e-mail messages asked participants to deliver either different (high separation) or identical (low separation) outputs in the two additional teams.

3.3.3 | Manipulation check

As recommended by Aguinis and Bradley (2014), we first piloted the manipulation using a different sample of 119 participants recruited via Prolific.co, using the same selection criteria and attention checks as in Study 1c's main sample. After being randomly assigned to one of the two conditions, participants completed a manipulation check consisting of the MTM role separation measure developed and described in Study 1b. The measure was assessed twice, once for each pair of teams ($\alpha = .80$ and $.78$, respectively). Results from an independent t -test indicated that the manipulation significantly affected participants' perceived role separation between the focal team and the Customer Satisfaction Team ($\text{mean}_{\text{high}} = 4.49, SD_{\text{high}} = 1.27; \text{mean}_{\text{low}} = 2.99, SD_{\text{low}} = 1.04; t = 7.07, p < .001$), and the focal team and the Operational Efficiency Team ($\text{mean}_{\text{high}} = 4.07, SD_{\text{high}} = 1.18; \text{mean}_{\text{low}} = 3.04, SD_{\text{low}} = .99; t = 5.15, p < .001$). Importantly, this also suggests that participants can accurately assess their role separation with our measure, even when their role within the team is potentially ambiguous (i.e., in the high-separation condition). Thus, the role separation manipulation produced its intended effect.

3.3.4 | Method and results

We assessed the presence of role ambiguity by measuring participants' objective (rather than perceptual) understanding of the focal team's role expectations to avoid issues of social desirability (i.e., a perceptual role ambiguity measure

may be perceived as an attention check by participants of the simulation study; Aguinis et al., 2021). Prior research has demonstrated that objective measures of role ambiguity correlate with perceptual measures (Bernardin, 1979) and similarly predict key work outcomes (e.g., satisfaction and performance; Greene, 1972). Following a similar logic as Bernardin (1979; see also Greene, 1972), we therefore presented four multiple-choice questions about what was expected of the participant as a member of the focal team (e.g., "What is your specific responsibility in the Employee Retention team? That is, what product are you supposed to deliver?"; see Online Supplement S3 for all questions).⁵ Because the focal team descriptions were identical across both conditions, we presented the same set of questions to all participants. The correct answer was explicitly mentioned in the e-mail messages from the focal team (e.g., "A summary of interviews that help to improve employee retention"), whereas the three other options were completely unrelated to the participant's role in the focal team. Then, we operationalized participants' role ambiguity by summing how many of these questions they answered incorrectly (ranging from 0 to 4). In line with our theoretical definition of role ambiguity, the resulting score reflects the extent to which participants are unable to predict the specific behaviors and attitudes that are appropriate in the focal team (cf. Pearce, 1981). As expected, we found that participants in the high MTM role separation condition scored significantly higher on this measure than participants in the low MTM role separation condition ($\text{mean}_{\text{high}} = 2.59$ questions incorrect, $SD_{\text{high}} = 1.08$; $\text{mean}_{\text{low}} = 1.69$ questions incorrect, $SD_{\text{low}} = 1.11$; $t = 5.97$, $p < .001$).⁶ This provides initial support for our reasoning leading up to Hypothesis 1.

3.4 | Discussion of study 1

Study 1 provided strong support for the construct validity of our MTM role separation measure. The strengths of this study lie in (a) the detailed examination of the psychometric properties of our MTM role separation measure, which is internally consistent and differs from other forms of role strain, (b) the constructive replication of the relationship between MTM role separation and role ambiguity with different methods and study designs, and (c) the experimental manipulation of role separation between a focal team and two additional teams, coupled with objective criteria to assess role ambiguity. In Study 2, we build on these results to assess the cross-level implications of MTM role separation in real work teams.

4 | STUDY 2 – HYPOTHESIS TESTS

4.1 | Sample

Past MTM research has been conducted in a wide range of industries including manufacturing and construction (Zika-Viktorsson et al., 2006), information technology (Pluut et al., 2014), applied research (van de Brake et al., 2020a), health care (Crawford et al., 2019), and product development (Mortensen, 2014). To build upon and extend the findings of these prior studies, we tested our hypotheses with data from a diverse sample of teams. In collecting these data, we utilized a standardized data collection protocol so that all teams could be studied together (for similar approaches, see Bledow et al., 2013; Bunderson et al., 2016). We sampled teams that met the following definitional criteria of work teams: they must (a) have at least four members, (b) perform work that is relevant to the organization, and (c) work interdependently to achieve a common goal (Hackman, 1987). Once teams were identified, we contacted the teams' formal leaders and invited them to take part in a survey about the team's general characteristics and performance. Moreover, all employees received a survey that contained questions about their work within and outside the focal team. Team leaders were not included in the team member analyses because leaders varied in how much they truly worked as part of these teams, and we wanted to keep performance ratings independent of other variables contained

in our model. All data were collected within a three-month period in 2019. The study was reviewed by the University of Groningen and declared to comply with the University's ethical and legal principles and guidelines (FEB-20190416-8927).

