

# The Curvilinear Effect of TMT-FE Interaction on Frontline Employee Perceptions

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## **Abstract**

Top management interaction with employees in the lower echelons of the firm (TMT-FE interaction) has been suggested in both the academic and business literatures to be beneficial for firms. However, very little empirical evidence exists for this relationship. The study draws on perspectives in internal marketing orientation and information processing to argue that the interplay between opportunity to respond and ability to respond to information generated from TMT-FE interaction creates an inverted-U shape effect of TMT-FE interaction on frontline employee perceptions. The authors also suggest that environmental dynamism moderates the impact of TMT-FE interaction on employee perceptions by steepening the curvilinear effect. Some implications for theory and practice are provided.

**Keywords:** *Top Management; Frontline Employees; Interaction*

**Track:** Services Marketing