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25 June 2019, Tuesday

Registration (13:00 - 19:30) - Registration Desk - ISCTE Building II Foyer ([Top](#))

LAB 1 - Entrepreneurial Ecosystems (14:00 - 15:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

LAB 2 - Innovation – bridging the gap between academia and practice (15:30 - 17:00) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

LAB 3 - AR (Augmented Reality) & VR (Virtual Reality) implications for Management (17:00 - 18:30) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

LAB 4 - Responsible Research in Business and Management (17:00 - 18:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Welcome Reception (18:30 - 19:30) - F/B Area Tent ([Top](#))

26 June 2019, Wednesday

Registration (08:00 - 18:30) - Registration Desk - ISCTE Building II Foyer ([Top](#))

Collaboration and innovativeness (09:00 - 10:30) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: ST06_05 - Knowledge, learning and innovation in cross sector collaborations

Chair(s): Kremena Slavova

Discussant(s): Martha Geiger

Paper Presentations:

- 186 TAPPING INTO SCIENCE: UNIVERSITY RESEARCH ALLIANCES, TECHNOLOGICAL BREADTH, AND NEW PRODUCT DEVELOPMENT**
Kremena Slavova CUNEF
Simcha Jong LEIDEN UNIVERSITY

This paper examines how and under which conditions tapping into university science can boost firm innovative performance. Using insights from organizational learning theory, our theoretical model recognizes that engaging in research alliances with

universities induces learning opportunities for firms, and investigates specific contingencies that likely reinforce or weaken such learning effects. We conjecture that firms are likely to reap greater innovation-related benefits from reaching out to university science when they pursue more exploratory rather than exploitative innovations. We further contend that such innovation gains are stronger for firms with a broader (cf. narrower) technological expertise. Our empirical analysis is based on a panel dataset of 220 US therapeutic biotechnology firms over the period 2003-2010. Our results from estimating negative binomial models provide empirical support to these contentions.

**333 SEQUENTIAL PATTERNS OF COLLABORATION AND ACQUISITION:
HOW DO THEY MATTER FOR INNOVATION IN CHINA?**

Xiaolan Fu UNIVERSITY OF OXFORD

Shaomeng Li UNIVERSITY OF OXFORD

Zhongjuan Sun CAPITAL UNIVERSITY OF ECONOMICS AND BUSINESS

Jinzhen Li TSINGHUA UNIVERSITY

This paper examines the impact on innovation of different sequential patterns of collaborative and acquisition activities. Using a panel dataset of Chinese firms from 2007 to 2011, it identifies four types of firms that applies different sequential strategies, and finds that innovation outcomes of these patterns differ depending on the sequential combination, timing, and intensity of using sequencing. The impact of sequence patterns is moderated by the intensity at which collaborations and acquisitions are conducted. This study contributes to the literature by exploring a capability upgrading chain driven by knowledge acquisition through sequence patterns of collaborations and acquisitions.

**442 BEHAVIORAL DICHOTOMY IN HYBRID ORGANIZATIONS AND THE
INFLUENCE ON KNOWLEDGE TRANSFER**

Martha Geiger UNIVERSITY OF CAMBRIDGE

Cihat Cengiz UNIVERSITY OF CAMBRIDGE

In this paper, we link specific interorganizational citizenship behaviors to distinct institutional logics of automotive hybrid organizations and indicate how these behaviors influence the organizations' inclusiveness (valuing perspectives and contributions of all employees) and hence hinder knowledge transfer. Hybrid organizations comprise multiple, potentially incompatible logics, i.e. they face conflicting institutional demands. Our results are based on 43 semi-structured interviews conducted at eight automotive corporate innovation subsidiaries and their respective headquarters, with knowledge transfer occurring from subsidiary towards headquarters. These two parties present competing institutional logics and, while both working towards the mutual aim of increasing the organizations' competitive advantage, show few overlapping behaviors. Our evidence suggests that in order to transfer knowledge more effectively, hybrid organizations may need to be more inclusive of the peripheral logic (in our case the subsidiary with a "venture logic") which is dominated, and often dismissed, by the more assertive logic (headquarters with a "corporate logic"). Our paper has two main contributions. Firstly, we successfully match specific interorganizational citizenship behaviors with two

institutional logics, thereby helping the literature move towards a more fine-grained understanding of institutional logics and associated behaviors. Secondly, this paper presents a novel approach to analyzing both interorganizational citizenship behavior and institutional logics, as the empirical interview data was intentionally not collected for the specific purpose of this analysis, thereby greatly reducing bias inherently present in most qualitative case studies.

Corporate Innovation (09:00 - 10:30) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Vivek Velamuri

Paper Presentations:

1001 DEVELOPMENT OF A MULTIPLE ITEM SCALE FOR MEASURING TECHNOLOGICAL FRAMES

Christoph Klos UNIVERSITY OF KASSEL

Patrick Spieth UNIVERSITY OF KASSEL

The process of digital technology integration has received much attention from business companies as well as academia. Technology framing is described as one sensemaking instrument which determines how an individual reacts to a new technology. Despite strong interest in this phenomenon, there is no common method to actually measure a person's very first reaction to digital technology. We contribute to this important discussion with a theoretical model and robust measures which help to understand the influence of technological frames. First, this paper aims to develop a detailed definition of technology framing which is unfortunately still missing. Second, we systematically develop a new multiple item scale, since a validated measurement instrument for technological frames is not available. For achieving this goal, we follow a rigorous scale development process based on the technology framing and technology adoption literature as well as additional qualitative interview data. Third, we are going to help business companies to better understand what the underlying factors of the employee's reaction to a new technology are. We conducted our study among 47 German business companies and provide an empirically validated measurement model for technological frames. Our exploratory analyses indicated the following five reliable factors: personal attitude, application, organizational influence, industrial influence, and supervisor influence.

1364 PUBLIC R&D FUNDING AND CORPORATE INNOVATION

Mathias Beck ETH ZURICH

Ulrich Kaiser UNIVERSITY OF ZURICH

Martin Junge MINISTRY OF HIGHER EDUCATION AND SCIENCE,
DENMARK

We review and condense the body of literature on the economic returns of public R&D on private R&D and find that: (i) private returns to R&D appear to be large and

larger than the returns to alternative investments; (ii) private R&D and R&D subsidies are positively correlated and there is no evidence for crowding out; (iii) R&D cooperation increases private R&D; (iv) there appear to exist complementarities between alternative sources of funding; (v) the mobility of R&D workers, particularly of university scientists, is positively related to innovation; (vi) there are many university spin-offs but these are no more successful than nonuniversity spin-offs; (vii) universities constitute important collaboration partners and (viii) clusters enhance collaboration, patents and productivity. Key problems for economic policy advice are that the identification of causal effects is problematic in most studies and that little is known about the optimal design of policy measures.

140 FRUGAL INNOVATION AND PEOPLE MANAGEMENT PROCESS
Connie Zheng DEAKIN UNIVERSITY

This paper aims to examine who are the people and enterprises that have engaged in frugal innovation and whether there were significant trade-offs for organizations pursuing the frugal innovation strategy. A 4-P (i.e. people, process, performance and projection) framework was adopted to evaluate the process of decision-making and highlight the advantages and disadvantages of implementing frugal innovation within an organization, with a particular focus on addressing the different parameters used to measure frugal innovation performance. The paper offers several recommendations for organisations to pursue frugal innovation strategies with a balance of the interests from internal and external stakeholders and a vision to maintain and sustain the organization in the competitive global environment.

Digital innovation and the evolution of workplace (09:00 - 10:30) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Chair(s): David VERSAILLES

Discussant(s): Valérie MERINDOL

Paper Presentations:

299 PROCESS DEVIANCE AND COMPLIANCE AS REACTIONS TO DIGITIZATION-FOCUSED PROCESS INNOVATION: A COMPARISON OF IT PROFESSIONALS AND NON-IT PROFESSIONALS
Mario Schaarschmidt UNIVERSITY OF KOBLENZ-LANDAU

Matthias Bertram PROVADIS SCHOOL OF TECHNOLOGY
Gianfranco Walsh FSU JENA

Today's fast-moving business requires firms to implement new digital processes both internally and externally. Though the strategic decision to invest in digitization is a starting point, the successes of these initiatives are largely dependent on employees' willingness to help implement these strategies - both employees working in IT departments and on the "frontline". This research aims to investigate when digital business intensity leads to either constructive process deviance or process compliance. A four-component model of felt-obligations serves as a mediating component. Based on a survey of 427 employees who recently experienced the introduction of new digital processes, we find that digital business intensity has an indirect effect on process compliance, but not on constructive process deviance. In addition, we find that different path strengths exist for IT professionals compared to non-IT professionals. The study concludes by delineating implications for theory and management in an age of digital transformation.

966 FLEXIBLE WORKING – COLLABORATION BOOSTER OR PRODUCTIVITY KILLER?

Marc Rucker FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG

Tobias Eismann FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG

Martin Meinel FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG

Oscar Pakos FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG

Kai-Ingo Voigt FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG

Digitization not only changes the way companies produce goods, but also transforms how employees work into a more agile and dynamic way. Therefore, companies are trying to adapt their physical work environments to this new way of working, which is why flexible work concepts such as desk sharing are becoming increasingly popular in companies. Through this principle of flexible workplace selection, in which employees no longer have a fixed desk but look for a new workplace every day, companies hope to achieve a greater mix of employees.

According to research, this leads to an increase in communication between employees from different departments. The interaction with new colleagues gives the employee the opportunity to gather relevant information through informal conversations, which makes his or her daily work easier. However, there are also critical findings that desk sharing has a negative impact on employees and their productivity. Above all, the high noise exposure caused by working in an open office or long search times of colleagues are often mentioned as negative examples, which is why such a change in the work environment often leads to resistance among employees.

In this study, the actual effects of desk sharing on employees will be shown. Employees and managers of a large industrial company that recently moved from a traditional open-plan office to an activity-based office concept with desk sharing were interviewed. The main finding of this study is that the newly introduced desk sharing principle is well accepted by employees, because it significantly improves interdepartmental collaboration. However, it was also discovered that flexible working in the way of desk sharing reduces employee productivity.

1251 WITH WORK AND NO EMPLOYMENT: THE MEANING OF WORK IN THE GIG ECONOMY

Douglas Heimbecker UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Melina Abu-Marrul UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Rebeka Silva UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Ana Paula Pinho UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Tereza Cristina de Lima UNIVERSIDADE FEDERAL DO CEARÁ - UFC

This article aimed to investigate the attributed work meaning by gig workers. In the gig economy, workers enter into formal agreements with companies to provide services to customers of these companies through an online platform. In Brazil, according to Kohn (2018), UBER and UBER Eats, AirBNB, Rappi, among others, stand out as the best-known services in this segment. In this study a qualitative and descriptive research was carried out, using a script of semi-structured interviews, based on the work meaning dimensions described in the MOW team model (1987). The sample was composed of 14 gig workers, randomly chosen, that work in Fortaleza city, which is the state capital of Ceará in Brazil. For data analysis and treatment, we opted for content analysis. As a result, for these professionals, work is relevant, because is mainly an economic sustenance path. Also, worth mention work does not represent most important dimension in their lives and their family tends to occupy a prominent position. Additionally, notable, directed to good service obligations, personal and vehicle hygiene and compliance with traffic laws. It is perceived by gig workers insecurity in Brazil as an important factor and can be considered a suppressed right. Supplementary, their linkages to the platforms contribute a lot to financial gains guarantee besides observing financial problems caused by the country economic crisis, added to workers liberty, were important facts for them to begin their work in this segment.

Governance and innovation (09:00 - 10:30) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Emil Hoffmann

Discussant(s): Paola Testa

Paper Presentations:

ORGANIZATIONAL JUSTICE, AFFECTIVE COMMITMENT, AND EMPLOYEE INNOVATIVE WORK BEHAVIOR IN IT SECTOR

Vida Skudiene ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

In modern digital age it is proven that the performance of IT professionals is responsible for innovative approaches and improvements of the workplaces across multiple markets and sectors, and plays a vital role in sustainable business and economy growth. The effective management of IT professionals is a prerequisite of new idea creation, knowledge generation and sharing, and competitive edge. Thus, it is imperative to ensure that IT professionals would be motivated and committed to foster innovation. Past literature suggests that the quality of organizational context facilitates healthy culture of information transfer and sharing that is crucial for workplace exchange relationships. Social exchange theorists (SET) claim that when good workplace relationships among employees exist, the organization benefits (Cole, Schaninger, and Harris, 2007). Social Exchange Theory provides the impetus for justifying the research that organizational context may influence innovative work behavior. However, in spite of the growing body of research into the potential influence of internal organizational context on innovative work behavior, limited attention has been paid to investigate organizational justice and commitment variables in IT sector. This research attempted to address the need for consideration of different organizational justice types, namely procedural and interactional, as well as affective commitment that may facilitate IT sector employee innovative behavior. Based on the literature review and quantitative research, the paper explores perceived procedural and interactional justice impact on innovative IT sector employee behavior with the mediation role of affective organizational commitment. Data from 103 IT engineering sector employees in Lithuania were collected. The results indicate that perceived procedural and interactional justice are positively related to innovative work behavior with the mediation of affective organizational commitment variable. Previous researchers have confirmed inner organizational context variables as important conditions for innovation, however the systematic empirical research has not been applied to investigate the relationship between perceived procedural and interactional justice with individual employee innovative work behaviors taking into consideration the mediating role of affective organizational commitment in IT sector context. This study discusses results and provides recommendations for the IT sector managers and future research directions.

Key words: IT sector, innovative work behavior, organizational justice, affective commitment.

PROPOSAL OF AN ORIGINAL MATRIX OF RELATIONAL GOVERNANCE INDICATORS: EVIDENCE FROM RECYCLING COOPERATIVES LOCATED IN BRAZIL

Ernesto Giglio PAULISTA UNIVERSITY- UNIP

Arnaldo Ryngeblum UNIVERSIDADE PAULISTA

Charbel Jabbour MONTPELLIER BUSINESS SCHOOL

Ana Jabbour MONTPELLIER BUSINESS SCHOOL

In the sustainability field, the importance of relational governance is often discussed, however, the proposition of a matrix capable of encapsulating indicators for better understanding relational governance applied to real-world sustainability initiatives has been a persistent knowledge gap. The predominant idea among authors is to affirm that relational governance (RG) is important for the adjustment of the terms of formal contracts. In this article we go a step further, presenting unique contributions and research findings, such as: (i) we asserting that RG is the core influence in developing network structure and dynamics; (ii) we have created a matrix of RG indicators and researched four networks of recycling cooperatives. The results sustain the proposition, contributing to the establishment of a theoretical inquiry concerning the relevance of RG in sustainability programs as well as a methodology, with a set of indicators.

1485 THE EFFECTS OF UPSTREAM & DOWNSTREAM DEPENDENCIES OF A FIRM ON MARKET RETURNS FROM ITS INNOVATION EFFORTS

Vidya Oruganti GRENOBLE SCHOOL OF MANAGEMENT

Isabel Maria Bodas-Freitas GRENOBLE SCHOOL OF MANAGEMENT

Jojo Jacob DEPARTMENT OF MANAGEMENT, TECHNOLOGY AND STRATEGY, GRENOBLE ECOLE DE MANAGEMENT (GEM)

A firm's investment in internal and extramural R&D activities is critical for its ability to innovate. However, ability to generate returns from its innovation investments might not be similar across firms. In this regard, a firm's upstream and downstream partners can influence its innovation preparedness by enriching it with knowledge about new components, technologies and market changes. However, in this process, these interactions may cause vulnerabilities to a firm such as knowledge spillovers and opportunistic behaviours, thereby constraining its ability to innovate and gain returns from innovation. This may disincentivise firms to invest in R&D. We examine this issue in our study, of dependence on firm's upstream (suppliers) and downstream (clients) partners can impact a firm's ability to appropriate market returns from its innovation efforts. We use secondary survey data from 770 French firms, and our key findings indicate that the ability to gain market returns from its efforts in new product and technology development to differ, and is reduced for firms characterized by simultaneous dependence on a limited number of suppliers and clients, or on limited clients.

Ideate for Innovation (09:00 - 10:30) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Kristina von Gehlen

Discussant(s): Kristina von Gehlen

Paper Presentations:

845 FROM IDEAS OF POWER TO THE POWERING OF IDEAS IN ORGANIZATIONS

Arne Carlsen BI NORWEGIAN BUSINESS SCHOOL

Stewart Clegg UTS

Tyrone Pitsis DURHAM UNIVERSITY BUSINESS SCHOOL

Tord Mortensen BI NORWEGIAN BUSINESS SCHOOL

How can we understand the positive use of power as a productive force in organizational creativity? In response to this question, and drawing on the work of Goffman, Follett and Foucault, we present and illustrate a framework with three complementary processes of interactional framing used in the ongoing constitution of ideas: (1) *in-order-to framing*, understood as power that engages and mobilizes people across boundaries in order to develop and realize particular ideas in creative efforts; (2) *diagnostic framing*, the power to liberate people from established schemata and habits of doing and thinking in order to revive imagination that is open to various stimuli, and (3), *propositional framing*, as the power to materialize ideas through practices that build transparency and connectivity. Together, the three processes of framing serve to target barriers and non-trivial transitions in organizational work on ideas by seeking to create shared realities of connection and agency. The vocabulary of interactional framing expands the understanding of co-optative power as a relational and processual dynamics of organizational creativity.