The final sample consisted of 283 team members from 52 focal work teams (average within-team response = 73%, average team size = 7.46). The sample teams came from organizations operating in different industries across the Netherlands, such as government work (17%), manufacturing (17%), insurance (14%), higher education (10%), banking (10%), and energy (4%). In terms of organization size, 19 teams worked in small organizations with fewer than 100 employees, 19 teams in organizations with 100 to 999 employees, 11 teams in organizations with 1000 to 9999 employees, and three teams in organizations with 10,000 or more employees. Importantly, 129 of the 283 focal team members (46%) indicated that they worked in at least one other team in addition to the focal team (i.e., had MTM). Thereby, participants were instructed to only refer to teams that operated within their organization's boundaries (cf. Bertolotti et al., 2015; Cummings & Haas, 2012). In line with our multiteamer-within-a-focal-team perspective, we utilized the responses of these 129 multiteamers to form our measures at the individual multiteamer level (i.e., MTM role separation and role ambiguity; see Figure 1). TWQ, which refers to the entire focal team, was assessed by all team members ($N = 283$). The multiteamers in our sample had an average tenure of 13.02 years ($SD = 11.22$), 59% were male, and 99% had a vocational degree or higher. On average, multiteamers contributed to 3.01 teams ($SD = 1.41$) and spent 46% of their work time within the focal team (versus time in other teams). MTM number ranged from 2 to 11 simultaneous team memberships. A cumulative 89% of these multiteamers worked in four teams or fewer; these figures closely resemble those reported in prior MTM research (e.g., Berger et al., 2021; Mortensen, 2014; Pluut et al., 2014).⁷

4.2 | Measures

Unless stated otherwise, we used five-point Likert-type response scales for the measurement instruments of Study 2, ranging from (1) "fully disagree" to (5) "fully agree." Appendix A displays our measure of MTM role separation, and single items and instructions for all other measures are reported in Online Supplement S1.

4.2.1 | Measures at the individual multiteamer level

To measure *MTM role separation* within the focal team, we administered the measure developed in Study 1 to the participants and person-mean aggregated an individual's multiple dyadic comparisons, such that we obtained one MTM role separation score per multiteamer ($\alpha = .83$). Similarly, *role ambiguity* was measured with the five items from Bowling et al. (2017) ($\alpha = .84$) that we utilized in Study 1b.

4.2.2 | Measures at the focal team level

To measure *TWQ* in the focal team, we asked team members to respond to the 20-item scale by Hoegl et al. (2004). This five-dimensional measure of TWQ contains five items on communication ($\alpha = .88$), three items on coordination ($\alpha = .88$), four items on mutual support ($\alpha = .92$), three items on effort ($\alpha = .87$), three items on the balance of member contributions ($\alpha = .91$), and two items on cohesion ($\alpha = .80$). Following Hoegl et al. (2004; see also Hoegl & Gemuenden, 2001), we first averaged all items per dimension; then, we computed the average across dimensions, and, finally, we team-mean-aggregated all team members' evaluations of TWQ in the focal team, which was supported by aggregation statistics ($ICC_1 = .27$, $ICC_2 = .66$, $p < .001$, mean $r_{WG} = .99$, $AD_{M(U)} = .58$) (r_{WG} values ranged between .948 and .996;

LeBreton & Senter, 2008). To limit concerns about common method bias (Podsakoff et al., 2012), focal team performance ratings were obtained from team leaders using a five-item measure developed by Hoegl et al. (2004) ($\alpha = .91$).

4.2.3 | Control variables

The MTM literature suggests that several control variables should be considered to reduce the risk of omitted variable bias and increase our study's comparability to the existing literature (Becker et al., 2016; Podsakoff et al., 2012). At the individual level, we followed recommendations by O'Leary et al. (2011) to include MTM number and the percentage of time spent on the focal team (0%–100%) as control variables (see also Cummings & Haas, 2012; van de Brake et al., 2020b). Furthermore, we controlled for organizational tenure (in years), because tenure was found to influence the strain and performance consequences of MTM (van de Brake et al., 2020a). All individual-level control variables were provided by the employees. At the focal team level, we followed prior MTM research (e.g., Bertolotti et al., 2015; Cummings & Haas, 2012) and controlled for team size (provided by team leaders). Moreover, we controlled for the multi-teamer ratio in each team (computed as the number of multiteamers divided by the number of all focal team members), because the bottom-up effect of multiteamer role ambiguity on team performance is potentially more pronounced in teams with relatively more multiteamers. In line with recommendations by Becker et al. (2016), we repeated all hypothesis tests both with and without the control variables. The substantive findings and conclusions remained identical across models with and without controls (see Table 3 for details), supporting the robustness of our findings.

4.3 | Analytical strategy

Our model predicts relationships between variables at the individual multiteamer level (MTM role separation and role ambiguity) and the focal team level (TWQ and team performance), reflecting a multi-level framework (Hox, 2010; Raudenbush & Bryk, 2002). Given this nested arrangement, we applied multi-level structural equation modeling (MSEM) techniques in Mplus version 8.2 (Muthén & Muthén, 2017) to accommodate the need to model both top-down and bottom-up relationships (for details, see Lüdtke et al., 2008a; Preacher et al., 2010).

