

The moderating effect of transactive memory systems on the relationship between team boundary spanning activity and product creativity

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Abstract

While empirical evidence suggests that team boundary spanning has a positive effect on new product performance more attention is needed to examine the differential effects of intrafirm versus extrafirm team boundary spanning. The present study sheds light into this matter by investigating the impact of intrafirm and extrafirm team boundary spanning (TMS) on new product creativity, as well as the moderating effect of transactive memory system on the above-mentioned relationships. Last, we introduce team diversity as a critical variable to explain the ultimate moderating influence of TMS. Hypotheses are tested using data from 140 NPD projects. Findings reveal a positive effect of extrafirm boundary spanning on new product creativity. A substitution effect exists between intrafirm boundary spanning and TMS in facilitating new product creativity regardless of the level of functional diversity. Another substitution effect exists between extrafirm boundary spanning and TMS when functional diversity is high.

Keywords: *team boundary spanning; transactive memory system; new product creativity*

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