1022 EXCHANGE BUT STAY FOCUSED: HOW SOCIAL LEARNING AND WORKSHOP PARTICIPATION AFFECT SUBMISSION QUALITY AND QUANTITY IN CORPORATE IDEATION CONTESTS.

Tobias Kruff TU DARMSTADT

Alexander Kock TU DARMSTADT

Companies attempt to counter the increasing pressure to innovate by increasingly promoting their own employees' innovative skills through ideation contests which aim to get the most comprehensive overview possible of all their employees' ideas, while maximizing the quality of the ideas submitted. This study addresses these seemingly antagonistic goals of quality and quantity with the help of social learning theory. We use a unique data set of an R&D intensive ideation contest, which we merged with ideators' survey data we collected before announcing the contest's results. Data of 576 ideas submitted by 269 ideators show that learning by exchange is important, but ideators should focus on their own ideas. Learning by feedback increases the quality and quantity of ideas, however, the more ideators focus on other ideas (learning by example), the worse the submission quality will be. Workshops can motivate employees to submit more ideas and reinforce the effect of learning by feedback on both submission quality and quantity.

198 SELF-MANAGING THE IDEA FOR INNOVATION WITH THE INNOVATOR ACTION GRANT MODEL (IAGM)

Hannele Väyrynen TAMPERE UNIVERSITY

A rapidly changing operating environment challenges organizations constantly to develop products, services and processes, and also to create totally new innovations.

This means that new information needs to be absorbed while new technology places novel competence demands on the actors. Furthermore, the space between the current situation and the future seems to be getting shorter. With four independent empirical research studies, this paper aims to build a comprehensive understanding through the theoretical premises of knowledge management, technology management, change management and future research of the critical elements that support or hinder the innovativeness of the individual in organizations. According to this research, there is an organization development resource inside organizations. This paper emphasizes the individual's role in the development process. However, the individual needs support for the innovation process and evaluation. Therefore, to identify and optimize the resources of the organization, the Innovator Action Grant Model (IAGM) guides the individual to evaluate his/her idea as well as the operations of the organization through different organization element lenses: knowledge utilization, technology adoption and future awareness. Nevertheless, the different suggestions for practices and the tools on offer only have value when they are implemented, through dialogue in the organization, which is discussed in this paper.

Servitization in collaborative projects & Datatization in the sports context (09:00 - 10:30) - ISCTE - Building II/Room C5.06 ([Top](#))

Track: ST06_06 - Managing for Service Innovation

Chair(s): Julia Jonas

Paper Presentations:

- 1338 DIGITIZATION-ENABLED INNOVATION IN SPORTS - A SERVICE SYSTEMS' PERSPECTIVE ON PROFESSIONAL SOCCER PLAYERS**
Stefan Genennig FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NÜRNBERG
Martin Schymanietz FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NÜRNBERG
Angela Roth FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NUREMBERG

The increasingly accelerating pace of digitization is changing the use of technology in all areas of modern life. In this context, digital technologies force the creation of value in so-called service systems which transfer the formerly dyadic view from simple provider-user connections into a network-oriented view. These service systems are a combination of actors, information and technology which are delineated by common value propositions. A broad range of service research literature of the last years focuses on their investigation. However, the analyses are often characterized by a strong manufacturing focus. Other industries, such as sports, are usually left out. Although the sports industry often has an influence on the private lives of many people and also represents a huge professional market which can be a role model for other industries. At the professional level, improvements through digital technologies

often mean competitive advantages for teams or individual athletes. In addition, actors in this field often have sufficient financial resources to try and test things. The knowledge gained in professional applications then diffuses into the private applications of hobby athletes and enriches their leisure activities. This paper focuses on the financially and societal most important sport in Germany and Europe and analyses the alterations brought about by digitization for professional soccer players with a service system perspective. The findings from a single case study with first and second league soccer players and coaches are considered under the service systems theory and outline digitization-enabled alterations. They thus provide a basis for discussion in service research and give an outlook on developments in the sports industry in general.

1424 DATA ANALYTICS IN THE SPORTS INDUSTRY – NEW SERVICE, NEW REVENUE

Martin Schymanietz FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NÜRNBERG

Stefan Genennig FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NÜRNBERG

Dmitrij Smolenski FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NÜRNBERG

Julia Jonas FAU ERLANGEN-NÜRNBERG

The increasing utilization of data to innovate business models is predominantly discussed in literature with a focus on industries such as manufacturing and mobile services. However, data-driven offerings also start to play a vital role in the sports industry. The application of data analytics enables sports organizations not only to improve the field performance of their athletes, but also to improve their business offerings to their diverse stakeholders. This paper aims to investigate the impact of data collection and data analytics on service business models in the sports industry. The study analyzes data utilization through organizations by examining 57 case vignettes. Main findings are that the utilization of data analytics by sports organizations predominantly leads to new or better value propositions (e.g. through better performances during competitions) and revenue streams (e.g. increased ticket or broadcasting rights sales). This paper contributes to current service research through the investigation of differences between the application of data analytics in the sports industry in comparison to data-driven service innovation activities in strongly researched fields like manufacturing.

1911 FROM DECLARED TO REALISED COLLABORATIVE SERVICITIZATION WITHIN COLLABORATIVE PROJECTS: A VARIETY OF CONFIGURATIONS

Oksana Polova UNIVERSITÉ CÔTE D'AZUR, GREDEG, ESIA

Catherine Thomas UNIVERSITÉ CÔTE D'AZUR, GREDEG, CNRS

The current literature indicates the crucial role of openness and collaboration for successful service innovation projects that remains less explored compared to product and technology innovation projects. Using a comparative multiple case study of 14 collaborative projects in mobile information and communication technologies (mICT)

this research paper targets to show the variety of configurations of collaborative servitization projects and explores the key elements responsible for successful realization of servitization within open innovation efforts. Our study provides empirical evidence that only a small number of projects resulted in servitization innovation. This emphasises the complexity of creating an innovative service in the mICT sector. Comparing and contrasting more and less well performing servitization projects suggests that higher performance, in terms of novel service development, requires more than top-down state policies for service development, or resources in terms of leadership and change management competencies. Rather, it also requires a real maturity of the idea of future services that should be a core of new industrial policies.

SIG 01 - Business for Society Kick-off (09:00 - 10:30) - ISCTE - Building I/ Auditório 1NE03 - JJ Laginha ([Top](#))

SIG 02 - Corporate Governance Kick-off (09:00 - 10:30) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

SIG 03 - Entrepreneurship Kick-off (09:00 - 10:30) - ISCTE - Building II/ Auditório B1.03 ([Top](#))

SIG 04 - Family Business Research Kick-off (09:00 - 10:30) - ISCTE - Building I/ Auditório 0NE01- Paquete de Oliveira ([Top](#))

SIG 05 - Gender, Race and Diversity in Organizations Kick-off (09:00 - 10:30) - ISCTE - Ala Autonomia/Room AA3.29 ([Top](#))

SIG 07 - International Management Kick-off (09:00 - 10:30) - ISCTE - Building II/ Auditório B2.03 ([Top](#))

SIG 08 - Managing Sports Kick-off (09:00 - 10:30) - ISCTE - Ala Autonomia/Room AA3.40 ([Top](#))

SIG 09-Organisational Behaviour Kick-off (09:00 - 10:30) - ISCTE - Building II/Room Grande Auditório ([Top](#))

SIG 10 - Project Organising Kick-off (09:00 - 10:30) - ISCTE - Building II/Room C6.10 ([Top](#))

SIG 12 - Research Methods and Research Practice Kick-off (09:00 - 10:30) - ISCTE - Building II/Room B2.02 ([Top](#))

SIG 13 - Strategic Management Kick-off (09:00 - 10:30) - ISCTE - Building II/ Auditório B1.04 ([Top](#))

**SIG 14 - Conference General Track Kick-off (09:00 - 10:30) - ISCTE - Ala Autonomia/
Auditório Silva Leal ([Top](#))**

**Sustainable Entrepreneurship and SMEs (09:00 - 10:30) - ISCTE - Building II/Room C6.07
([Top](#))**

Chair(s): Klaus Fichter, Maryse Chappin

Paper Presentations:

**1806 THE SUSTAINABLE START-UP PARADOX: PREDICTING THE BUSINESS
AND CLIMATE PERFORMANCE OF START-UPS**

Jip Leendertse UTRECHT UNIVERSITY

Frank van Rijnsoever UTRECHT UNIVERSITY

Chris Eveleens UTRECHT UNIVERSITY

Climate-focused start-ups often aim to both exploit a market opportunity and to reduce the impact of climate change. The performance of these start-ups thus consists of a business as well as a climate dimension. However, so far the existing literature has only considered the business dimension of start-up performance. This even though, from a societal perspective, the climate dimension is a critical performance measure (Bjornali & Ellingsen, 2014; Calel & Dechezlepretre, 2013). This study fills this research gap as it is the first to include performance dimensions.

The research sample consists of academic start-ups who participate in the Climate-KIC accelerator program, Europe's largest climate innovation accelerator. This research reveals an interesting dynamic between the two performance measures of climate-focused start-ups – (1) climate mitigation and (2) business performance. The results provide support for the notion that the business and climate dimensions of performance are fundamentally different from each other. First, the type of technology has an opposite effect on the performance dimensions. Start-ups with a software product have significantly larger firm size while they also have a significantly lower potential to reduce CO_{2e} emissions than start-ups with a hardware product. Second, besides technology, none of the dependent variables that significantly influence business performance (Song, Podoyntsyna, van der Bij, & Halman, 2008) has a significant effect on climate performance.

The goals of climate and business performance thus do not align, and while business performance is necessary to translate potential climate impact into *realized* climate performance, it is not sufficient. The implication for policy makers, incubators, and accelerators is that achieving these societal goals simultaneously is not a straightforward process, and it is unlikely to result from the current approach. Instead these actors are presented with a tough challenge to balance the different societal impacts of start-ups.

**429 SUSTAINABILITY IMPACT ASSESSMENT OF START-UPS –
CHALLENGES, PRINCIPLES AND ASSESSMENT APPROACHES**

Constanze Trautwein BORDERSTEP INSTITUTE FOR INNOVATION AND SUSTAINABILITY

It is widely accepted in research and practice that sustainable entrepreneurship and start-ups play a key role in accelerating the transformation of society and business towards a sustainable development. Nevertheless, decision makers in politics, society and business will not advocate sustainability as essential part of entrepreneurial actions if proof for a tangible contribution in form of measurable sustainability impact is missing. So far, no overview on assessment approaches that would allow for assessing the sustainability impact of start-ups exists. Neither is there a common understanding in the research domain of the specifics with regard to the sustainability impact assessment of start-ups. This article applies sustainability impact assessment to the characteristics of start-ups and identifies relevant approaches in this field by means of a systematic literature review. The main findings show that sustainability impact assessment of start-ups is subject to specific assessment challenges. Linked to this, the literature review yields existing assessment principles and approaches. Based on these findings, key assessment recommendations for sustainability impact assessment of start-ups are presented and opportunities for future research are highlighted.

629 ENABLING SUSTAINABLE-ORIENTED INNOVATION WITHIN MICRO AND SMALL FIRMS

Alessandro Bressan THE UNIVERSITY OF NOTRE DAME AUSTRALIA
Matteo Pedrini UNIVERSITÀ CATTOLICA DEL SACRO CUORE - MILANO

This paper examines Sustainable-Oriented Innovation (SOI) practices among micro and small firms operating in tourism and hospitality sectors. There is a paucity of empirical research on what the implemented SOI practices are within micro and small firms, how they do this and what, if any, are the opportunities and challenges of SOI business model implementation. In this paper, we argue that small and micro firm owner/managers are driven by different forms of lifestyle motivation when conducting their business, with innovative practices reflecting and underlying lifestyle motivation. We interviewed 25 owner/managers operating in tourism and hospitality firms recognised as being leaders and drivers of sustainability innovation practices within their sector. Findings indicate that owner/manager's values had a direct impact on the way the business was structured and managed as well as on SOI practices implementation. Indeed, entrepreneurs who embrace social responsibility and environmental sustainability as lifestyle motivation in their day-to-day business practices and stakeholder relationship proved to be more committed to SOI. The study has theoretical and practical implications in terms of potential to increase understanding of alternative business models and develop the theory further in this domain.

**Welcome to First Timers Meeting (09:00 - 10:30) - ISCTE - Building I/ Auditório ONE02-
Caiano Pereira ([Top](#))**

Coffee Break (10:30 - 11:00) - F/B Area Tent ([Top](#))

Academics and the academic context (11:00 - 12:30) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Viktor Dörfler

Paper Presentations:

98 USING A NOVEL RESEARCH METHODOLOGY TO EXPLORE THE CAREERS OF FEMALE ACADEMICS

Fleur Sharafizad EDITH COWAN UNIVERSITY

Uma Jogulu EDITH COWAN UNIVERSITY

Kerry Brown EDITH COWAN UNIVERSITY

Maryam Omari EDITH COWAN UNIVERSITY

This paper will outline and examine the use of creative research methods to establish new approaches and insights into an exploratory organisational research study. We sought to understand the antecedents of the disparate career outcomes for male and female academics in Australia. To gain a deeper and richer understanding of the career trajectories of women in academia, both male and female academics were invited to participate in a methodology that used innovative drawing techniques from arts-based research with an added reflection component to more fully capture the experiences of career progression for academics. ‘Draw, Write, *Reflect*’ (DWR) is a process we adapted from arts-based methods to create impromptu drawings representing participants’ career progression. We argue that offering participants a combination of visual and oral methods allows the researcher to obtain data in a more individualised approach, led by participants’ preferences; it also provides a forum for participants to reflect on their careers. The multidimensional insights gained through this combined visual and narrative approach would not have been obtainable through each method on its own. Findings indicate this adapted method facilitates a different way of knowing; a deeper, more empathetic understanding of the career experiences of female academics through visual images. The paper concludes that the approach of ‘Draw, Write, *Reflect*’ (DWR) presents a more fully integrated and richer understanding of participants’ career progression.

479 EMERGENCE OF NEW ORGANIZATIONAL FORMS AND INSTITUTIONAL ISOMORPHISM: THE CASE OF FRENCH BUSINESS SCHOOLS

Siavash Farahbakhsh FREE UNIVERSITY OF BOZEN-BOLZANO

Davide Secchi RESEARCH CENTRE FOR COMPUTATIONAL AND ORGANISATIONAL COGNITION, U. OF SOUTHERN DENMARK

Despite the extensive literature on institutional research, there are still gaps in our understanding of how a bundle of practices leads to isomorphism and its related pressures. In this paper, we investigate the relationship between adoption of multiple practices and isomorphism. We study the case of the establishment of French business schools (1818-2017) and their adoption of international accreditation standards (1997-

2017). Using an agent-based simulation model, we first show how different organizational factors such as access to economic resources, risk taking, and imitation, contribute to the establishment of the schools. The paper also explores the role of internationalization mindsets, dynamic capabilities, and risk taking behaviors on the adoption of academic accreditation standards (EQUIS, AACSB, AMBA). Results show that, consistent with the literature, economic factors and imitation are a driving force in the appearance of business schools. Surprisingly, findings also show a reduced effect of dynamic capabilities over internationalization mindset and risk taking as far as the adoption of accreditation standards is concerned.

889 DIVERSITY IN ACADEME AND SCIENTIFIC IMPERIALISM.

Bill Lee UNIVERSITY OF SHEFFIELD

Usman Aslam UNIVERSITY OF BIRMINGHAM

This article is concerned with how research practice may skew understanding of the future of management. Starting from a position that certain journals that have been labelled as leading, have preferences for particular types of research and English as a lingua franca of publication provide the bases for a form of imperialism, this article contends that such imperialism is instituted into universities' employment practices when they employ so-called journal quality lists to assess the performance of academic colleagues. Using an empirical study of thirty-one academics, this article examines the nuances of such discrimination as it is experienced. The article concludes by arguing that if the academic community wish to have a richer understanding of the future of management and to be able to contribute to a more inclusive, diverse future in which all are treated respectfully, it needs to reflect on – and address – its own practices that are limiting the expression of diverse research voices.

Agression and Bullying (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Alicia Medina, Eva Zedlacher

Paper Presentations:

569 THE UNETHICAL MANAGERIAL BEHAVIOURS AND ABUSIVE USE OF POWER IN DOWNWARDS VERTICAL WORKPLACE BULLYING. A PHENOMENOLOGIST CASE STUDY

Alicia Medina UMEÅ SCHOOL OF BUSINESS, ECONOMICS AND STATISTICS

Eduardo Lopez BELMONT UNIVERSITY

Rolf Medina UMEÅ SCHOOL OF BUSINESS AND ECONOMICS

The aim of this article is to introduce an ethical perspective of managerial behaviors to the study of vertical workplace bullying. We have chosen a framework called the Line of Impunity that describes the missuses of power by certain ranks in

organizations. In the current study, this framework applies to managers and the ethical aspects of their actions. Previous research on bullying addresses several perspectives such as the consequences of the bullying situation for the organization, the target and bystanders, the leadership style of the bully, the perceived organizational support, and the manifestations of the abusive behaviors. But to date, the ethical aspects are poorly outlined. By applying the Line of Impunity, we aim to bring light on a number of aspects of workplace bullying that are connected to an unethical use of power.