To examine the cross-level interaction specified in Hypothesis 2, we followed slope-as-outcome procedures as described by Preacher et al. (2016). Specifically, we regressed role ambiguity on MTM role separation at the individual multiteamer level and saved the slope coefficients per focal team. Then, we modeled the influence of TWQ on these random slopes at the focal team level. To test the indirect and conditional indirect bottom-up effects predicted in Hypotheses 3a and 3b, we first regressed focal team performance on the latent between-team component of multiteamers' role ambiguity in each focal team. Several studies have demonstrated that this MSEM approach outperforms alternative procedures for modeling bottom-up effects in multilevel models (e.g., mean-aggregation) in terms of parameter estimate bias and accuracy (e.g., Croon & van Veldhoven, 2007; Lüdtke et al., 2008b; Preacher et al., 2010). Then, to explore the (conditional) indirect effect, we performed 20,000 bootstraps with the Monte Carlo method based on Bayesian statistics to estimate confidence intervals (Preacher et al., 2010).

To facilitate interpretation of our results, we grand-mean centered team-level variables and team-mean centered individual-level variables (Aguinis et al., 2013). Role ambiguity was grand-mean centered because we introduced latent components of the variable at the within level (i.e., as an outcome of MTM role separation) and the between level (i.e., as a predictor of focal team performance) (Muthén & Muthén, 2017). Participants were allowed to skip questions on vocational control variables, resulting in some missing observations for tenure and time spent on the focal team (see Table 2). We applied FIML procedures in models including control variables to deal with these missing data (Enders & Bandalos, 2001). Because of the limited degrees of freedom available from our 52 focal teams, we indexed

TABLE 2 Descriptive statistics and correlations (Study 2)

Variables	N	1	2	3	4	5	6	7	8	9
<i>Individual Multiteamer Level</i>										
1. MTM number	129	-								
2. Percentage of time	108	-.28**	-							
3. Organizational tenure	127	.00	-.08	-						
4. MTM role separation	129	-.06	-.03	.04	-					
5. Role ambiguity	128	.02	-.17	-.20*	.20*	-				
<i>Focal Team Level</i>										
6. Multiteamer ratio	52	.07	-.28**	-.00	-.05	-.16	-			
7. Team size	52	-.04	.10	.05	-.07	.17	-.32**	-		
8. Teamwork quality	52	-.09	.10	.15	-.04	-.38***	.02	-.22	-	
9. Focal team performance	52	.14	.14	-.03	-.08	-.30**	.07	-.09	.29**	-
Mean		3.01	0.46	13.02	3.72	2.11	0.37	7.46	3.82	3.85
Standard Deviation		1.41	0.29	11.22	1.37	0.80	0.19	4.70	0.43	0.73

Note. Because of missing data for some variables at the individual level, bivariate correlations between individual-level variables are based on varying numbers of observations. Correlations between individual- and team-level variables were computed by assigning team scores to individuals; significance levels should be interpreted with caution.

* $p < .05$, ** $p < .01$, *** $p < .001$.

all multi-item measures as scale scores for use in the structural analysis (Williams & O'Boyle, 2008). As recommended by Muthén and Muthén (2017), we used robust standard errors (i.e., the MLR estimator) in our analyses.

4.4 | Results

Table 2 reports descriptive statistics and correlations. In line with Study 1b, MTM role separation correlated positively with role ambiguity in this sample ($r = .20, p = .03$). We found a negative correlation between TWQ and role ambiguity ($r = -.38, p = .00$), suggesting that multiteamers' role ambiguity was lower in teams with higher TWQ. Moreover, it is interesting to note that neither MTM number ($r = -.06, p = .49$) nor the percentage of time spent on the focal team ($r = -.03, p = .75$) correlated significantly with MTM role separation. Similarly, TWQ and MTM role separation were not significantly correlated ($r = -.04, p = .68$).

4.4.1 | Measurement model

We examined the fit of individual-level and team-level variables simultaneously, including four MTM role separation items and five role ambiguity items at the multiteamer level. At the focal team level, we used the five TWQ subscales as indicators of the latent construct (Hoegl et al., 2004; Hoegl & Gemuenden, 2001) and included five items as indicators for team performance. Fit statistics for the multi-level CFA indicated a good overall fit ($\chi^2_{(69)} = 120.39, p < .001, CFI = .95, TLI = .93, RMSEA = .08, SRMR_{within} = .05, SRMR_{between} = .08$). To check the discriminant validity of our measures, we compared the measurement model with two alternative models: one with MTM role separation and role ambiguity loading on a common factor (alternative model 1: $\Delta\chi^2 = 189.99, \Delta df = 1, p < .001$) and one with TWQ and focal team performance loading on a common factor (alternative model 2: $\Delta\chi^2 = 153.07, \Delta df = 1, p < .001$). Both alternative models fitted the data significantly worse than the expected measurement model. Taken together, the

TABLE 3 Results of structural models (Study 2)

Level and variable	Role ambiguity						Focal team performance					
	Hypothesis 1			Hypothesis 2			Hypotheses 3a and 3b			Hypotheses 3a and 3b		
	No controls		With controls	No controls		With controls	No controls		With controls	No controls		With controls
	B	SE	B	SE	B	SE	B	SE	B	SE	B	SE
<i>Individual multiteamer level</i>												
MTM role separation	.11*	.05	.10*	.05	.08	.05	.08	.05	.05	.05	.05	.05
MTM number			.04	.05			.05	.05			.05	.05
Percentage of time			-.54	.43			-.51	.45			.45	.45
Organizational tenure			-.01*	.01			-.01	.01			.01	.01
Role ambiguity											-.81**	.24
<i>Cross-Level Interaction</i>												
MTM role separation × Teamwork quality												.14
												-.34**
<i>Focal team level</i>												
Teamwork quality												.19
												-.69***
MTM role separation (Team-Average)												.09
												-.03
Team size												.09
												-.03
Multiteamer ratio												.17
												.50

Note. N = 129 multiteamers in 52 focal teams (283 team members). Unstandardized coefficients are reported. *p < .05. **p < .01. ***p < .001.

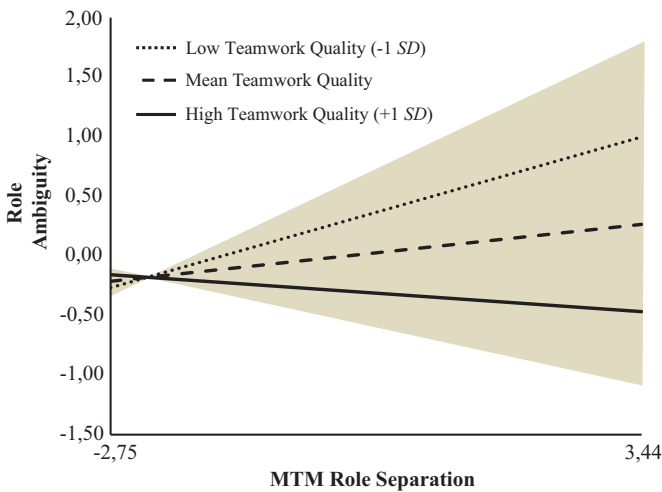


FIGURE 2 MTM Role Separation and Teamwork Quality Interaction Form on Role Ambiguity (Study 2). $N = 129$ multiteamers in 52 focal teams (283 team members). The figure shows the range of observed sample values for MTM role separation (horizontal axis) and teamwork quality (shaded area). MTM role separation is team-mean centered. Teamwork quality and role ambiguity are grand-mean centered

multi-level CFA provides strong support for the convergent and discriminant validity of our constructs at both levels of analysis.

4.4.2 | Hypothesis tests

Hypothesis 1 predicts that MTM role separation is positively related to role ambiguity. As shown in Table 3 (Column 2), MTM role separation yielded a positive and significant effect on role ambiguity ($B = .10$, $SE = .05$, $p = .03$). Hence, in line with Study 1, Hypothesis 1 is supported. Hypothesis 2 posits that the relationship between MTM role separation and multiteamer role ambiguity is moderated by TWQ, such that the individual-level relationship becomes weaker as the focal team's TWQ increases. In support of Hypothesis 2, the cross-level interaction term was negative and statistically significant ($B = -.30$, $SE = .14$, $p = .04$; Table 3, Column 4).⁸ To further examine the nature of the interaction effect, we conducted simple-slope analyses and plotted the interaction at low ($-1 SD$), mean, and high ($+1 SD$) levels of TWQ (Figure 2). Simple-slope tests revealed that the relationship between MTM role separation and multiteamer role ambiguity was positive and statistically significant at low levels of TWQ ($B = .21$, $SE = .07$, $p = .01$), but not significant at mean ($B = .08$, $SE = .05$, $p = .13$) and high ($B = -.05$, $SE = .09$, $p = .56$) levels of the moderator. Hence, Hypothesis 2 is supported.

Finally, we investigated the downstream consequences of MTM role separation for focal team performance (Hypotheses 3a and 3b). As displayed in Table 3, multiteamer role ambiguity related negatively and significantly to focal team performance ($B = -.79$, $SE = .25$, $p = .002$). Moreover, bootstrapping analyses based on 95% confidence intervals revealed that the indirect effect of MTM role separation via multiteamer role ambiguity on focal team performance was negative and statistically significant ($B = -.08$, CI $[-.21$ to $-.002]$), providing support for Hypothesis 3a. Regarding the conditional indirect effects, we found a negative and statistically significant effect at low levels of TWQ ($-1 SD$: $B = -.16$, CI $[-.35$ to $-.03]$). At mean ($B = -.06$, CI $[-.17$ to $.02]$) and high ($+1 SD$: $B = .04$, CI $[-.10$ to $.20]$) levels of TWQ, the indirect relationship was statistically insignificant. Therefore, Hypothesis 3b is supported.