This study is unique in this nature because it is a phenomenologist research that is based on two case studies that present the field experiences of two of the authors while working in two different organizations, one in Sweden and the other in USA, during a period of 18 months.

The two main contributions of the study are the new concepts Power Methods and Reinforcing, which highlight the connection between abusive behavior and the ethical aspects that are present in downwards vertical workplace bullying situations. Implications for both research and practice are discussed and both statements and suggestions for further research are outlined.

1361 **ATTRIBUTIONAL INTERPRETATIONS OF “WORKPLACE BULLYING”–
HOW BEHAVIORAL TYPE AND PERPETRATOR CHARACTERISTICS
SHAPE SENSEMAKING OF DIVERSE NEGATIVE BEHAVIORS BY
ORGANIZATIONAL THIRD PARTIES**

Eva Zedlacher WEBSTER VIENNA PRIVATE UNIVERSITY
Denise Salin HANKEN SCHOOL OF ECONOMICS

Organizational misbehavior can take on many forms. In the European research tradition, misbehavior is to be labelled “workplace bullying” if a target reports repeated and long-term exposure to one or more “negative” behaviors (spreading rumors, withholding information, etc.) (Einarsen, Hoel, Zapf and Cooper, 2011). However, in organizational practice, targets’ allegations of workplace bullying are often rejected or considered open to interpretation by third parties like Human Resource Professionals.

In this study we investigate whether twelve different types of negative behaviors, distinct cues (e.g. severe outcome) and specific perpetrator characteristics (gender, hierarchical status) elicit distinct attributions of blame and guilt, which impact the third party’s labelling of the behaviors as “(un)acceptable” or “workplace bullying”.

A qualitative content analysis of 27 semi-structured interviews with Austrian human resource professionals and employee representatives reveals three attributional patterns: i) Single behaviors which are perceived to violate universal norms and have foreseeable severe outcomes elicit strong moral judgments and attribution of malicious intent; they are regarded as unacceptable regardless of cause and are often associated with bullying *prima facie*. ii) Ambiguous, “context-specific” behaviors trigger sensemaking; here, the intent and primary blame of the perpetrator is often discounted in the course of the interview by referring to organizational pressures,

situational or cultural practices, uncontrollable personality traits by perpetrators, or potential perceptual biases of targets. These behaviors require distinct cues (distinctiveness, repetition, etc.) to be labelled bullying. iii) The primary cause for some work-related negative behaviors is attributed to the target's underperformance or the organization, thereby increasing their acceptability. Intent to harm is the common key characteristic across behaviors turning a behavior into bullying. Disconfirmation of hierarchical or gender role expectations increases perceived severity. Female perpetrators are often attributed controllability and intent for behaviors which are associated with a lack of empathy and social skills (e.g. insulting, verbal abuse), and are held personally accountable more often than men. Knowledge of scientific bullying criteria shapes interpretations more than the third party-role.

Findings show that perceived intent and perpetrator-blaming are essential for third parties' conceptualization of workplace bullying. Especially if perpetrator characteristics disconfirm (gendered) expectations, the cause of the behavior is attributed to the perpetrator's disposition. The patterns indicate a challenge for ethical decision-making and adequate reactions by organizational third parties when allegations involve ambiguous behaviors in complex environments and when behaviors elicit no moral reasoning. Implications for organizational training and for wording of behaviors in surveys are discussed.

2004 PROFILING WORKPLACE AGGRESSION BASED ON CORE EVENT ATTRIBUTES: A PRELIMINARY ANALYSIS

Sobia Nasir YASAR UNIVERSITY
Özge Can YASAR UNIVERSITY

Despite recent calls for directly measuring and differentiating between various workplace aggression incidents, there have been only a few attempts to do so. By utilizing the general workplace aggression framework and stressor-emotion models, we seek to identify the unique workplace aggression profiles and to understand whether they lead to different emotional responses. We collected data from participants in Pakistan's higher education sector to measure aggression incidents in detail through repeated survey technique. Cluster analysis results support the existence of distinct types of workplace aggression that are shaped by the nature of the aggression behavior, perceived severity, perceived intention, witness presence, and perpetrator identity. This is the first study where all these attributes are taken into consideration in a comprehensive way.

Business Model 1 (11:00 - 12:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Patrick Spieth

Discussant(s): Joan Enric Ricart

Paper Presentations:

485 BACK TO BASICS AFTER THREE GENERATIONS: A LONGITUDINAL PROCESS STUDY OF HOW DOMINANT LOGIC ENABLES AND CONSTRAINS BUSINESS MODEL INNOVATION

Leandro Bitetti INSTITUTE OF MARKETING AND COMMUNICATION MANAGEMENT AT UNIVERSITÀ DELLA SVIZZERA ITALIANA & DEPARTMENT OF BUSINESS ECONOMICS, HEALTH AND SOCIAL CARE AT UNIVERSITY OF APPLIED SCIENCES AND ARTS OF SOUTHERN SWITZERLAND

Michael Gibbert UNIVERSITÀ DELLA SVIZZERA ITALIANA

Traditional small family businesses are increasingly confronted with the need of business model innovation. Nevertheless, prior literature shows that a main constraint to business model innovation is represented by the dominant logic. Still, constraints can sometimes enable innovation. Building on this, we integrate the dual nature of constraints into the business model literature, through a cognitive perspective. In our study, we present a longitudinal case study (i.e. Gabbani SA) where dominant logic enabled (rather than constrained) four business model innovations over 80 years and two ownership successions within the family. In particular, Gabbani SA managed to adopt, abolish, and re-adopt multiple dominant logics that allowed business model innovation through four main cognitive processes (namely “overturn”, “dribble”, “stimulate, and “anticipate”).

750 SEARCHING FOR A NEW LOGIC OF THE FIRM: UNDERSTANDING THE PROCESS OF BUSINESS MODEL INNOVATION

Carlos DaSilva HEG SCHOOL OF MANAGEMENT FRIBOURG / HES-SO // UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND, CARLOS.DASILVA@HEFR.CH

In its essence, a business model innovation deals with the search for new logics of the company through novel means of value creation and capture. In this research we develop a process model of business model innovation. We conduct an exploratory study of the process of business model innovation occurring in an European setting. The research reveals eight distinct subprocesses and three aggregated processes of business model innovation, opening further avenues for research aimed at clarifying the black-box of business model innovation.

930 REINVENTING THE BUSINESS MODEL OF DIGITAL PLATFORMS WITH TRUST

Sarah BASSITE PHD STUDENT - UNIVERSITY COTE D'AZUR
Arnaud GAUTIER ASSISTANT PROFESSOR-UNIVERSITÉ COTE D'AZUR
Rani Dang ASSISTANT PROFESSOR - UNIVERSITÉ COTE D'AZUR

Abstract

While business model innovation has received much attention, little research has focused on the resources mobilized and their combination to ensure the viability of the digital platform business model. To guarantee their viability, we argue that business

models of digital transaction platforms must focus their attention on 3 main challenges, i.e., information asymmetry, the creation of network effects and the production of a good user experience. These challenges converge on the issue of the production and maintenance of trust. This exploratory research aims to provide a deeper understanding of how BM of online transaction platforms use the production and preservation of trust as a critical resource for reinventing themselves. Methodologically, this work is based on an exploratory qualitative research conducted among five digital transaction platforms which use different trust mechanisms. In-depth interviews on the basis of a semi-structured interview guidelines, observation sessions and secondary data from websites and press articles were collected. Our data suggest that: (1) Trust is not only a critical resource for tackling challenges that can jeopardize the viability of an online platform BM. The production of trust and its continuous maintenance can be alternative sources of value creation and capture that allow the BM to be reinvented; (2) we can understand trust as a mixed resource combining the different natures of online trust and the different types of offline trust to ensure the good user experience.

Business Model 2 (11:00 - 12:30) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Dirk Schneckenberg

Discussant(s): Nicole Siebold

Paper Presentations:

**5 ECOSYSTEM, VALUE CREATION AND CORPORATE VENTURE
CAPITAL ACTIVITIES: A CASE STUDY OF TENCENT**

Jie YAN GRENOBLE ECOLE DE MANAGEMENT

Han Wu RENNES SCHOOL OF BUSINESS

Peiran Su OXFORD BROOKES UNIVERSITY

Jie XIONG RENNES SCHOOL OF BUSINESS

Internet platform companies have two key characteristics, value creation through ecosystem and growth by corporate venture capital (CVC) activities. However, how these two internal mechanisms interplay to contribute to technological ventures' growth is understudied. This study adopts an exploratory case study of a leading Chinese internet platform Tencent. Based on 387 CVC projects of Tencent from 2004 to 2016, we examine the impacts how CVC activities influence value creation in the ecosystem. We summarize the key drivers as, novelty, efficiency, complementarity, lock-in on the level of product, platform and ecosystem. Our results enrich the understanding of business ecosystem theory by developing a value creation model.

Moreover, our analysis at project level enriches the mainstream research of value creation at firm level.

1271 OPEN SOURCE INNOVATION: ENABLER OR HINDERER OF BUSINESS MODEL DYNAMICS?

Amel Charleux UNIVERSITY OF MONTPELLIER

Robert Viseur UNIVERSITY OF MONS

Anne Mione UNIVERSITY OF MONTPELLIER

In this contribution, we show that the editor's choice of open innovation in open source sector may constrain its decisions concerning the Business Model (BM), its definition and evolution over time. Open source innovation constitutes a particular case of open innovation. Specific rules guarantee a free access to enable a collaborative work between numerous contributors. The openness may favor creativity and adaptation to innovative and turbulent environments. However, the contribution of numerous, highly involved, participants may at time also constrain firm's strategic decisions regarding its BM evolution. In order to identify how open source innovation facilitates or limits the adaptability of a BM over time, we realize a deep longitudinal case analysis. We examine a situation where an open source project has been initiated, then supported then reorganized under different forms. We sequence the different combinations and identify BM evolution's supporters and hinderers. We observe that initiators, institutional managers, users or contributors may appear sometimes as facilitators and sometimes as breakers of business model changes. We describe these actors' range of actions in order to push or avoid the BM dynamic. We finally show that BM evolution, while not supported by contributors, can hamper the openness strategy. Openness in innovation goes with a smooth management of external contributors.

1693 NETWORKED BUSINESS MODELS: ARE THEY THE KEY TO CREATING SUSTAINABLE SOCIAL AND ECONOMIC VALUE FOR NON-PROFIT SOCIAL PURPOSE ORGANISATIONS?

Bernadette Best QUEEN'S UNIVERSITY, BELFAST

Kristel Miller ULSTER UNIVERSITY

Rodney McAdam ULSTER UNIVERSITY

Delivering public services with an emphasis on adding value under increasing environmental pressures and diminishing state funding has led to an increased focus on non-profit Social Purpose Organisations (SPOs). To be sustainable in changing environments, SPOs are participating in consortiums, which form networked business models in order to extend their potential for greater value through social and economic value co-creation (VCC) with multiple stakeholders. However, there is a lack of understanding on SPOs business models in general and in particular how SPOs can co-create social and economic value in networked business models. Furthermore, there is a lack of understanding of the challenges faced by dynamic interactions of diverse actors within networked business models. Consequently, the aim of this paper is to explore how networked SPOs engage in business model innovation in order to co-create social and economic value. An exploratory qualitative methodology was adopted using seven networked UK SPOs. The findings identify that SPOs operate

dual singular and networked business models to enhance social and economic value and their sustainability when faced with changing external environments. Antecedents, challenges and moderators of VCC across networked stakeholders at different micro, meso, and macro levels of context are identified. This research extends business model research by providing a networked view of the business model and identifying how different multi-level interactions and network interdependencies can influence SPOs business models and VCC activities. Furthermore, the findings provide new insights into the dynamics of networked business models and how SPOs can balance social and economic value. Our study offers insights for a wide range of regional stakeholders involved in consortiums (i.e. SPOs, funders, service users, employers) through both identifying moderators that help in managing VCC challenges experienced in a network and illustrating how networked business models can enhance the potential for greater user value.

Can the dark side of entrepreneurship be bright? (11:00 - 12:30) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Simona Leonelli

Paper Presentations:

929 BENEFITS OF DARK PERSONALITY - HOW THE DARK TRIAD IMPACTS ENTREPRENEURIAL PASSION

Martin Ruth TU DORTMUND
Tessa Flatten TU DORTMUND

There is a growing interest on dark personality traits such as the dark triad (i.e. narcissism, Machiavellianism, and psychopathy) in entrepreneurship research. First results show that these traits are beneficial in certain environments and motivate scholars to call for debunking the ‘bright equals good and dark equals bad paradigm’, i.e. the common view that traits considered ‘bright’ are always beneficial while those considered ‘dark’ are always disadvantageous to behavior and performance. In spite of manifold research calls, empirical evidence to date is scant. Motivated by anecdotes and examples of well-known entrepreneurs that, at times, show their dark side but are also extraordinary passionate, we study whether we can break with the paradigm in the dark triad-entrepreneurial passion relationship. Thus, we empirically test the links between the dark triad and the three entrepreneurial passion domains (for inventing, founding, and developing). We synthesize self-determination theory and identity theory and claim that satisfying the three basic psychological needs (competence, autonomy, relatedness) creates intrinsic motivation, which fosters identity development. Identity meaning is identified to be a driver of passion. In a sample of 874 business students, we find that subclinical narcissism leads to passion for all types of passion, while subclinical Machiavellianism only fosters passion for developing. These results break with the aforementioned paradigm. Moreover,

subclinical psychopathy proves to be detrimental to passion for all domains. Our research is a valuable resource for both scholars and practitioners, e.g. in that it supports entrepreneurs selection process of co-founders and employees and financiers in their capital allocation process.

1078 THE ANTECEDENTS OF SERIAL ENTREPRENEURSHIP: THE ROLE OF ENTREPRENEURS' NARCISSISM AND HUMAN CAPITAL

Simona Leonelli UNIVERSITY OF PADOVA
Francesca Masciarelli "G. D'ANNUNZIO" UNIVERSITY

Extant researches highlighted controversial results regarding the relation between serial entrepreneurs, i.e. those who started business sequentially, and start-ups' growth and survival. While research has provided a strong general understanding of what motivates individuals to pursue their entrepreneurial ideas, the psychological antecedents that might affect the individual decision to become a serial entrepreneur are still unexplored and untested. Such insight is the aim of this paper: we examine the psychological antecedents, focusing on the entrepreneur's narcissism and human capital (HC). Using a cross-industry sample of 343 start-ups' entrepreneurs, we show that entrepreneurs with a high level of narcissism are likely serial entrepreneurs, and entrepreneurs' human capital mediates the above relationship. Our study makes significant contributions to the research on entrepreneurship and HC. We respond to calls for a more in-depth explaining of the relation between entrepreneurs' seriality and personality trait differences and we contribute to the discussion about the importance of the interaction between human capital and personality traits.

Career Management I (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Alessia Sammarra

Paper Presentations:

317 A QUALITATIVE EXPLORATION OF THE INTERPLAYS BETWEEN THE BUDDHIST IDENTITY AND SUSTAINABLE CAREER SUCCESS OF ENTREPRENEURS IN CHINA

Christian Yao VICTORIA UNIVERSITY OF WELLINGTON
Zheng Duan VICTORIA UNIVERSITY OF WELLINGTON
Yang Yu VICTORIA UNIVERSITY OF WELLINGTON

The careers literature has depicted entrepreneurial career success largely as objective. We argue that there is a need to seek further subjective fulfilment from other social identities. Specifically, we examine the role of religion, and through a qualitative study of Chinese entrepreneurs who are also Buddhist believers, we conceptualise the notion of sustainable career success. We also propose the constructs of identity synchronisation and identity polarisation which better help understanding the

interplays between career success and religious social identity. Implications of our findings for both theory and practice are discussed.

1240 EXPLORING THE PROCESS OF CAREER SUCCESS THROUGH SEQUENTIAL MEDIATION MODELLING

Zubeida Rossenkhan SUNWAY UNIVERSITY BUSINESS SCHOOL
Pervaiz Ahmed MONASH UNIVERSITY MALAYSIA
Wee Chan Au MONASH UNIVERSITY MALAYSIA

In a globalized world characterized by technological advancements and constant economic and social changes, the nature of careers and success outcomes have evolved. The need to understand the dynamic process of career success as well as the influence of context on this process is essential to assist organizations to better design human resource practices. The study uses a Malaysian context to elucidate the localized nature of the process, thus contributing to career theory.

A total of 524 questionnaire surveys were collected from Malaysian working professionals. PLS modeling was employed as the main analytic tool. The use of sequential mediation modeling illustrates the value contributed to career research by disaggregating the concept of career success and empirically testing the interrelated dynamics of the dimensions. The findings support the sequential mediation model of career success and highlight the sequential milestones of career outcomes individuals navigate to achieve success in their careers.