Together, the full structural model explained 17.29% of the variance in role ambiguity and 27.24% of the variance in focal team performance. We also assessed cumulative probabilities for the cross-level interaction and the bottom-up effect, which were .81 and .91, respectively, thus providing support for the observed power of our analyses (see Bliese & Wang, 2020).

4.4.3 | Supplementary analyses

We ran five sets of supplementary analyses to obtain further insights into the mechanisms and consequences of MTM role separation and to examine theoretically intriguing aspects that arose during the revision process (cf. Hollenbeck & Wright, 2017). Details and full results are reported in Online Supplement S4. First, we tested for potential curvilinear effects of MTM role separation and role ambiguity because there is some evidence in prior literature that the relationship between MTM and its consequences takes an inverted U-shaped (rather than a linear) form (e.g., Berger et al., 2021; Bertolotti et al., 2015; cf. also O'Leary et al., 2011). However, we found no evidence for curvilinear relationships between MTM role separation and multiteamer role ambiguity, as well as between multiteamer role ambiguity and focal team performance in our data.

Second, we examined whether multiteamers' role ambiguity was driven by role separation between the focal team and one particularly different team, rather than the average difference between the focal team and all other teams. To this end, we computed an alternative MTM role separation score for each multiteamer in our data, using the difference between the focal team and the most separated "other team" as an indicator (i.e., maximum rather than mean differences). When we reran our analyses using the maximum-difference MTM role separation, we did not find a significant relationship with role ambiguity ($B = .05$, $SE = .04$, $p = .17$). This suggests that role ambiguity is a function of the focal team's separation from *all* other teams, rather than from the single most different team only.

Third, we examined whether a multiteamer's role separation predicted his/her (leader-rated) *individual* performance in the focal team (via role ambiguity), above and beyond the focal team's joint performance. In support of this, we found a negative indirect relationship (via increased role ambiguity) between MTM role separation and individual performance.

Fourth, to rule out that our measure of multiteamers' role ambiguity potentially reflects a statistical artifact that resembles the role ambiguity of all focal team members, we reran our model of focal team performance including single-teamers' average role ambiguity as a covariate. The bottom-up effect of role ambiguity remained statistically significant ($B = -.78$, $SE = .25$, $p = .002$) even when controlling for other team members' role ambiguity ($B = -.04$, $SE = .20$, $p = .85$).

Finally, we examined whether multiteamers' TWQ ratings deviated systematically from single-teamers' TWQ ratings per focal team (e.g., due to higher perceptions of role ambiguity). We found no systematic within-team differences in TWQ ratings (a) between multiteamers and single-teamers, as well as (b) between multiteamers with higher role ambiguity and multiteamers with lower role ambiguity, underlining the accuracy of our measure.

5 | GENERAL DISCUSSION

There is widespread recognition that MTM may be detrimental to employee wellbeing, in particular when MTM is characterized by diversity (e.g., O'Leary et al., 2011; van de Brake et al., 2018). However, the literature lacks a clear conceptualization and operationalization of such MTM diversity. The present research draws from role theory (Biddle, 1986) to fill this void. In Study 1, we developed a self-reported measure of multiteamers' role separation and examined its psychometric properties, resulting in a usable scale for the present work and future research efforts. Across three samples (Studies 1b, 1c, and 2), we found that role separation relates positively to multiteamers' role ambiguity within a focal team, even when controlling for MTM number and proportion of time spent in the team. Our field study (Study 2) demonstrated that this individual-level relationship is more pronounced in teams with lower (rather than higher) TWQ, and that MTM role separation may indirectly harm the focal team's performance.

5.1 | Implications for theory

We began this paper by noting that past MTM research has focused almost exclusively on an individual's total number of concurrent team memberships. The first goal of this study was to respond to repeated calls for an examination of the diversity that may characterize an individual's MTM (e.g., van de Brake et al., 2020a, 2020b). In line with prior MTM research (e.g., Pluut et al., 2014; Zika-Viktorsson et al., 2006), we used a role-theory perspective to examine the implications of such MTM diversity. In doing so, we built upon O'Leary et al.'s (2011) MTM conceptualization by zooming in on a person's role within a focal team in comparison with his/her role in another team (i.e., diversity as separation; Harrison & Klein, 2007). The theory and research presented here suggest that such role separation predicts a multiteamer's role ambiguity within a focal team—above and beyond his/her total number of memberships. Our supplementary analysis further revealed that this ambiguity is a function of multiteamers' *average* amount of role separation across teams, rather than the *maximum* amount of separation that may occur because of one particularly different team. As such, one key implication of this study is that researchers should be mindful of how they conceptualize and measure MTM, in general, and that MTM diversity deserves more attention in future research in particular.

The second goal of this research was to integrate the seemingly unconnected perspectives on the individual- and team-level consequences of MTM. In addition to the individual-level studies described above, several scholars have examined MTM's implications for the performance of entire teams (Bertolotti et al., 2015; Cummings & Haas, 2012) and work units (Crawford et al., 2019). To date, it has remained largely unclear if and how MTM's implications for individuals may affect the performance of the teams in which they are concurrently involved. The present research suggests that a multiteamer's role separation may (via role ambiguity) impact the entire team's ability to deliver high-quality output, meet performance goals, and satisfy stakeholders (i.e., team performance; Hoegl et al., 2004). These results are consistent with models of team effectiveness that conceptualize a team as more than merely the "sum of its parts" (Morgeson & Hofmann, 1999). As such, our study highlights that modern team arrangements are complex, interdependent collections of individuals whose performance crucially depends on a multiteamer's ability to contribute to the group's collective goals (Hackman, 2012).

Relatedly, our research highlights that MTM's individual-level consequences do not occur within a vacuum. Rather, our results suggest that MTM role separation's implications for role ambiguity and focal team performance are contingent on the broader team context in which multiteamers are embedded (Hackman, 2012; see also Humphrey & Aime, 2014). More specifically, we found that role separation is likely to result in role ambiguity in teams with less frequent and ineffective communication and coordination, unbalanced member contributions, and low amounts of cohesion and mutual support (i.e., teams with lower TWQ; Hoegl et al., 2004). The individuals in our sample who worked in teams with higher TWQ, by contrast, did not experience role ambiguity when their role within the focal team was very different from their roles in other teams. These results contribute to the existing MTM literature by highlighting the overall team context (and TWQ in particular) as an important boundary condition that can explain *when* individual multiteamers may (or may not) experience role ambiguity in a focal team (see also van de Brake et al., 2020a). Accordingly, our multi-level perspective suggests that the interplay between individual- and team-level factors deserves further attention in MTM research.

Finally, the present study acts as a bridge between MTM research and the longstanding role-theory tradition (Biddle, 1986). Although role-theory scholars have broadly recognized that large differences between concurrent roles can result in strain (e.g., work–family conflict; Bolino & Turnley, 2005), this notion has rarely been directly applied to team-based organizations. Indeed, role theorists have criticized the lack of research on the fundamental "origins, dynamics, and effects of roles," given that most studies focus on "derived concepts such as role conflict, role taking, role playing," rather than assessing concrete aspects of individuals' roles (Biddle, 1986, p. 69). The present study sheds light on the role configurations (i.e., the functional, relational, and structural demands and expectations within a particular context; Georgakakis et al., 2019) of an increasingly prominent group of employees: multiteamers. In doing so, we conceptualized and empirically validated role separation as a construct that shapes an individual's role ambiguity and,

in turn, the performance of the team contexts in which they are embedded. Given the increasing prominence of teamwork (Hackman, 2012), and MTM in particular (O'Leary et al., 2011), these findings highlight an important direction for further application and refinement of role theory in contemporary organizations.

5.2 | Implications for practice

Many organizations are increasingly frustrated by the problems associated with MTM (Mortensen & Gardner, 2017). Reinforcing these concerns, the present study reveals that multiteamers' role ambiguity may—beyond its substantial costs for individuals (van de Brake et al., 2020a)—also jeopardize the performance of entire teams. At the same time, it appears shortsighted to fully abandon MTM, given its undeniable promise for increasing firm productivity and efficiency (O'Leary et al., 2011). Indeed, Berger et al. (2021) noted that few organizations can afford to have all of their employees focus on just one team at a time and sit idle between assignments. Our research offers several practical strategies for multiteamers, team leaders, and organizations that could help to curtail the potential downsides of MTM role separation.

First, our research has implications for individual multiteamers, especially those who have some discretion in selecting or shaping their team assignments (Mortensen et al., 2007). We recognize that it may be tempting to combine team assignments that offer new and more challenging environments and task responsibilities (van de Brake et al., 2020b). Based on our results, however, we recommend that multiteamers aim to minimize role separation when combining multiple team roles. Moreover, it seems wise to only accept a highly separated team role if one can be sure that the respective team is characterized by intensive communication, mutual support, and other manifestations of high TWQ (Hoegl & Gemuenden, 2001).

Second, our results underline the critical importance of TWQ to clarify multiteamers' role expectations within a focal team and, by extension, fully exploit these critical team members' valuable time and knowledge. We encourage team leaders to continuously invest time and effort towards developing strong TWQ—especially when MTM is a common occurrence within the team. For example, leaders could stimulate helping behaviors and foster team cohesion with team-building activities (Hoegl & Gemuenden, 2001), or improve team coordination in complex work environments (e.g., communication excises; Entin & Serfaty, 1999). MTM-based organizations can further support these leader initiatives by supplying collaboration tools that further facilitate team members' communication and coordination efforts (Bertolotti et al., 2015).

Third, as an extension of the above arguments, we propose that organizations carefully manage their employees' MTM to minimize its downsides. It appears vital, in this regard, that organizational registration systems not only track the number of MTMs (cf. van de Brake et al., 2018), but also the role expectations that come with each of these teams (e.g., in terms of task requirements, key responsibilities, and stakeholder demands). Accordingly, organizations and managers should regularly assess employees' multiple role configurations and, if needed, adjust role demands to decrease MTM role separation within each team.