1331 LATE CAREER PHASE AND TRANSITION INTO RETIREMENT – FOCUS ON OLDER NURSING PROFESSIONALS

Hanna Salminen TAMPERE UNIVERSITY
Monika von Bonsdorff UNIVERSITY OF VAASA I KOKKOLA UNIVERSITY
CONSORTIUM CHYDENIUS
Pia Heilmann FINNISH INSTITUTE OF OCCUPATIONAL HEALTH

Changing careers and delayed retirement age are likely to have an effect on older employees' late career phase and transition into retirement. Yet, the changing nature of the late career phase has received rather little attention in the field of career and human resource management (HRM) research. This study focuses on older nursing professionals' late career phase and investigates what kind of factors influence older nursing professionals' perceptions and intentions regarding late career and transition into retirement. The theoretical framework of the study relies on career research. The empirical data consists of 22 interviews among older (50+) nursing professionals working in a Finnish university hospital. Four career narratives were constructed based on the narrative analysis. In these narratives, factors shaping and influencing late career and retirement intentions covered personal, work-related and family-related issues of which physical health was clearly a dominating factor. Based on the results, it can be argued that there is a need for flexible HRM practices in order to support sustainable careers of older employees.

Track: GT14_00 - Conference General Track

Chair(s): Thomas Sorreda

Paper Presentations:

- 102 FEELING EXHAUSTED? LET'S PLAY – HOW PLAY IN WORK RELATES TO EXPERIENCED BURNOUT AND INNOVATION BEHAVIORS**
Amber Yun-Ping Lee DEPT. OF PUBLIC ADMINISTRATION AND
MANAGEMENT, NATIONAL UNIVERSITY OF TAINAN
Yi-Hsien Wang MANAGEMENT STUDIES RESEARCH CENTER, NATIONAL
SUN YAT-SEN UNIVERSITY
Shu-Yuan Chen DEPT. OF BUSINESS MANAGEMENT NATIONAL UNITED
UNIVERSITY
Heng-Yu Chang SCHOOL OF BUSINESS, CHANG GUNG UNIVERSITY
Liang-Chih Huang NATIONAL CHUNG CHENG UNIVERSITY

People are more vulnerable than ever to emotional exhaustion and burnout in today's workplace. Play in work is regarded as the possible solution to experienced burnout and could bring the desirable outcomes to organizations. In this research, "play in work" is regarded as one specific type of work designs, of which we expect to contribute to employees' innovation behavior via alleviating their experienced burnout. A total of 439 employees completed surveys, and the results show that the play in work positively relates to innovation behaviors. In addition, we examine individual's attitude towards fun at work to further understand the impact of individual differences in attitude on the relationship between play in work and their feelings and subsequent behaviors. The results show that the attitude toward fun moderates the indirect relationship between play in work and innovation behaviors via experienced burnout. To sum up, our research suggests that play in work would contribute to favorable outcomes in the workplace, but managers need to pay attention to individual differences in attitude toward fun to ensure the maximum benefit of play. We end by discussing theoretical and practical implications of integrating play into work.

- 565 PROFESSIONAL MENTORING IN FLUID ORGANIZATION WHEN CONSULTING ORGANIZATIONS CREATE A MENTORING FROM SCRATCH**

Thomas Sorreda EDHEC
Maria Koutsovoulou ESCP EUROPE

Links between mentorship and proficiency is a positivist approach to a positivist approach to the positivist approach. It is true that a favorable influence of the existence of a mentoring system has been brought to light, particularly through the work of psychoanalysts. Nevertheless, the particular framework of an interpersonal relationship is highly variable. Through an ethnographic study we seek to answer the questions of a mentor in their relationship to professional mentoring when they are in a situation.

1476 BALANCING THE SEE-SAW: NEGOTIATED STABILITY AMONG PLURAL LOGICS IN A HYBRID PARTNERSHIP

Srivardhini Jha ASSISTANT PROFESSOR, INDIAN INSTITUTE OF MANAGEMENT BANGALORE

Gopal Naik PROFESSOR, INDIAN INSTITUTE OF MANAGEMENT BANGALORE

Jothsna Rajan DOCTORAL CANDIDATE

Hybrid partnerships (e.g.: Public-Private partnership) promise to address complex societal problems by drawing on the benefits afforded by distinct organizational templates. But a partnership as an organizational form faces challenges to its success from the hybridity as well as its semi-permanent structure. Using the institutional logics approach we develop a process model of the mechanisms of collaboration within a partnership structure. Our in-depth field study of a public-private partnership to improve rural school education in India provides insight into the negotiated stability or its absence within a hybrid partnership. We find that organizational actors attempt to balance their responsibilities and pursue their organizational as well as shared partnership goals in tandem. As a result, combining institutional logics within hybrid partnerships is an ongoing process in response to emergent issues and not an end-state. This contrasts with existing scholarship that has characterized the emergent blended logic in a hybrid organization as an end state of a gradual, iterative process. Our findings are of import to scholars of transient hybrid structures and for understanding the possibility and challenges of employing hybrid organizational forms in developing sustainable solutions to societal problems.

Cognitive Perspectives on Diversity (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.28
([Top](#))

Track: T09_07 - Organisational Cognition: Theories, Applications and Advancements

Chair(s): Claudia Toma

Paper Presentations:

444 BEHAVIORAL INSIGHTS FOR DIVERSITY MANAGEMENT: BRIDGING THE GAP BETWEEN ASPIRATION AND REALITY

Jie McCardle GEORGIA SOUTHERN UNIVERSITY

Lewin's force field model of change reminds us that the most effective way to implement a change is to reduce restraining forces. Diversity has been embraced by corporate America as one of the most audacious changes in the modern era. However, comparing to its vision and investment, its progress has been modest. In this paper, I suggest that cognitive biases are a major source of restraining forces that has been ignored in traditional diversity management research. Drawing upon Kahneman and Tversky's theory of rationality/intuition two-system thinking, I explain that the driving forces for diversity are mostly propelled by rational reasoning, yet their impacts fall short of the aspirations due to the cognitive roadblocks seeded in intuitive thinking. I suggest a behavioral insights approach as a practical tool to reduce the restraining forces. Behavioral insights focus on designing the work context to facilitate behavioral change by mitigating perceptual biases and judgment errors. This paper hopes to contribute to the diversity management literature by shifting focus from

changing attitudes by mandate to changing behavior by designing the work environment with a more nuanced understanding of human cognition.

547

GENERATIONAL META-STEREOTYPES: A COGNITIVE PERSPECTIVE ON GENERATIONAL STEREOTYPES IN ACTION

Annick Van Rossem KUL

Early research on generational diversity reported fractured findings. Notwithstanding, recent research that adopts a social identity perspective stresses that generational differences appear to be a real phenomenon, if only in the perceptions of employees and managers giving rise to stereotypes and self-fulfilling prophecies. However, generational stereotypes are but one side of the coin. Meta-stereotypes or what individuals believe other generational groups think about their own generation is a critical aspect of intergenerational perception influencing generational interactions.

Calling on social identity theory and employing a cognitive mapping method (repertory grid technique, mixed methods), the present study taps into three generations (Generations Z, Y and X) minds and demonstrates how these generations perceive what the other generational groups think about their generation. For the categorization in generational groups, we measured generational identity.

We point out to both positive and negative meta-stereotypes and how these may affect attitudes and behaviors in the workplace. We also point to meta-patterns about how meta-stereotypes do not operate in the same way for the various generational groups researched. We give some advice for practitioners and call for a further investigation of the generational phenomenon.

1028

DIVERSITY, YES ! BUT NOT FOR ME. UNDERSTANDING SELF-OTHER ASYMMETRY IN DIVERSITY BELIEFS

Claudia Toma UNIVERSITÉ LIBRE DE BRUXELLES

Ashli Carter COLUMBIA UNIVERSITY

Katherine Phillips COLUMBIA UNIVERSITY

Although majority of people do believe that diversity is beneficial, they often prefer working with similar, rather than dissimilar others. This paper tests the possibility that people value diversity to a lesser extent for themselves compared to others, resulting in a self-other asymmetry in diversity beliefs. Four studies, using students and employees, support this notion. Study 1 shows that students endorse more diversity beliefs for groups in general, than for groups to which they belong. Study 2 replicates this effect on employees who are closer to the challenges of diversity at the workplace. Study 3 shows that this self-other asymmetry is stronger for individuals who hold egalitarian beliefs (low in SDO). Study 4 provides evidence for one potential mechanism: asymmetry in diversity beliefs occurs because people see more benefits associated to diversity for others compared to themselves. As possible points of intervention, the paper proposes to highlight the pros of diversity for individuals' own groups and organizations, in order to reduce the self-other asymmetry in diversity beliefs.

Community building (11:00 - 12:30) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST03_06 - Social Entrepreneurship and Societal Change

Chair(s): Sylvain Mbongui

Paper Presentations:

1335 GETTING UP AFTER FALLING DOWN: A TALE OF THREE COMMUNITIES

Sonia Siraz IE BUSINESS SCHOOL

Björn Claes OPEN UNIVERSITY BUSINESS SCHOOL

Deycy Sanchez Preciado HALMSTAD UNIVERSITY, SWEDEN

Despite the importance of community ventures in fostering economic development and growth, little is known about the distinctive factors that the relationships between community members and the Community Based Enterprise (CBE) play in its failure and success. We examined the relationship through an in-depth single case study of a community-based initiative in the Cauca region of Colombia from 1998 to 2015. The venture in our study, APROPESCA, is a rare example of a CBE, that failed, only to reenter with the same structure, same activities, mission, and name. APROPESCA embraces about 325 families from three different indigenous communities striving to become a united community with many of the initial founding members still present within the venture. Our findings show that failure was the result of several factors including the lack of a strong sense of community identity. However, over time the community members developed a solid sense of belonging, trust, and reliance as they tackled difficult events such as dealing with lack of resources, or market struggles on the one hand, and engaged in community building events on the other hand. The sense of belonging that the three different communities developed is comparable to a unique extended family business, whereby the non-financial aspects of the enterprise meet the communities' affective needs. We term this affective component "community socio-emotional wealth", contributing to the growing literature on SEW by revealing its existence in a community context.

1714 ENTREPRENEURING FOR COMMON GOOD: INSIGHTS FROM COLLECTIVE ENTREPRENEURSHIP IN RURAL HEALTHCARE

Nour Alrabie TSM-RESEARCH, UNIVERSITÉ TOULOUSE CAPITOLE, CNRS

Melanie Reuter-Oppermann KARLSRUHE INSTITUTE OF TECHNOLOGY

Healthcare is facing serious threats because of reforms and financial challenges. To address these issues, which are stronger in rural areas, practitioners become social entrepreneurs. Their motivation to become so comes from the ethical and moral values that they hold. Although diversity of experience among collective entrepreneurs turns out to be the key of success, there exists a strong symbolic hierarchy between physicians and other health professionals that might undermine their enterprise. In addition to address the gap of rural entrepreneurship and healthcare entrepreneurship, this research contributes to the literature by investigating the

collaborative nature of entrepreneurial processes in such contexts. To do so, we investigate the antecedents of social collective entrepreneurship. Regional embeddedness and peer co-working turn out to be major antecedents of collective social entrepreneurship in rural healthcare and seem to define the nature of investment in terms of time, money or both.

CONSUMPTION AND CSR (11:00 - 12:30) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_06 - Market for Society

Chair(s): LAURE LAVORATA

Discussant(s): Lucas Moreno

Paper Presentations:

907 SLOW BUT SURE: THE EFFECTS OF EMPOWERMENT AND MATERIALISM ON SLOW FASHION CONSUMPTION

Érica Calíope FEDERAL UNIVERSITY OF CEARÁ
Clayton Silva FEDERAL INSTITUTE OF EDUCATION, SCIENCE AND TECHNOLOGY OF PIAUÍ AND FEDERAL UNIVERSITY OF CEARÁ
Cláudia Buhamra UNIVERSIDADE FEDERAL DO CEARÁ

Given that slow fashion is a movement that develops a comprehensive understanding of sustainable fashion and it is little explored in academia, this study aims to analyze the effects of empowerment and materialism on slow fashion consumption. We consider that empowerment positively affects slow fashion consumption while materialism negatively affects it. A survey was conducted, and we tested the research hypotheses on a sample of 306 clothing consumers from Fortaleza, the 5th largest Brazilian city and capital of the State of Ceará, which ranks fifth in the Brazilian Textile and Apparel Chain Billing Ranking. In order to analyze the data, we used the techniques of Exploratory Factor Analysis and Multiple Linear Regression. We used the factors of slow fashion consumption as dependent variables and the factors of empowerment and materialism as independent variables. We also tested the effects of respondents' profiles on slow fashion consumption. We found that, in general, empowerment has a positive influence on slow fashion consumption. On the other hand, materialism affects positively only the slow fashion orientation exclusivity. We emphasize that there was not sufficient empirical support to confirm the hypothesis that materialism negatively affects slow fashion consumption, considering that the negative effect was only towards one orientation (localism). Thus, the results allowed the proposition of a conceptual model, involving all relations found between the factors of the three constructs. Regarding the respondents' profiles, we verified that income has a negative effect on slow fashion and that women and older people tend to be more prone to this type of consumption. This study contributes to the construction of theoretical and empirical knowledge about slow fashion, from its association with constructs such as empowerment and materialism, resulting in the proposition of a

conceptual model. The managerial implications, therefore, are related to how strategies of empowerment can be incorporated by slow fashion companies into their marketing programs, such as more active consumer involvement in product co-creation processes.

924 UNDERSTANDING THE DRIVERS OF SHARING ECONOMY AND COLLABORATIVE CONSUMPTION IN THE BRAZILIAN MARKET

Carla Ramos INSPER

Adriana Bruscato Bortoluzzo INSPER

Adriana Luri Minami INSPER

The Internet and Web 2.0 have allowed for the proliferation of new modes of consumption that add to the traditional market-exchanged based modes, thus changing consumer-product relationship. The aim of this study is twofold. First, to develop a clear conceptualization for sharing economy and collaborative consumption, two new modes of exchange that are used interchangeably in literature and practice; second, to understand the reasons why participants choose to participate in each form of exchange and whether there are significant differences for the two forms of consumption regarding such reasons. We apply structural equation modeling to test our conceptual model with 400 Brazilian participants who have at some point participated in one of the two modes of exchange. Results show sharing economy can be explained mostly by intrinsic reasons, and that collaborative consumption is driven by economic and enjoyment orientation. Economic benefits were found being significantly stronger in collaborative consumption than in sharing economy, whilst convenience and environmental orientation are more present in the latter than in the former. The study advances the knowledge in the field, also making important managerial contributions by providing insights into what consumers prioritize in each mode of exchange, thus allowing managers to differentiate their services and develop an effective communication strategy.

1386 LUXURY HOTEL CONSUMPTION - EXAMINING THE EFFECTS OF PERSONALITY ON CONSUMERS' HOTEL VALUATIONS INVOLVING INCONSPICUOUS VERSUS CONSPICUOUS CONSUMPTION EXPERIENCES AND SUSTAINABILITY PERCEPTIONS.

Aihoor Aleem UCP - CATÓLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS

Vera Herédia-Colaço UCP - CATÓLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS, UNIVERSIDADE CATÓLICA PORTUGUESA,

The present research aims to examine the impact of personality (introvert consumers versus extrovert consumers) on luxury hotel consumption, more specifically on inconspicuous versus conspicuous consumption. An experimental study was designed to test for the moderating role of personality traits on the likelihood of engaging in different hotel types, namely on willingness to pay, quality and sustainability perceptions of luxury hotels that provide subtle (inconspicuous) versus extravagant (conspicuous) experiences. Results indicate there is a positive causal effect between personality and luxury consumption, and that introvert consumers are more likely to engage in hotels that provide less conspicuous consumption, whereas extrovert

consumers prefer hotels that provide more conspicuous consumption experiences. Findings also suggest that inconspicuous consumption is perceived to be more related with sustainability as manifested by introvert consumers' concerns with sustainability practices. The present study positively contributes to the literature on conspicuous and inconspicuous consumption, sustainability and personality traits.

Contextualising female entrepreneurship: trends and challenges (11:00 - 12:30) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: T03_10 - Female entrepreneurship

Chair(s): Sara Poggesi

Discussant(s): Michela Mari, Agnieszka Kwapisz

Paper Presentations:

898 ENTREPRENEURSHIP-AS-EMANCIPATION: A PROCESS FRAMEWORK FOR FEMALE ENTREPRENEURSHIP

Vladi Finotto DEPARTMENT OF MANAGEMENT, CA' FOSCARI UNIVERSITY OF VENICE

Bede Atarah DEPARTMENT OF MANAGEMENT, CA' FOSCARI UNIVERSITY OF VENICE

Entrepreneurship is being promoted all over the world as the means to solving economic problems. Scholars have however proposed that entrepreneurship be reconceptualised from an economic activity with possible social change outcomes to a social change activity with different possible outcomes including emancipating individuals from various constraints.

This paper presents a processual model of how women in resource-constrained environments emancipate themselves from various constraints through entrepreneurial activities. The study presents the results of a qualitative study of 57 female entrepreneurs in some resource-constrained countries of West Africa. Though not necessarily always sequential, the process starts with constraint realization, through the choice of economic activity, to the gathering of various necessary resources and finally to starting and running a venture to bring about the desired emancipation. Various factors such as family, external environment, personal quality, and ease of operation influence the choice of entrepreneurial activity to engage in. Various forms of capital such as human, social, cultural and political interact to produce economic capital which is the most important in the starting and running of ventures in these poor regions. The knowledge that entrepreneurship liberates is therefore supplemented by the process through which it does that in poor regions.