5.3 | Limitations and future research directions

Our multi-study design has several notable methodological strengths. For example, we validated our MTM role separation measure with multiple samples (Study 1) and tested our hypotheses with multisource data from a diverse set of teams (Study 2). Nevertheless, the following aspects should be noted as potential limitations. First, the fact that the measures were all collected at the same point in time raises the possibility of reversed causality. For example, one might ask whether a team member's role ambiguity shapes his or her subsequent perceptions of MTM role separation within the focal team, rather than vice versa. Although our scenario-based experiment (Study 1c) demonstrated that manipulating role separation indeed decreased an individual's subsequent understanding of his/her role within the

focal team, we cannot entirely dismiss this concern with our cross-sectional field data (Study 2). It is also important to note that these studies used different empirical approaches to assess participants' role ambiguity. Thus, we recommend that future research (a) replicates our full model with longitudinal data (cf. van de Brake et al., 2018) and, in doing so, (b) uses both objective *and* experienced measures of role ambiguity (cf. Bernardin, 1979).

In line with our multiteamer-within-a-focal-team perspective, we only examined how a focal team's TWQ influenced the relationship between role separation and role ambiguity. As such, our model did not capture the potential impact of TWQ on multiteamers' experiences and behaviors in their *other* teams. For example, insights from open systems theory (Chen et al., 2007; Katz & Kahn, 1978) suggest that the combined levels of TWQ within a multiteamer's "system" of teams (rather than TWQ in one specific team) may shape his/her overall role ambiguity across teams and tasks. Relatedly, a focal team's TWQ may not only help a multiteamer to better achieve role clarity within that particular team, but also to better understand the requirements of his/her role in another team (e.g., by functioning as a reference role with which all other roles are compared; Nicholson, 1984). Future research could examine the occurrence of such TWQ spillover effects in MTM systems (Chen et al., 2019).

Finally, we acknowledge that it would have been interesting to consider the potentially positive implications of MTM role separation. We focused on the 'dark side' of MTM because of repeated calls for research on contingency factors that "help multiteamers to avoid stress and exhaustion" (Berger et al., 2021, p. 9; see also Pluut et al., 2014; van de Brake et al., 2018; Zika-Viktorsson et al., 2006). Notwithstanding the theoretical and practical implications of our findings, some multiteamers may experience their role strain as a source of stimulation and creativity (Smith & Lewis, 2011). Relatedly, more research is needed to determine if additional forms of MTM diversity come with more positive consequences (cf. O'Leary et al., 2011). Indeed, our focus on role-related diversity, in particular, merely constitutes a first step in this nascent line of inquiry. For example, MTM diversity in knowledge or information categories (i.e., diversity as variety; Harrison & Klein, 2007) may enable multiteamers to accumulate resources and make meaningful connections not available to individuals who work in a less diverse set of teams (O'Leary et al., 2011; van de Brake et al., 2020b). Accordingly, we recommend that future research applies a different theoretical approach (e.g., social capital theory, paradox theory; Lin, 1999; Smith & Lewis, 2011) to examine the benefits, rather than drawbacks, of MTM diversity. For example, one could build on social capital theory to predict that social network diversity (i.e., working with different rather than the same people across multiple teams) increases the variety of information and knowledge available to a multiteamer and, thus, potentially promotes learning and creativity (see also van de Brake et al., 2020b). We hope that our research sparks new interest in the various potential conceptualizations of MTM diversity, and leads to the development of new theoretical approaches to examine how multiteamers are impacted by the differences between their team memberships.

6 | CONCLUSION

The present study aimed to broaden the MTM literature by examining the consequences of diversity in (rather than the number of) team roles. Our findings demonstrate that MTM role separation is a key predictor of an individual multiteamer's role ambiguity and, in turn, may harm the performance of the team seen as a whole. Furthermore, we found that higher (rather than lower) TWQ within a focal team may help multiteamers to establish role clarity and, thus, mitigate some of role separation's downsides for individuals and teams. We hope that these findings motivate researchers to further examine the multi-dimensional, multi-level nature of MTM, and help multiteamers, team leaders, and organizations in dealing with associated challenges.

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DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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ENDNOTES

- ¹ We note that it is not our intention to develop and test a comprehensive theory of people's functional, relational, and structural role expectations in the workplace. Rather, we draw from existing role theorizing to focus on specific role determinants that may meaningfully differ across multiple teams.
- ² We do not develop hypotheses for alternative forms of strain, such as role conflict and role overload, because their potential linkages with role separation are less obvious. While there are good theoretical reasons to expect that role separation invokes role ambiguity (as outlined here), role conflict is based on incompatibilities between multiple teams (e.g., when teams have conflicting work schedules, need the same resources, or have conflicting deadlines; Rizzo et al., 1970), irrespective of the potential differences or similarities between them. Relatedly, role overload occurs when individuals' total number of roles become too high to be managed effectively, which is captured by MTM number rather than MTM diversity (cf. Zika-Viktorsson et al., 2006).
- ³ We expect that the level of MTM in a team does not necessarily influence its TWQ. For example, O'Leary et al. (2011) argued that multiteamers tend to work more efficiently than full-time team members, suggesting that their contributions, communication, and effort are not compromised by their MTM. In addition, multiteamers may prioritize the focal team over their other teams (Rapp & Mathieu, 2019) and, vice versa, single-teamers may potentially find other activities outside the focal team more important. Hence, we also expect that coordination, support, and cohesion are unrelated to a team's MTM. We explored the relationship between MTM and TWQ in supplementary analyses (see Online Supplement S4 for details) and found robust support for their empirical independence.
- ⁴ This range restriction was informed by existing MTM research. For example, Berger et al. (2021) assessed MTM among 19,803 employees from 145 firms across different industries. They found that the large majority of multiteamers contributed to four teams or less (82%). Similarly, only a few of the participants in our samples (11% in Study 1b; 10% in Study 2) were required to exclude one or more teams when responding to our measure of MTM role separation. We ran robustness checks in which we excluded these observations; findings and interpretations remained substantively unchanged across these analyses (see Online Supplement S4 for details).
- ⁵ To prevent recency bias (e.g., based on the specific order in which e-mails were presented), we first asked participants to complete a simple filler task that took approximately 2 min to complete (Dreben et al., 1979).
- ⁶ In the high separation condition, the percentage of participants who incorrectly answered a particular question was relatively consistent (question 1 = 65%, question 2 = 64%, question 3 = 68%, and question 4 = 62%). In the low separation condition, these respective percentages were 31%, 31%, 65%, and 44%, respectively. In addition, we found that participants' attention levels did not influence their number of correct answers, given that there was no significant correlation between their response time (as a proxy for participant attention) and the number of correct answers ($r = -.05, p = .52$).
- ⁷ We retained teams with fewer than three multiteamers (i.e., clusters with one or two level-1 observations) in our analyses (Hox, 2010). Robustness checks excluding teams with one or two level-1 observations did not lead to substantive changes in our findings and interpretations (see Online Supplement S4 for details).
- ⁸ Before testing the cross-level interaction, we examined whether role separation-role ambiguity slopes varied significantly across teams in our sample. We found no significant slope variance based on *Deviance* comparisons (Δ Deviance = 3.53, $df = 2, p = .17$). Notably, prior research has demonstrated that significant slope variation is not a precondition for detecting significant cross-level interactions (e.g., Bliese et al., 2018; Snijders & Bosker, 2012).

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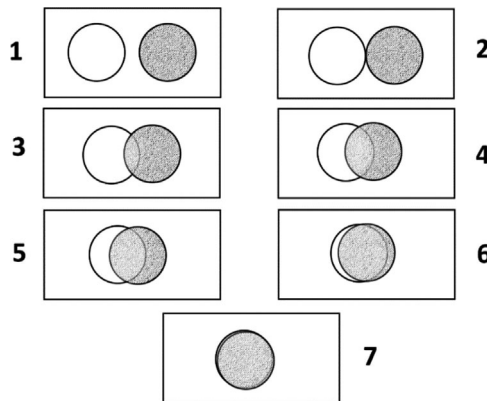
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SUPPORTING INFORMATION

Additional supporting information may be found in the online version of the article at the publisher's website.

APPENDIX A: MEASURING MTM ROLE SEPARATION

The chart below is intended to compare your roles across multiple teams. You will find seven rectangles. In each rectangle, there are two circles. One represents your role in team [FOCAL TEAM] and the other rectangle represents your role in another team. In each rectangle, the circles are overlapping differently. In the first rectangle (1), they are separate and represent a situation in which your roles are completely different in both teams. In the last rectangle (7), the circles are completely overlapping and represent a situation in which your roles are completely similar in both teams.



Comparison of team [FOCAL TEAM] and team [OTHER TEAM]:

Please take the time to think carefully about the differences and similarities between the multiple teams in which you are concurrently involved. Then, for each of the following four aspects of your work role, choose the rectangle that most adequately represents the extent to which team [FOCAL TEAM] overlaps with team [OTHER TEAM] in terms of

...

- 1... the expected results of your work (e.g., the product or service delivered).

[1-2-3-4-5-6-7]

- 2... how you collaborate with your fellow team members (e.g., how the team coordinates activities, discusses problems, or makes joint decisions). [1-2-3-4-5-6-7]

3. ... what the team leader expects from you (e.g., how to perform your tasks, when you deliver results). [1-2-3-4-5-6-7]

4. ... the characteristics of the client or customer of the team (e.g., in what they expect from the team, how you interact with them). [1-2-3-4-5-6-7]

Note. Adapted from Shamir and Kark (2004). Team names were provided by the respondents beforehand and imputed automatically into the [FOCAL TEAM] and [OTHER TEAM] boxes.

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