1469 LOCAL ENTREPRENEURIAL INITIATIVES AND RURAL FEMALE ENTREPRENEURS' EMPOWERMENT: THE CASE OF WOMEN'S COOPERATIVES IN MOROCCO

Yann Truong BURGUNDY SCHOOL OF BUSINESS
Rachid Jabbouri RENNES SCHOOL OF BUSINESS
Mark Palmer QUEEN'S UNIVERSITY BUSINESS SCHOOL

We explore the benefits of a NGO's local entrepreneurial initiatives on the empowerment of female entrepreneurs in women's cooperatives. We use the case of a local entrepreneurial initiative launched in the Atlas region of Morocco, the Empowering Women in the Atlas Initiative (EWA). We collected data through 51 semi-structured interviews of female entrepreneurs in three cooperatives which exploit the natural resources of their region to establish a social venture. Our data are longitudinal as they were collected at two time periods: before and after the initiative. The findings of this study suggest that local entrepreneurial initiatives can have a significant impact on rural women entrepreneurs' empowerment. The improved perception of empowerment has not only helped them develop their capacities to leverage the business opportunities linked to the natural resources of their region, but it has also increased their status and role within their family and community.

**1888 DEMOLISHING THE GREAT MYTHS OF WOMEN'S
ENTREPRENEURSHIP IN LATIN AMERICA: TOWARDS AN AGENDA
FOR WOMEN'S EMPOWERMENT**

Katherina Kuschel UNIVERSIDAD TECNOLÓGICA METROPOLITANA

Latin America has been labeled as a “macho and patriarchal culture”. Yet deep and rapid cultural shifts have been taking place the last decade. Moreover, many of the political and economic changes have been driven by women in leadership positions. This study considers entrepreneurship as an expression for women's leadership. More and more women are creating and leading businesses, from different reasons, with different resources and limitations, and in different contexts. Yet the debate around the business case of women in the top management team, women's “underperformance”, and finding the “appropriate support” the society should provide are all part of a limiting discourse. Although many women may fit the masculine expectations, the measurement should change. This conceptual paper identifies 8 myths -that can take the form of stereotypes- around women entrepreneurs in Latin America and presents evidence that tears down or discusses each myth. Finally, both a research and a public “empowering” agenda are suggested. Women entrepreneurs need to participate in the design of the conditions for their wellbeing, and be empowered instead of victimized.

Contingent Approach to CSR (11:00 - 12:30) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Davide Bizjak

Discussant(s): Hans Schlierer

Paper Presentations:

1565 DOES THE ENVIRONMENTAL IMPACT OF ISO 14001 VARY ACROSS COUNTRIES? THE CONTINGENT ROLE OF COUNTRY FEATURES

Elisabet Garrido UNIVERSIDAD DE ZARAGOZA
consuelo gonzalez UNIVERSIDAD DE ZARAGOZA
Raquel Orcos UNIVERSIDAD DE LA RIOJA

In order to prevent the negative impact of economic activity on the environment, the adoption of EMSs has become popular. ISO 14001 is the certification standard most widely diffused at the international level. However, the effects of ISO 14001 on pollution at country level are underexplored. We employ a panel data of 55 countries for 2007-2014 to estimate the relationship between the number of ISO 14001 certifications and the level of pollution. Our results confirm that the diffusion of ISO 14001 within a country reduces national pollution. More importantly, this negative relationship is contingent on the competitive, ethical and relational features of the country.

1551 A META-ANALYSIS OF CSR PERCEPTION AND ORGANISATIONAL COMMITMENT: THE MODERATING EFFECT OF COUNTRY CULTURE, COUNTRY RICHNESS AND EDUCATION INDEX

Rahul Chandra Sheel XLRI - XAVIER SCHOOL OF MANAGEMENT

The relationship between Corporate Social Responsibility (CSR) perceptions among employees and organisational commitment was examined across various studies conducted in 13 countries. As many as 23 samples from 21 studies (N=8298) established that CSR perception has a positive relationship with organisational commitment. The variation in the above relationship was explored using three moderators: the level of individualistic cultures, the richness of countries and the education index. As predicted, the relationship is successfully moderated by education index. However, contrary to our expectations, individualistic culture and richness of the country did not moderate the above relationship. Implications of the findings are discussed for both theory and practice.

350 THE ROLE OF ENDOGENOUS AND EXOGENOUS CONTEXTUAL FACTORS IN THE SUBSTANTIVE ADOPTION OF ENVIRONMENTAL MANAGEMENT SYSTEMS.

Niccolò Maria Todaro SCUOLA SUPERIORE SANT'ANNA
Francesco Testa SCUOLA SUPERIORE SANT'ANNA
Tiberio Daddi SCUOLA SUPERIORE SANT'ANNA
Fabio Iraldo SCUOLA SUPERIORE SANT'ANNA

The study investigates contextual conditions that influence the internalization of certifiable environmental management systems (EMS), with a focus on ISO 14001 and the Eco Management and Audit Scheme (EMAS). The study provides a multi-level perspective on the contextual antecedents of substantive or symbolic internalization of environmental practices. Specifically, using data from a survey questionnaire of 457 ISO 14001-certified and EMAS-registered European companies,

the research analyses the influence of exogenous contextual factors (i.e. environmental issue salience and governmental regulatory incentives) and endogenous contextual factors (i.e. managers' environmental concern and cognitive framings of environmental practices) on internalization. The results highlight that, although both external and internal conditions generally affect the internalization of environmental practices, some contextual factors directly influence substantive internalization while others may encourage a symbolic adoption. While local stakeholders' concern for the natural environment directly influences substantive internalization, governmental regulatory reliefs fail to incentivize the internalization of EMS. Similarly, at the organizational level, managers' environmental concern emerges as an antecedent of internalization, while managers' adherence to an alignment logic between economic and environmental objectives does not contribute to internalization. The final aim of the research is contributing to the ongoing debate on the heterogeneity of organizational responses to environmental issues, by questioning the isomorphic view of EMS adoption. Furthermore, the study contributes to the conceptualization of substantive internalization of environmental practices, by highlighting the existence of two distinct dimensions of EMS internalization, i.e. operational and strategic internalization.

Creative Industries (11:00 - 12:30) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Diana Betzler

Paper Presentations:

1272 COOPETITION MANAGEMENT IN CULTURAL AND CREATIVE INDUSTRIES: THE CASE OF A PARISIAN SKYSCRAPER RENOVATION
Pierre Roy UNIVERSITY OF MONTPELLIER
Estelle Pellegrin-Boucher UNIVERSITY OF MONTPELLIER

Our research intends to connect two streams of literature in management: works dealing with the management of coopetition (simultaneous combination of cooperation and competition) and works discussing the specificities of management in cultural and creative industries (CCI). In particular, we explore how managers in CCI manage coopetitive tensions, *i.e.* the difficulty to deal with such an antagonism. Our results are based on a single and qualitative case study: the coopetitive structure "Nouvelle AOM", specifically created for the renovation of the Montparnasse tower in the centre of Paris. Architecture appears as an interesting industry to explore managerial issues because architects show a highly creative profile and no investigations in management have been conducted in this empirical field. Our main findings can be summarized into the identification of eight different dimensions of coopetition management in CCI. They concern space, time, teams, structure, technology, information, knowledge and governance. We discuss how architects deal with the management of tensions concerning each of these eight dimensions and

reveal some managerial best practices. Beyond the specific case of architects, we intend to discuss how managers in CCI can preserve creativity and optimize performance in a cooperative context.

1649 COOPERATION, COLLABORATION AND COMPETITION IN CREATIVE WORK: A STUDY OF THE PRECURSORS OF SOCIO-DYNAMIC PROCESSES IN COWORKING SPACES

Ellen Loots ERASMUS UNIVERSITY ROTTERDAM

Mariangela Lavanga ERASMUS UNIVERSITY ROTTERDAM

Maulde Cuerel ERASMUS UNIVERSITY ROTTERDAM

Workers in Creative industries have increasingly become subject to non-standardized working practices including project-based work. Coworking spaces, addressing the needs of such and other individuals, can be considered one of the fastest growing organizational forms of today. Little is known about how the social relationships formed in coworking spaces affect the individuals involved, let alone about *if* and *how* such dynamics foster creativity and innovation. Seeking to add to the amalgamating body of research into the coworking phenomenon, the present study investigates the socio-dynamic processes of cooperation, collaboration and competition in such spaces. The findings of our qualitative case study conducted in the Netherlands, bring to the fore that different socio-dynamic processes co-occur in coworking spaces, entailing (1) cooperative attitudes and behaviours originating in a sense of community, (2) collaborations in the form of preferred partnerships and, sporadically, start-ups, and (3) soft internal competition in the form of peer pressure and intra-industry microclusters that compete externally. Motivations and goals are aligned through the selection process, while trust and information exchanges reside in the community aspect of the coworking space. It is there where coworking managers seeking for creativity and collaborative innovation can play a role.

Crowd Funding (11:00 - 12:30) - ISCTE - Building II/Room C5.07 ([Top](#))

Track: ST03_04 - Entrepreneurial Finance

Chair(s): Birgit Leick

Paper Presentations:

240 MONEY OR LOVE? CROWDFUNDING, THE MIDDLE ROAD

Ines Alegre IESE BUSINESS SCHOOL - UNIVERSITY OF NAVARRA

In crowdfunding platforms funders and entrepreneurs meet online. These encounters are frequently the consequence of many other previous exchanges offline. The reason to go online when the relationship between funder and entrepreneur already exists offline, is to overcome the mismatch that a new exchange who involves money, happens into a relationship that is funded on non-monetary exchanges, such as love. Reflecting on this mismatch and using exchange theory as a theoretical lens, we propose four types of relationships that occur in crowdfunding platforms: friends,

followers, clients and donations. This classification has important implications for crowdfunding research, in particular, for research concerning crowdfunding participant's motivations and expectations.

1756 DO PAST FAILURES IMPEDE ENTREPRENEUR FUNDRAISING?

Anna Souakri ESCP EUROPE
Régis Coeurderoy ESCP EUROPE
Andrew Zacharakis BABSON COLLEGE

The lead entrepreneur is a key decision criterion in venture capitalists' screening evaluation of new venture proposals. We provide an analysis of the VCs' preferences on the lead entrepreneur's entrepreneurial experience. Conjoint analysis run with 28 VCs reveals that lead entrepreneurs' past founding experience, past failure experience and the type of seed-funding significantly impact VCs' screening decisions. In particular, past failures do not necessarily impede current fundraising.

CSR in Small-Medium Enterprises (11:00 - 12:30) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Lucia Michela Daniele

Discussant(s): Mauro Romanelli

Paper Presentations:

149 CSR THROUGH MANAGERS' EYES: PRAGMATIC TO COGNITIVE LEGITIMACY, A 10-YEAR SHIFT.

Sarah Hudson RENNES SCHOOL OF BUSINESS
Irena Descubes RENNES SCHOOL OF BUSINESS

We study the legitimacy of CSR through managers' discourse from a sample of 14 French companies interviewed in 2007 and again in 2017. Drawing on legitimacy theory, discourse analysis shows that managers expressed their perceptions and actions concerning CSR primarily in pragmatic terms in 2007. By 2017, the themes of economic feasibility and environmental actions of 2007 give way to a view of CSR as a human, societal-centred issue, with attributions of moral and cognitive legitimacy. We discuss how these changes reflect changes in the national and global institutional landscape.

323 EXPLICIT VS IMPLICIT: EXAMINING DIFFERENCES IN THE APPROACH TO CSR BY SMES AND LARGE COMPANIES

Kamalesh Kumar UNIVERSITY OF MICHIGAN-DEARBORN
Giacomo Boesso UNIVERSITY OF PADOVA
Rishtee Batra ST JOSEPH UNIVERSITY, PHILADELPHIA

This study utilizes the “explicit” CSR and “implicit” CSR framework created by Matten and Moon (2008) to investigate how differences in the business, and institutional contexts of SMEs and MNC create different incentives and opportunities for them to take very different approaches to the issues associated with CSR. We analyze data collected from 390 companies-211 SMEs and 179 large companies to specifically examine the differences in the prevalence of the “explicit” and “implicit” approaches to CSR between SMEs and large companies. In doing so, this study helps to fill in a theoretical void by examining the differences in the approach taken by SMEs and large companies to CSR within a well-established theoretical framework. Results of the study show that large companies use explicit CSR more frequently than implicit CSR and SMEs use implicit CSR more frequently than explicit CSR. Results also show that overall large companies were engaging in CSR more often than SMEs, thus confirming the observations made by some researchers that SMEs have continued to lag behind in the development and adoption of CSR practices and programs. Implications of the findings are also discussed.

1747 A MULTI-STAKEHOLDER NETWORK AS A MECHANISM FOR BUILDING ENVIRONMENTAL CAPABILITIES OF SMES

Polina Baranova UNIVERSITY OF DERBY, UK

Capability building activities towards enhancing environmental and business performance of SMEs should not be considered only as ‘internal’ projects. This paper contributes to the growing literature on the role of interactions with multiple stakeholders in developing environmental capabilities of SMEs. An ongoing study of the pro-environmental SME network operating in the East Midlands explores the role of the multi-stakeholder network setting in building SMEs’ capabilities to take advantage presented by the ‘green’ growth. The paper considers various activities and network features that are instrumental for developing environmental capabilities of SMEs. The paper concludes with a number of recommendations for future research into the role of multi-stakeholders networks for ‘green’ enterprise growth as well as for practitioners and policy-makers aimed at strengthening SMEs contribution towards the environmental sustainability.

Diversity and Organizational Performance (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Kimberly Reeve

Paper Presentations:

288 SPIRITUAL DIVERSITY TRAINING PROGRAMS IMPROVING ORGANIZATIONAL PERFORMANCE AN INDONESIAN CASE STUDY
Hamid Kazeroony WALDEN UNIVERSITY

Amelia Indrajaya SEKOLAH TINGGI MANAJEMEN IPMI, JAKARTA,
INDONESIA

Abstract

Inclusion of employee spirituality in organizations has been a topic of interest to practitioners and researchers, and there are many quantitative studies establishing relationships between inclusion of spirituality and organizational performance. The purpose of this qualitative single case study was to explore how employees and managers perceive the effects of spiritual diversity training programs in improving organizational performance in the Indonesian service industry. The research triangulated employee and manager interviews with internal and external documents to cross examine the viewpoints expressed by interviewees. Using the person–environment theoretical frame, the results indicated that spiritual diversity training programs builds employee commitment to the organization, leading to job satisfaction and improving organizational performance, which suggests the value of acknowledging individual spiritual diversity in the workplace.

Key Words: Spirituality training, Diversity, Organizational performance

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DOES CEO POWER MODERATE THE RELATIONSHIP BETWEEN TMT GENDER DIVERSITY AND FIRM PERFORMANCE? EVIDENCE FROM JAPANESE FIRMS

Tomohiko Tanikawa RITSUMEIKAN UNIVERSITY
Yuhee Jung GAKUSHUIN UNIVERSITY

Because of drastic changes in the gender composition of top management teams (TMTs), the effects of TMT gender diversity on firm performance have received growing academic and practitioner attention. However, existing TMT diversity studies report inconsistent findings on the relationship between TMT gender diversity and firm performance. One explanation for the inconsistent findings is the failure to consider a potential moderating role of CEO power on the link between TMT gender diversity and firm performance. Drawing on network theory, and particularly on theory suggesting that an indirect tie (i.e., that of a CEO) between majority (men) and minority (women) TMT members will increase social cohesion, we posit that CEO power strengthens the positive relationship between TMT gender diversity and firms' financial performance (as measured by return on assets and market-to-book ratio). Our findings, based on a sample of 384 Japanese firms and their TMTs, show that (1) TMT gender diversity has a significant, positive effect on firm performance, and (2) CEO power positively moderates the effect of TMT gender diversity on firm performance. Implications and future directions are discussed.

1184

BOARD GENDER DIVERSITY: A SYSTEMATIC REVIEW AND AN INTEGRATED MULTI-LEVEL MODEL

Shasanka Chalise MEMORIAL UNIVERSITY OF NEWFOUNDLAND
Kara Arnold MEMORIAL UNIVERSITY
Catherine Loughlin SAINT MARY'S UNIVERSITY

Corinne McNally SAINT MARY'S UNIVERSITY
Cara-Lynn Scheuer COASTAL CAROLINA UNIVERSITY

Despite the significant attention from policymakers and researchers alike, the representation of women on boards worldwide is low. We analyzed past research via a systematic review to identify the factors behind unequal representation of women on boards. Based on these factors, an integrated multi-level model of the contextual influences, processes, and gender inclusion climate leading to board gender diversity is proposed. Our systematic review and integrative model contributes to the diversity literature by providing a more holistic understanding of the contextual factors and multi-level processes influencing the lack of gender diversity on boards. We suggest organizations must promote a positive gender inclusion climate at the executive level to mitigate the influence of barriers (i.e. context and processes) to women's advancement on boards.

Engaged scholarship, learning and education (11:00 - 12:30) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: T10_01 - Action research, collaborative research and participatory research - engaged scholarship in projects and innovations

Chair(s): Per Svejvig

Paper Presentations:

232 NEGOTIATED RECIPROCALITY IN ENGAGED SCHOLARSHIP STUDIES: SAFEGUARDING ACADEMIC AND PROJECT INTENTIONS

Alfons Marrewijk VU UNIVERSITY AMSTERDAM
Nick Dessing PHD STUDENT

Engaged scholarship is frequently being advocated to bridge the knowledge gap between academic scholars and project practitioners. Through the methodology of engaged scholarship academics establish a reciprocal relationship with the project community while adhering to the standards of quality scholarship. Notwithstanding its growing popularity, in project studies we do not learn much about the practices involved in engaged scholarship, neither is the concept theoretically well developed. We argue that, to further the project studies debate, methodological reflection on the reciprocal relationship between academics and practitioners is needed. For this purpose, we provide an analytical framework containing four elements; research intentions, negotiation practices, reciprocity typology and outcomes of project studies. We then use this framework to analyse three engaged project studies. The paper contributes to project studies with an enhanced concept of engaged scholarship containing three types of reciprocity; generalized, balanced and negative reciprocity. Furthermore, we found that a reciprocal relationship is not stable but changes over time. A reciprocal relationship that turns negative is detrimental to either the theoretical and/or practical relevance. We identified four mechanisms that negatively impact the theoretical and practical relevance of engaged scholarship studies.

328 THE IMPORTANCE OF ALTRUISM IN PROJECT MANAGEMENT EDUCATION

Helgi Ingason REYKJAVIK UNIVERSITY
Haukur Jonasson ASSISTANT PROFESSOR

A study, based on experience and data from running a practical course in a Master of Project Management program in Iceland over a period of 11 years, reinforces earlier findings from studies on project management education on the importance of linking teaching to real project experience. This study presents an intervention, namely the impact of altruism as a motivating factor for students. Comparison and ranking of 12 motivating factors in group work in this course shows that the element of altruism is a very important motivating factor for student groups. The study is based on feedback from 136 of the 350 students that participated in the course in the period 2006 - 2016 and further supported in a more qualitative discussion amongst a selected sample of graduates from the program. A simple analysis shows that the monetary value of work allocated to projects with an altruistic angle by the student groups is considerable or more than 500,000 Euros in the period. This contribution by the student groups has made it possible to carry out projects with a positive social impact in Iceland, which otherwise would not have been done.

657 LEARNING IN PROJECTS: THE LEARNING MODES AND A LEARNING CAPABILITY MODEL

Adil Eltigani SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, PARIS, FRANCE
Paul Gardiner SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, LILLE, FRANCE
Terry Williams UNIVERSITY OF HULL
Richard Kirkham THE UNIVERSITY OF MANCHESTER
Lixiong Ou NORTHWESTERN POLYTECHNICAL UNIVERSITY
Antonio Calabrese POLITECNICO DI MILANO

Project management is now widely observed in organisations as a business-as-usual function. Nevertheless, learning in projects is still a challenge. This research seeks to identify a range of learning mechanisms in case study organisations of various size, maturity and culture. The results reveal thirteen learning modes. The empirical evidence suggests that mature organisations tend to exhibit a greater number of learning modes when contrasted with organisations of lower maturity. The results also demonstrate that mature organisations tend to capture and share knowledge with a greater emphasis on the context of the learning situation. A capability model is proposed, with thirteen modes of learning forming the nucleus of an organisational learning capability. The model suggests that learning occurs, and is more effective, when knowledge and information are enacted in practice. The research concludes with a call to action that emphasises the need to improve learning practices within existing project management methodologies

Track: ST07_01 - Expatriate Management

Chair(s): Jan Selmer

Paper Presentations:

447 SELF-INITIATED EXPATRIATION: OLDER WOMEN AS ARTISTS OF THEIR OWN LIVES.

Barbara Myers AUCKLAND UNIVERSITY OF TECHNOLOGY
Noeleen Doherty HONORARY RESEARCH FELLOW, SCHOOL OF
MANAGEMENT, MASSEY UNIVERSITY
Kaye Thorn MASSEY UNIVERSITY

Research into self-initiated expatriation (SIE) has increased exponentially in the last decade, although the focus of these investigations has been on professional workers, and little has been gender specific. This research therefore, is an in-depth exploration of the motivations for SIE through the novel lens of older women. Drawing on qualitative interviews, we identify the factors that motivate these women to withdraw from their established personal and working lives to undertake an SIE. Findings indicate that escape, unfinished business and the search for excitement were key SIE motivations. Enhancing career prospects is not an explicit driver. Individual SIE highlights are the cultural experiences and relationships developed through travel and work. They develop significantly at a personal level, clarify their values and priorities, and begin to realise that different life-paths are rich with possibilities. Our contributions are significant. We offer new insights into the motivational drivers for SIE for these older women and we highlight the importance of timing and turning points as facilitators of SIE. We argue the need for a more intersectional approach and a more inclusive understanding of SIE and career. Finally, we broaden the SIE nomenclature in a number of dimensions - through the inclusion of older women who undertake a range of SIE employment beyond the professional domains that dominate the extant literature. In demonstrating the differences between the motivations of our participants and previous SIE participants, we demonstrate the complex interplay of motivational factors and theorise how these integrate with the life course.

130 THE VALUE OF INTERNATIONAL ASSIGNMENTS THROUGH REAL-OPTIONS-REASONING

Phil Renshaw CRANFIELD UNIVERSITY
Michael Dickmann CRANFIELD UNIVERSITY
Emma Parry CRANFIELD UNIVERSITY

Understanding the organisational value of international assignments continues to evade theoretical clarity and practical reality. Studies over several decades demonstrate why these assignments are implemented and yet their post hoc value eludes our understanding. Drawing on financial economics and strategy literature we apply real options theory to this conundrum. Using interviews and correspondence with a range of affected parties in the financial services sector, the value of international assignments is explained through the lens of real-options-reasoning. This

theoretical lens enables several propositions to generate further research and to demonstrate the practical consequences for managers in International Businesses seeking to maximise the value of their international assignments.

74 CHILDREN OF EXPATRIATES: KEY FACTORS AFFECTING THEIR ADJUSTMENT

Isabel de Sivatte IE UNIVERSITY
Bernadette Bullinger IE UNIVERSITY
Miguel Cañamero IE UNIVERSITY
Mónica Martel IE UNIVERSITY

We study the antecedents of the adjustment of expatriate children to the foreign destinations they had moved to with their families. We developed and tested a model that related those antecedents to adjustment. First, in order to identify the factors that affect adjustment, we conducted 36 interviews. Based on the factors identified in these, on expatriate adjustment theory, and on previous examinations of expatriate children adjustment, we set the model, and tested it using an *ad hoc* survey. Regression analyses calculated using its responses (n=261) helped us determine the factors that really help or inhibit adjustment. Four different facets defined children's adjustment: interaction with host country nationals, interaction with internationals, academic adjustment and cultural adjustment. Expatriate children's social skills, the type of school they attended (international versus local), the support received from their family, or their academic self-efficacy, are some of the factors that affected those different facets of adjustment.

Exploring entrepreneurial value creation (11:00 - 12:30) - ISCTE - Building II/Room C5.05
([Top](#))

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Matthias Raith

Paper Presentations:

1695 FACILITATING SHARED VALUE
Matthias Raith OTTO-VON-GUERICKE UNIVERSITY

Within a negotiation analytical framework, we formalize the concept of shared value as the negotiated outcome between an entrepreneur and the stakeholder(s) of a socially or environmentally oriented venture. By acknowledging parties' individual preferences with the help of a scoring procedure, we are able to contrast their evaluations over alternative agreements. With the quantification of all possible agreements, we can define and also locate efficient agreements as rational outcomes of negotiation. This enables us to identify explicitly the determining structural factors of shared value. We argue that it is shared value rather than social impact that induces stakeholders to engage with social entrepreneurs, where the value offered to stakeholders in negotiation also provides a measure for the competitive advantage of

the entrepreneur. The scoring procedure that we employ not only enables the theoretical foundation, it can also be utilized as a practical facilitation tool for the implementation of shared value.

1861 PERSONAL VALUES AND ENTREPRENEURSHIP: DOES THE ECONOMIC CYCLE MATTER?

Martin Lukes UNIVERSITY OF ECONOMICS, PRAGUE

Manuel Feldmann UNIVERSITY OF HEIDELBERG

Personal values such as self-direction and achievement are considered to be stable drivers of entrepreneurship, while others such as need for security are the opposite. We explore whether the changes of the economic cycle moderate the influence of personal values on participation in entrepreneurship. We utilize data gathered from 151,032 individuals in 25 countries in the six waves of ESS between the years 2006 and 2016. We apply multilevel logistic regression and find that self-direction and achievement are positively, and benevolence and security negatively related to the involvement of individuals in self-employment. We also find that economic conditions moderate the influence of these values on self-employment. Specifically, higher unemployment rates lower the positive effects of self-direction and achievement. GDP growth moderates the effect of benevolence, self-direction, and security. This study contributes to a better understanding of how and when values and economic conditions interact in influencing individual career choices.

1360 ENTREPRENEURS' VALUES IN GROWTH-ORIENTED SOCIAL AND HEALTH CARE BUSINESSES

Riitta Forsten-Astikainen UNIVERSITY OF OULU, KERTTU SAALASTI INSTITUTE, MICROENTRE RESEARCH GROUP

Anna-Mari Simunaniemi UNIVERSITY OF OULU, KERTTU SAALASTI INSTITUTE, MICROENTRE RESEARCH GROUP

Matti Muhos UNIVERSITY OF OULU

The aim of this study is to examine entrepreneurs' values in growth-oriented social and health care companies through the lens of Schwartz's value theory. The empirical data of the current study consist of twelve semistructured thematic interviews with micro and small entrepreneurs in the social and health care business. The data were analysed by means of a qualitative content analysis. The results show that the values rooted in entrepreneurship were formed with a description of the Schwartz's value order. Values rooted in the activities of the social and health care sector's entrepreneurs are characterised by strong self-direction, conformity and benevolence. The results also indicate that entrepreneurs' values are neither guided by hedonism, a varied and exciting life nor stimulation. However, the value order of the entrepreneurs in the case companies differs somewhat from the typical order of the values observed by Schwartz. It can be concluded that the values of entrepreneurs in the studied companies are rooted in the business culture of the companies. This provides new information on the subject that has been studied little in small companies.

Family Business in Emerging Economies (11:00 - 12:30) - INDEG Building/Room 1.06

[\(Top\)](#)

Track: T04_03 - Family Business in Emerging, Developing, and Transitional Economies

Chair(s): Lech Suwala

Discussant(s): Elias Hadjielias

Paper Presentations:

242 FAMILY BUSINESS IN EMERGING ECONOMIES. LITERATURE REVIEW AND FUTURE DIRECTIONS

Rodrigo Basco AMERICAN UNIVERSITY OF SHARJAH
Olga Stangej VILNIUS UNIVERSITY BUSINESS SCHOOL
Amato Stefano PISA UNIVERSITY

Our systematic literature review of peer-review journal articles provides an integrative picture of the state of art of the family business in emerging economies. By focusing on the evolution of contexts and contextualizing the theory-building process, we aim to widen the existing understanding of family business in emerging economies by identifying the main gaps in the literature, organizing the knowledge developed so far, and mapping the future research directions. Our conclusion is that family business research in emerging economies has evolved by combining the research strategy of borrowing/replicating and borrowing/extending while contextualizing the phenomenon of study or contextualizing existing theories in classical family business topics such as succession, performance, and governance among others. The lack of studies that attempts to theorize about the context opens new possibilities for future research on family business in emerging economies. Specifically, more research is needed to better understand effect of the temporal-geographical-historical aspects of the context on the phenomenon of family firm

454 FAMILY BUSINESSES AND PRODUCT DIFFERENTIATION: A STUDY OF COFFEE FAMILY FARMS IN CENTRAL AMERICA.

Allan Discua LANCASTER UNIVERSITY
Leonardo Centeno-Caffarena UNIVERSIDAD ESTATAL A DISTANCIA
Marco Vega Solano UNIVERSIDAD TÉCNICA PARTICULAR DE LOJA

Coffee farming families are important in many Latin American economies..This paper offers an explanation of product differentiation strategies in the coffee industry. It examines coffee farming families in Guatemala, Honduras and Nicaragua using in-depth interviews, case studies, and an interpretative approach. The findings show that farming families can engage in product differentiation when traditional knowledge and expertise, internal and external relationships as well as a looking after the community and the place where coffee is produced are taking into account. More specifically, the study provides evidence of the relevance of the balance of family and business objectives and expands understanding of an entrepreneurial stewardship perspective through product differentiation.

1266 THE RISE AND FALL: TRIGGERS FOR BUSINESSES EMERGENCE, PATHS AND OUTCOMES ON THE CONTINUITY OF FAMILY BUSINESS

IN RWANDA.

PIERRE SINDAMBIWE JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL, JÖNKÖPING UNIVERSITY

The purpose of this paper is to explore the motivations of the family in sub-Saharan Africa to engage and continue into family business. From highly heterogeneous six cases coming from both rural and urban settings all over Rwanda; operating for more than thirty years in food processing, hotel and tourism; manufacturing as well as service and real estate industries, this paper informs us about the path through which family businesses in Rwanda go through as well as their current situation regarding the family ownership and management. By asking to the family business owners the question of “how did the family get into the business?”, I examined the history behind each case of family business in this paper, and I established the similarities and differences among six cases in terms of family business emergence historical background triggering the family business development in sub-Saharan Africa, as well as the path resulting to the current status of family business ownership and management styles. Findings suggested that triggers for the family business development in sub-Saharan Africa are the social rejections leading to the potential business career (necessity-based entrepreneurship) as well as the individual career and local business opportunities (opportunity-based entrepreneurship). The outcomes of these family business triggers are the family business ownership concentration in most cases as well as informal and/or formal management styles. Associated motivations are explored. The context offers both opportunities and challenges that lead to the decline of some family businesses forcing them to shut down or change the core business.

Healthcare Management and Leadership (11:00 - 12:30) - ISCTE - Building II/Room C4.08
([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Stephen O'Connor

Discussant(s): Corinne ROCHETTE

Paper Presentations:

47 HEALTH CARE MANAGEMENT AND LEADERSHIP COMPETENCIES: A GLOBAL SCOPING REVIEW OF THE LITERATURE

Katherine Meese UNIVERSITY OF ALABAMA AT BIRMINGHAM

S Hernandez UNIVERSITY OF ALABAMA AT BIRMINGHAM

Stephen O'Connor UNIVERSITY OF ALABAMA AT BIRMINGHAM

There is a small but growing body of empirical evidence that leadership and management are important to the success of health care organizations. This paper provides a review of the literature to identify the base of empirical evidence

surrounding management and leadership competencies, management and leadership behaviors, and their associations with improved outcomes in health care. This paper seeks to understand what is currently known about necessary leadership and management competencies in healthcare, the association between competencies and performance, how it differs globally, and what gaps remain. A scoping review of empirical studies published in the year 2000 or later was conducted, yielding 47 articles for review. Research findings are synthesized, and implications for policy, practice and research are discussed.

115 CLINICAL AND MANAGEMENT PERSPECTIVES ON HOSPITALS' ROLE IN THE OPIOID EPIDEMIC

Olena Mazurenko RICHARD M. FAIRBANKS SCHOOL OF PUBLIC HEALTH

The United States has an opioid epidemic. The Center for Medicare and Medicaid (CMS) reimbursement policy that ties a portion of hospital reimbursement to patient satisfaction may create a potential incentive for non-guideline concordant opioid prescribing in the hospital, thereby contributing to the opioid epidemic. We conducted 30 in-depth, semi-structured interviews in one healthcare system in the Midwestern United States to gather clinical and managerial perspectives on the hospitals' role in the opioid epidemic.

Our data revealed that clinicians and managers have varying opinions on whether or not certain hospital elements (e.g., personnel, policies, etc.) are contributing to the opioid epidemic. Participants who believed that hospitals are contributing to the opioid epidemic cited concerns about CMS's reimbursement tied to patient satisfaction and the Joint Commission's report as potential drivers for non-guideline concordant opioid prescribing. These participants mentioned opioid-naïve patients, patients undergoing surgery, and patients with an opioid use disorder (OUD) as being at higher risk of inappropriate opioid prescribing in the hospital. Participants who did not believe that hospitals are contributing to the opioid epidemic cited a short-term nature of opioid prescribing by inpatient providers compared to outpatient providers. Finally, our participants offered several initiatives for hospitals to address the crisis, including educating patients about non-opioid pain treatment alternatives, educating patients about OUD treatment options, and strengthening political and hospital leadership efforts to increase guideline-concordant opioid prescribing. Our findings can inform hospital managers' efforts at increasing guideline-concordant opioid prescribing in their organization and addressing the opioid epidemic in their community.

132 STRATEGY FORMATION IN COMPLEX ORGANIZATIONS: THE EVOLUTION OF STRATEGIC ISSUES IN HOSPITALS

Jan Simon Schrader LEIBNIZ UNIVERSITY HANNOVER

This study investigates strategy formation in complex organizations by empirically tracking the evolution of strategic issues in hospitals. Given the utmost importance of successfully integrating strategic issues in the strategic agenda, this study focuses on how the structural and strategic contexts influence strategic issues' evolution. A case study is conducted in a German hospital group. Five evolution paths of strategic

issues are identified, and a model of their evolution is developed. Overall, this study heeds the call to more holistically depict how strategic issues evolve. By discussing the empirically elaborated constraints and supports in the evolution of strategic issues, a better understanding of strategy formation in complex organizations is provided.

1799 NEO-BUREAUCRACY IN A PORTUGUESE LOCAL HEALTH UNIT

Helena Costa Oliveira CEOS.PP / ISCAP / P.PORTO

Lúcia Rodrigues SCHOOL OF ECONOMICS AND MANAGEMENT |
UNIVERSITY OF MINHO

Russell Craig FACULTY OF BUSINESS AND LAW UNIVERSITY OF
PORTSMOUTH

Principles inherent in the organizational form known as bureaucracy are evident in modern management accounting tools such as the Balanced Scorecard (BSC). Initially developed for business organizations, the BSC has quickly spread to other organizations, such as hospitals. The BSC can be viewed as a neo-bureaucratic model with an enabling rather than a coercive approach. Its aim is to improve performance through the introduction of appropriate metrics, processes, and organizational routines. This explanatory study focuses on the activities of a Portuguese Local Health Unit (LHU), comprising a hospital with 340 beds serving 175,000 inhabitants. The purpose is to verify the bureaucracy features of the LHU due to the implementation of the BSC. We review studies on the implementation of the BSC in hospital organizations aiming to elicit any of the bureaucratic features that, together, characterize neo-bureaucracy. We find the presence of several neo-bureaucratic features in the LHU: systematization, rationality, authority, jurisdiction, professional qualification, knowledge, discipline, transparency, and accountability. Some of these features are more evident than others. We conclude that the BSC is an instrument of modern bureaucratic order in the hospital's management. This paper adds to the scarce academic literature on the nature and implementation of the BSC and highlights how the new bureaucracy penetrates contemporary organizations.

HRM Practices: Employee and Organizational Outcomes (11:00 - 12:30) - ISCTE - Ala Autonomia/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Silvia Profili

Paper Presentations:

270 ABUSIVE SUPERVISION, HIGH-PERFORMANCE WORK SYSTEMS, AND SUBORDINATE SILENCE

Qin Xu SOUTHEAST UNIVERSITY

Yixuan Zhao NANJING UNIVERSITY

Meng Xi NANJING UNIVERSITY

Fangjun Li JINAN UNIVERSITY
Chengyang Xie SOUTHEAST UNIVERSITY

This study is to test a mediated moderation model of the joint influence of abusive supervision, high-performance work systems (HPWS), and organizational commitment and intention to leave on employee silence. Data were collected from 456 employees and 78 human resource managers in 78 Chinese organizations. The results revealed that abusive supervision led to subordinate silence, and HPWS intensified this effect. In addition, such moderating effect of HPWS was accounted for by employee organizational commitment and intention to leave. Finally, theoretical and practical implications, limitations and future research directions are discussed.

626 INFLUENCE OF MANAGEMENT PRACTICES ON SAFETY PERFORMANCE: THE CASE OF MINING SECTOR IN CHINA

Ying Lu MACQUARIE UNIVERSITY
Lucy Taksa MACQUARIE UNIVERSITY
Hongguo Jia SHANDONG UNIVERSITY OF SCIENCE AND TECHNOLOGY

Although there are regular reports of horrific injuries as a result of safety problems in China's mining sector, there has been a paucity of research investigating occupational safety management in Chinese organisations. Occupational safety management is intrinsically a human resource management issue and although it is also a general management issue it has been under-researched by management scholars. In order to identify the underlying mechanisms linking management and safety outcomes, we examine the influence of some critical management practices on employee safety behaviours. Results of a survey of 493 employees showed that management commitment to safety, safety training, and encouragement of employee involvement, affect safety performance directly and through safety knowledge and motivation. Findings also demonstrated that these practices could mean much more to employees paid on piece rates than time rates. This study provides valuable guidance for practitioners on identifying the mechanisms by which they can improve workplace safety.

428 EXPOSURE, INVOLVEMENT IN HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION

Laetitia Hauret LUXEMBOURG INSTITUTE OF SOCIO-ECONOMIC RESEARCH
Ludivine Martin LUXEMBOURG INSTITUTE OF SOCIO-ECONOMIC RESEARCH
Nessrine Omrani PARIS SCHOOL OF BUSINESS
Donald R. Williams KENT STATE UNIVERSITY

Existing evidence on Human Resource Management (HRM) practices is mostly limited to separate analyses of the relationship between job satisfaction and actual HRM that exposes employees or employee HRM perception. This paper is one of the first to integrate the two perspectives. Using employer-employee data, we find that a high HRM exposure is not sufficient to improve job satisfaction when employee HRM perception is taken into account. As HRM perception affects the way

employees react to their work environment, managers should strengthen employee positive HRM perception.

Hybrid Organizations and Field's Dynamics (11:00 - 12:30) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Tommaso Ramus

Paper Presentations:

1531 NOT IN OUR NAME! HOW FIELDS REACT TO STIGMA CONTAGION: ITALIAN CO-OPS FACING A MAFIA SCANDAL.

Francesca Capo LUISS UNIVERSITY, ITALY

Riccardo Maiolini JOHN CABOT UNIVERSITY

Tommaso Ramus CATOLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS

Francesco Rullani LUISS UNIVERSITY, ITALY

In this paper, we investigate the mechanisms through which stigma may spread from a single organization to an entire field, and how field's actors react to this stigma contagion. We do so by inductively investigating the process that the Italian cooperative field went through to react to the stigma triggered by the uncovering of a mafia-type infiltration within the field. We find that field's actors may dilute stigma by re-conceptualizing and re-operationalizing the values behind their meaning system, in this way transforming the field's structure. Our evidence has the potential to link and contribute to research on organizational stigma, organizational fields, and values.

634 SUSTAINABILITY IN THE APPAREL INDUSTRY: HYBRIDIZED LOGICS AND COLLABORATION

Yoojung Ahn CITY UNIVERSITY OF HONG KONG

This paper explores the development of a new institutional logic for a self-regulatory institution as a result of the hybridization of founding firms' disparate logics. Deploying an inductive study of sustainability in the apparel industry, I first examine different logics the founding firms bring to a self-regulatory institution, and uncover a process model of logic hybridization. Then, I examine and extend the impact of the hybridized logic of a sustainability-promoting self-regulatory institution by focusing on a practice that allows the logic to be diffused. The findings suggest the dynamic nature of institutional logics as three firms hybridize logics by assimilating both the values and practices associated with disparate logics, create a new set of logics for the self-regulatory institution, and ultimately these new logics acting as a guiding principle for the industry as a whole as they permeate into other firms through a specific practice.

**85 HYBRID ORGANIZING IN COMPLEX AND TURBULENT FIELDS:
LIBERTÉ, EGALITÉ... AMBITION?**

Anne RIVIERE TOULOUSE BUSINESS SCHOOL

Marie Boitier TOULOUSE BUSINESS SCHOOL

Wafa Khlif TOULOUSE BUSINESS SCHOOL BARCELONA

Although recent literature on hybrids has been flourishing, the question of how hybrids emerge and progressively gain influence over a complex and turbulent field remains under-researched. In this paper, we seek to address this gap.

To do so, we engaged in an inductive study of a hybrid organization emerging in an original empirical context: the field of equal opportunities in France. Equal opportunities reflect herein a socio-political will in reducing social inequalities, especially for young people, and in contributing thus to social inclusion. But this malleable concept may be interpreted in several ways, supported by different competing institutional logics (Friedland & Alford, 1991; Thornton et al., 2012). The resulting institutional complexity (Greenwood et al., 2011; Besharov & Smith, 2014) creates both tensions and opportunities for hybrid organizations. Moreover, literature suggests that managing organizational tensions is particularly challenging in situations of environmental turbulence (Reay & Hinings, 2009; Ramus et al., 2017).

Our results show that environmental turbulence and emotions (Toubiana & Zietsma, 2017) also open opportunities for strategic hybrid organizations to become visible actors in the field, and influence the competing institutional logics through active interactions and involvement within the field. We show thus how hybrids not only emerge in institutional complexity, but how they reflect the tensions between logics of an emerging turbulent field, and progressively gain influence.

Innovation in business families (11:00 - 12:30) - INDEG Building/Room 1.05 ([Top](#))

Track: ST04_01 - Strategy, Entrepreneurship and Innovation in Family Business

Chair(s): Giovanna Campopiano

Discussant(s): Elena Casprini

Paper Presentations:

**251 THE ECONOMY OF FAMILY AFFAIRS: MIGRANT FAMILY FIRMS,
INNOVATION AND LABOUR MARKET INTEGRATION**

Teita Bijedic INSTITUT FÜR MITTELSTANDSFORSCHUNG (IFM) BONN

Olga Suprinovic INSTITUT FÜR MITTELSTANDSFORSCHUNG (IFM) BONN

Migrant family firms are a significant and yet a hardly researched part of German economy. Within a self-conducted online survey, we analysed the contributions of migrant led family firms to the labour market integration of migrants as well as their

contributions to innovation and internalization. Our findings suggest that migrant led family firms have a significant impact on migrant labour market integration among different levels of education. Furthermore, they are highly innovative and internationally active. However, migrant led family firms have narrower networks, than native led family firms, especially in case of institutional networks. This circumstance may also lead to a lower access to financial, knowledge, human and social capital resources. Our research contributes to further understanding of migrant entrepreneurship in Germany as well as raises policy implications for support strategies of migrant entrepreneurship.

353 FAMILINESS AND INNOVATION: A SYSTEMATIC REVIEW OF LITERATURE

Lidiane Comin UNIVERSIDADE DO OESTE DE SANTA CATARINA - UNOESC

Ieda Oro UNIVERSIDADE DO OESTE DE SANTA CATARINA - UNOESC

Studies carried out are promoting the advancement of the literature of family businesses, in which innovation in family businesses still presents itself as a research gap to better understand the innovative behaviour of these companies, especially when considering the family as an important resource for the decisions of innovating. To contribute to filling this gap, this literature review aims to systematize and analyze the results of studies on innovation in family businesses, considering the involvement of the family. Thus, it is understood that family involvement can contribute to the innovative behavior of a family business, considering the familiness feature. The results show that family companies have differentiated resources and capacities that are difficult to duplicate, resulting from the interaction of the family system with the business system. These capabilities and capabilities enable family members to interact with the business system quickly, flexibly and unstructured, using decision assumptions that best meet the rapid return on family business needs. These assumptions are associated with the application of strategic and intangible resources, which often come from the family, whether financial or not, promoting company competition and supporting innovation.

817 MANAGING TECHNOLOGICAL DISRUPTION: WHAT HAPPENS TO THE FAMILY IN FAMILY FIRMS?

Donella Caspersz UNIVERSITY OF WESTERN AUSTRALIA

Salvatore Tomaselli UNIVERSITÀ DI PALERMO

Yong Wang UNIVERSITY OF WOLVERHAMPTON BUSINESS SCHOOL

Rong Pei BEIJING INSTITUTE OF TECHNOLOGY

In the era of e-Commerce, family businesses should maintain an enduring organisational identity to sustain their status in the business environment, while adapting smartly to respond to the market and reflect changes in the organisation. These paradoxical challenges that family businesses face remain unaddressed in the literature, notwithstanding the development of e-Commerce and organisational identity studies. The current study focuses on the impact of e-Commerce adoption on organisational identity of family businesses. The research followed Yin's (2009) case study approach, where semi-structured interviews were performed in three Chinese family businesses with business founders. Research results suggest that e-Commerce reshapes organisational identity, that is, actual, communicated, conceived, ideal, and desired identities. Moreover, evidence shows that family identity, the idiosyncratic element of organizational identity of family businesses, is purposely veiled in these family businesses, even in the relatively transparent domain created by e-Commerce.

Innovative methodologies in sustainability and CSR disclosure and management (11:00 - 12:30) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_02 - Accounting and Control for Sustainability

Chair(s): Lucrezia Songini

Discussant(s): Lina Dagiliene

Paper Presentations:

- 287 HOW CAN ONE DETECT ASSET MISAPPROPRIATION SCHEMES EARLIER? EVIDENCE FROM THE US**
Yuriy Timofeyev NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS
Katie Flood MEMORIAL UNIVERSITY OF NEWFOUNDLAND

This study applies survival analysis techniques to original micro-level data from a US victimization survey of asset misappropriation cases, conducted by the Association of Certified Fraud Examiners. The analysis reveals how the victim organization's characteristics including anti-fraud control mechanisms, as well as behavioral warning signs (fraud red flags), socio-demographic characteristics of the principal perpetrator and situational determinants affect asset misappropriation schemes' duration. The article also considers the differences between single perpetrator and collusive cases, as well as among multiple organization configurations. In line with the strain and network theories, which suggest that the propensity of engagement in fraud depends on pressure of failure to achieve personal goals or social network position respectively, this paper finds that both strain and networks matter for fraud duration. An important finding of the study is that only certain behavioral warning signs and anti-fraud control mechanisms are associated with the decrease of scheme duration, reinforcing the discussion on the effectiveness of anti-fraud policies.

- 1431 THE MULTI-LEVEL SUSTAINABLE-DEVELOPMENT INDEX (MLSDI) FOR AN EVIDENCE-BASED SUSTAINABILITY MANAGEMENT**
Claudia Lemke TECHNICAL UNIVERSITY BERLIN
Karola Bastini TECHNICAL UNIVERSITY OF BERLIN

To monitor and assess progress towards achieving the Sustainable Development Goals (SDGs), sustainability indices derived from indicator sets are useful analytical tools for individual and policy decisions alike. Indices proposed in the literature frequently fail to include all three contentual domains of sustainable development or cannot be applied to the micro-economic, meso-economic and macro-economic level simultaneously. To overcome these deficiencies, we develop a synthetic, comparative sustainability reporting system and derive the Multi-Level Sustainable Development Index (MLSDI). We investigate sensitivities of the MLSDI's methodological approach, aiming to determine the most efficient method such that the resulting preference order is independent of admissible transformations of the variables

describing the state of each contentual domain. Out of three mathematical techniques, a novel information-theoretic approach is chosen to estimate the indicators' weights.

To demonstrate and assess the efficiency of the proposed methodology, the MLSDI is calculated for branches of the German economy as well as the overall economy. The analysis reveals that, despite some general limitations of sustainability indices, the MLSDI is able to serve as a reliable tool in corporate sustainability control systems and evidence-based sustainability policy-making.

1719 DEVELOPING THE FORWARD-LOOKING ORIENTATION OF INTEGRATED REPORTING: A DYNAMICS RESOURCE BASED VIEW PERSPECTIVE

Federico Barnabè UNIVERSITY OF SIENA

Maria Cleofe Giorgino UNIVERSITY OF SIENA

Martin Kunc SOUTHAMPTON BUSINESS SCHOOL

Among the managerial tools aimed at understanding the organization's capacity of creating value over time, this study focuses on the recent model of Integrated Reporting whose framework explicitly indicates "strategic focus and future orientation" as one the Guiding Principles that should underpin the preparation of the report. Particularly, communicating the future development of the organization's activities implies the disclosure of "Forward-Looking Information" representing the class of data, current plans and future predictions on the business affairs that should support investors in assessing the future financial performance of organizations. However, how to increase the capacity of communicating this type of information, thus improving the decision-making process of investors in allocating capitals, still represent a potentially weak point in the overall architecture, and, despite the extensive literature emphasizing the role played by FLI in the process of corporate disclosure, understanding FLI necessary entails the presence of uncertainty and more than simply words indicating risks and uncertainties, e.g. a typical 20-F report.

This study builds on this research gap aiming to pursue a twofold aim of implementing the forward-looking orientation of integrated reports, and operationalizing the documents mainly improving their helpfulness in understanding trade-offs among resources/capitals. To achieve this aim, the study suggests of adopting the based principles of the Dynamic Resource-Based View to build a pilot quantitative simulation model from the analysis of the integrated report of an Oil and Gas Company. The explorative case study is expected to allow the identification of the key strategic resources (capitals) at the organization's disposal and the display of linkages among them, as required to understand how trade-offs among resources/capitals actually take place. Moreover, the simulation phase allows testing effects of FLI on value creation, thus supporting the comprehension of the determinants of the organization's value creation process over time.

Internal and external stakeholders development (11:00 - 12:30) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Guglielmo Faldetta

Discussant(s): Katinka Quintelier

Paper Presentations:

**346 BUILDING PROJECTS ON THE LOCAL COMMUNITY'S PLANET
ABSTRACT**

Roya Derakhshan POLITECNICO DI MILANO

On a constructivist bedrock, this paper departs from stakeholder theory and lands back on its feminist standpoint, after passing through embracing local community's perception, and emphasizes on the importance of care in stakeholder management practices and research. I compared the community's perception of two projects deployed by an extreme state owned Oil Company in Iran with those of one of the largest multinational oil companies of the world in Nigeria and Kazakhstan. Despite the systematic community development plans designed and deployed by the multinational oil company, the community's perception in Nigeria were found to be quasi similar to those of Iran. Application of attribution theory and cross case analysis revealed that what the multinational organization lacks in Nigeria, but provides in Kazakhstan, is listening to the local community and indulging with the community at the local level. This research suggests that, in contrary to categorical imperative, organizations ought to embrace community's perception and consider that as a version of truth and put effort on integrating with community to construct a new version of truth together. This aim is accomplished by allying with local community, where the two parties are transparent to each other and collaborate to co-create values and rectify the problems.

**866 THE NORM OF RECIPROCITY IN ORGANIZATIONAL BEHAVIORS: A
SYSTEMATIC LITERATURE REVIEW**

Deborah Gervasi UNIVERSITY "KORE" OF ENNA

Guglielmo Faldetta KORE UNIVERSITY OF ENNA

The article focuses on the norm of reciprocity in the organizational context, particularly in the workplace. Since the concept of reciprocity is complex and can display many forms, previous studies have used different frameworks to explain the several forms that reciprocity can assume in workplace relationships. However, the absence of an organic structure that could guide research is not without consequences. Building an organic framework on reciprocity could help in exploring a broad range of organizational phenomena and behaviors. The first aim of this study is to collect a summary of the most important concepts of reciprocity that are used by organizational scholars in a single framework, in order to create an organic scheme based on the definitions already present in organizational literature. The creation of such a framework tries to fill the lack of a conceptual clarification which often provokes a

certain degree of ambiguity. In this way, it will be possible to understand how the norm of reciprocity has been used to explain organizational behaviors and then to identify new paths of research for each behavior by exploring other dimensions of reciprocity. It is not just filling the gap in the literature, but to understand possible connection between topics and implement a more complete analysis of organizational phenomena in the light of the norm of reciprocity.

1972 DO STAKEHOLDER-ORIENTED FIRMS OVERCOME THE SEPARATION FALLACY?

Katinka Quintelier FREE UNIVERSITY AMSTERDAM

In the 1936 movie *Modern Times*, Charlie Chaplin criticized business as a demoralizing quest for profit. Likewise, scholars in normative stakeholder theory criticize the profit-oriented management approach for being demoralizing. Instead, they advocate a stakeholder-oriented management approach because it would enable individuals to see business practices as having moral content. In this paper we investigate if a stakeholder-oriented management approach does indeed increase moral condemnation - a proxy of moralization - of a business decision that violates stakeholders' interests. Building on the theory of dyadic morality, we first argue that both stakeholder-oriented firms and their stakeholders are seen as more human than profit-oriented firms and their stakeholders; we then argue that this humanization, in turn, increases moral condemnation. Three experimental vignette studies support that stakeholder-oriented firms and their stakeholders are seen as more human and that humanization influences moral condemnation. In addition, one of the three experiment shows that humanization of the firm's stakeholders has a positive effect on moral condemnation. Surprisingly though, the two other experiments show that humanization of the firm itself decreases moral condemnation. Our study shows that humanization is central to understanding moralization, but that humanization of stakeholders is not enough to overcome the separation fallacy.

Leader-member Exchange (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.28 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Laura Becker

Paper Presentations:

147 EFFORTS AND REWARDS MEDIATE THE POSITIVE RELATIONSHIP BETWEEN LEADER-MEMBER EXCHANGE AND WORK ENGAGEMENT

Jussi Tanskanen UNIVERSITY OF VAASA

The leader-member exchange (LMX) theory addresses the unique dyadic relationships between leader and followers. Consistent research evidence links high-quality LMX relationships to employee work engagement, but studies on the mechanisms explaining the connection remain scarce. The effort-reward imbalance (ERI) model states that negative feelings will emerge in a situation where employees do not gain

rewards to compensate the effort they make. This study applies LMX theory and the ERI model to examine whether employees' perceptions of efforts and rewards mediate the connection between LMX and three dimensions of work engagement: vigor, dedication, and absorption.

A Finnish sample (M=1701) collected from multiple service-sector organizations was analysed utilizing path modelling.

The results revealed that high-quality LMX relationships were connected with experiences of reduced effort and greater rewards, which in turn mediated the positive connection to work engagement. Rewards had positive connections with vigor, dedication, and absorption while efforts had a negative relationship with vigor and a positive connection with absorption. There was no interaction effect between efforts and rewards on work engagement.

This study extended the literature by connecting LMX with work engagement dimensions and more importantly offered empirical evidence of the mechanism explaining this connection. Particularly rewards mediated the relationship. Study contributes to ERI literature by showing that the synergistic effect of effort and reward was not important regarding work engagement.

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HIGH-QUALITY LMX AND CONTINGENT TURNOVER: A MULTI-METHOD INVESTIGATION OF JOINT LEADER-MEMBER TURNOVER

Laura Becker UNIVERSITÄT HOHENHEIM

Elias Ertz UNIVERSITÄT HOHENHEIM

Marion Büttgen UNIVERSITY OF HOHENHEIM

Organizational behavior research mainly concurs that organizations benefit from high-quality leader-member exchanges (LMX); however, this paper responds to the call for more critical investigations of LMX. By drawing on conservation of resources theory, we predict that high-quality LMX enhances contingent turnover intentions (CTI) (i.e., employees' willingness to quit in order to follow a former supervisor to a new organization). Results across a field study (n = 361) and a scenario experiment (n = 247) demonstrate that LMX positively affects CTI and thus might pose a risk to organizations. In contrast with previous research on turnover intentions and Study 1, Study 2 further shows that affective organizational commitment does not relate negatively to CTI; instead, supervisor commitment fully mediates the effect of LMX on affective organizational commitment and drives CTI. A supplementary qualitative study with 46 leader-member dyads provides a more detailed understanding of actual contingent turnover (CT) by investigating LMX factors relevant to leaders' and members' CT decisions. Furthermore, we identify CT promoting and hindering factors. We discuss the theoretical contributions and practical implications of our findings.

1200

HOW AND WHEN THE RELATIONSHIP OF LEADER-MEMBER EXCHANGE AND PSYCHOLOGICAL CONTRACT FULFILLMENT WORKS: COGNITION-BASED AND AFFECT-BASED MODELS

Chih-Ting Shih NATIONAL PINGTUNG UNIVERSITY

Minston Chao CHANG GUNG UNIVERSITY
Cheng-Chen Lin NATIONAL PINGTUNG UNIVERSITY OF SCIENCE AND
TECHNOLOGY

Prior research has established the relationship of leader–member exchange (LMX) and psychological contract fulfillment (PCF), but neither the mediation nor the boundary condition has been fully investigated. Two studies were conducted to test cognition-based and affect-based models of LMX-PCF relationship to address this gap in literature. Using three-wave data from employees in hospital nurses, Study 1 provide evidence that LMX affects PCF via resources acquired through supervisors, particularly stronger when subordinates perceive supervisors holding higher status. Study 2 collected subordinates-supervisors dyads data in service industry and take multiple-foci approach to PCs. Results of multilevel analysis suggested that LMX increases affective trust in supervisor resources, which in turn leads to increased PCF-O and PCF-S, particularly weaker when supervisor’s affective organization cynicism is high. Implications for psychological contract theory and applied practice are discussed.

**Management and Organization Theory: Social Theory (11:00 - 12:30) - INDEG
Building/Room 1.13 ([Top](#))**

**Track: ST12_02 - Management and Organization Theory: Evolutionary, Critical and
Systems Approaches**

Chair(s): Miguel Pérez-Valls

Paper Presentations:

**260 DIGITAL TRANSFORMATION OF MANAGEMENT THEORY. A
RESEARCH UPDATE**

Steffen Roth LA ROCHELLE BUSINESS SCHOOL

Notwithstanding the considerable advances of our theoretical understanding of the digital transformation of management, theories of digital transformation must not be confused with the digital transformation of theories. It is thus by contrast that we seek to advance not theories of the digital transformation, but rather the digital transformation of theories, with the specific focus being on management theory. We therefore revisit classical texts from the early days of digital computation to show that binarization and cross-tabulation constitute the basic techniques of digital transformation. We then proceed to discuss early forms of digital social theories as sources of inspiration for digital management theories before we show that digital theories facilitate the management of dilemmas in general and those based on false distinctions in particular. We conclude that a digital transformation of theory would open up new possibilities for management theory debugging as well as for jettisoning the obsolete among the analog concepts of management.

1209 THEORY AS METHOD: BOURDIEUSIAN CRITICAL SENSEMAKING
Adriana van Hilten ATHABASCA UNIVERSITY

This paper responds to the call for “theory as method” by challenging conventional critical sensemaking theory based on the foundations of four frameworks or theories (sensemaking, formative context, rules and routines, and power), and offering an alternative construct by which to critically make sense of things, based solely on Bourdieu’s social theory. A Bourdesian critical sensemaking framework supports the body of knowledge referencing the importance of identity, context and plausibility in making sense of change, as provided by critical sensemaking, and importantly provides an internally consistent approach to theory and methodology. An empirical study of the change to a new electronic information system tool in an organization supported the use of a Bourdesian framework to study critical sensemaking.

Key Words:

Bourdieu, critical sensemaking, management theory, information systems implementation, identity, change management

761 THE HABERMASIAN CRITIQUE OF HUMAN RESOURCE MANAGEMENT

Anna Laura Hidegh BUDAPEST BUSINESS SCHOOL

The article focuses on the Habermasian analysis of the soft or high commitment model of HRM. After giving a brief definition for the soft and the high commitment model of HRM, the study presents the theoretical framework for critical analysis building upon the Theory of Communicative Action of Jürgen Habermas. The main thesis of Habermas is that in modern societies, the system colonizes the lifeworld, causing disorder in the reproduction processes of lifeworld. The study argues, that in modern organizations, colonization occurs through the practices of high commitment HRM model. First, providing a historical analysis of HRM, the role of HRM in retaining latent the crisis tendencies of the capitalist system is investigated. Second, presenting a theoretical critique of HRM, the study shows how the high commitment model of HRM intervenes into the reproduction of the symbolic structures of the lifeworld. Three processes of corporate colonization are identified: corporate culturism, team building and identity-regulation.

Migrant integration in organizations (11:00 - 12:30) - INDEG Building/Room 1.19 ([Top](#))

Track: T07_03 - Cultures and management

Chair(s): Mette Zølner

Discussant(s): Sylvie CHEVRIER

Paper Presentations:

1764 CULTURAL INFLUENCES IN THE INTEGRATION PROCESS OF FOREIGN HEALTHCARE WORKERS: AN EXPLORATORY STUDY IN THE SWISS HEALTH SECTOR

Eric Davoine UNIVERSITY OF FRIBOURG
Xavier Salamin UNIVERSITY OF FRIBOURG

In Europe, Switzerland represents an extreme case of reliance on qualified foreign workers, particularly in the health sector. On the basis of two sets of interviews, our study aims at understanding the cultural dynamics in the integration of foreign workers. The originality of our approach is to analyze the influences of different cultural spheres (occupational, organisational, sectoral, national cultures) *and their interactions*. This analysis enables us to identify a number of practices and recommendations which are relevant for managers of public hospitals for a better integration of foreign healthcare workers.

1651 ORGANIZATIONS AS PLACES OF SOCIALIZATION AND IDENTIFICATION – SKILLED MIGRANTS IN THEIR NEW ORGANIZATIONAL AND SOCIO-CULTURAL ENVIRONMENT

Andreas Landes UNIVERSITY OF PASSAU
Sina Grosskopf UNIVERSITY OF PASSAU
Christoph Barmeyer UNIVERSITÄT PASSAU

Using the concept of organizational identification and qualitative case studies from Germany, this paper examines the role of organizations in migration and integration processes. Skilled migrants entering a new country bring with them a search for belonging. We state that through employment, migrants come into contact with the organization and its multiple cultures and at the same time expand their social capital through interaction with colleagues who transmit values and cultural practices. We rely on prior research suggesting that this organizational socialization: a) facilitates the process of sense-making and sense-giving; b) provides self-esteem and self-enhancement; and c) reduces uncertainty, leading to a sense of belonging and identification with the organization. We show that positive organizational identification results not only in workforce retention but also in increasing the societal identification and integration. Our paper pursues a cross-level approach to identity in organizations that contributes to the general knowledge of identity at the macro, meso and micro levels and highlights the central role that organizations should play in theory and practice.

Motivation at Workplace (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: T09_06 - Motivation and Trust: Current Links and Challenges

Chair(s): Xiao Chen

Paper Presentations:

1188

MOTIVATING ON-DEMAND WORKERS THROUGH TASK-EFFECTIVE STRATEGIES: THE DIFFERENTIAL EFFECTS OF SETTING SINGLE VS. DOUBLE GOALS ON PERFORMANCE CONTINGENT UPON REGULATORY FOCI

Xiao Chen FACULTY OF BUSINESS, UNIVERSITY OF PRINCE EDWARD ISLAND

Wei Chi SCHOOL OF ECONOMICS AND MANAGEMENT, TSINGHUA UNIVERSITY

Integrating two theoretically distinct approaches to motivation that focus on situational and dispositional goals, we investigated the effects of goal setting (single vs. double goals) on performance of on-demand workers over time, contingent upon regulatory foci (a promotion vs. a prevention focus) and through task-effective strategies. We adopted a mixed-method, multi-study, and multi-wave research design. In Study 1, the results from a focus group involving high-performing drivers from a Chinese ride-hailing platform headquartered in Beijing, China showed that they typically set vague goals (do-your-best) on a regular basis to earn their living. Individuals differ fundamentally in the way they regulate their behaviors when pursuing multiple work-related goals. Complementing Study 1, two concurrent field experiments, Study 2a (Nanjing, $n = 571$) and Study 2b (Chengdu, $n = 1,535$) were conducted involving drivers registered with the same ride-hailing platform. The results from these experiments *consistently* showed that setting a single goal (i.e., working hour or revenue) led to significantly higher performance than did setting double goals (i.e., both working hour and revenue). Structural equation modeling (SEM) results showed that regulatory foci moderated the goal setting effect on task-effective strategies, which in turn, affected performance. Specifically, drivers with a *low* promotion focus produced less effective strategies in the double goal-setting condition than did those in the single-goal condition, which in turn, led to performance decrements. Overall, we showed the differential effect of setting single vs. double goals on performance, its boundary condition (regulatory foci) as well as mediating mechanism (task-effective strategies). Our findings offer novel insights into the theoretical integration of goal setting and regulatory focus as two separate yet complementary approaches to motivation.

56

MANAGING THE CASUAL ACADEMIC WORKFORCE – INSIGHTS INTO THE MOTIVATIONS AND EXPERIENCES OF INDUSTRY EXPERTS AS CASUAL ACADEMICS

Marilyn Clarke UNIVERSITY OF ADELAIDE

The fashion for casualisation has been enthusiastically embraced in the Australian university sector. Casual academics now comprise more than 50 percent of teaching staff in many universities, thus making them a critical component of the overall workforce. This study explores the motivations and experiences of a specific casual academic cohort, industry experts who also work in casual teaching roles. Previous research has noted the many difficulties experienced by casual academics which raises the question of why busy professionals would want to take on an adjunct teaching role. The research uses a case study approach based on qualitative data drawn from the Business School in a prestigious Australian university. The findings highlight the contributions made by industry experts as well as the frustrations that they face due to their status within the university system. Key issues identified from the interviews include inadequate remuneration, lack of communication, a sense of isolation from the wider university community and lack of resources (such as office space or administrative support). Given that the fashion for casualisation is likely to not only continue but also to grow and expand, the article concludes with suggestions for effective HRM practices to support and manage adjunct staff and to improve outcomes for all stakeholders.

1026 MOTIVATED BY CONCERN FOR OTHERS: CONSEQUENCES OF ORGANIZATIONAL ALTRUISM.

Joanna Szulc UNIVERSITY OF HUDDERSFIELD

The research on consequences of workplace helping is gaining momentum. However, we still have only a limited understanding as to why helping among colleagues can be either a positive or a negative phenomenon. Drawing on the theory of prosocial behaviour, we demonstrate that the consequences of helping will differ based on the actors' underlying motivations. We focus on organizational altruism, where help is motivated by concern for others, and we suggest it will result in unique consequences that do not necessarily need to apply to other types of helping behaviours at work. In a qualitative study including three case studies with 94 individuals, we found that while organizational altruism brings a range of positive outcomes for individuals and teams, it can lead to negatives at an individual level. We further demonstrate that concern for others and feelings of empathy can make organizational altruism not only more persistent than other helping behaviours but, at the same time, also more prone to risks such as problems with own work or emotional fatigue. We identify contextual conditions that make organizational altruism particularly harmful as well as those which buffer against the negative outcomes. We discuss theoretical and practical implications.

New Issues for Board Processes (11:00 - 12:30) - ISCTE - Building I/ Auditório 0NE02-Caiano Pereira ([Top](#))

Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)

Chair(s): Jeroen Veldman

Paper Presentations:

89 "IF WE WANT THINGS TO STAY AS THEY ARE, THINGS WILL HAVE TO CHANGE": THE DILEMMA OF GOVERNANCE STABILITY

Xavier Hollandts KEDGE BS
Daniela Borodak ESC CLERMONT

This study explores a "silent" dimension of corporate governance. In this paper, we suggest that governance's *stability* is a major factor for the regulation of potential agency conflicts. Using a panel data of French listed firms over the period 1997-2008, we document and identify boards' (in)stability. Those potential structural changes are the result of a "house of cards" i.e. possible negotiations or power relationships and struggles between the main governance stakeholders. Thus, we examined the impact of various variables such as the level of managerial entrenchment, the ownership structure and the economic environment. Our results show the pivotal role of the CEO and the significant impact of foreign ownership. This study offers insights to policy makers and practitioners that would understand the main factors surrounding major

governance changes. Findings also suggest that board's stability can enhance directors' ability to scrutinize CEO and firm performance.

1120 BOARD PROCESS IN THE WAKE OF GOVERNANCE REFORMS: A CONCEPTUAL EXPLORATION
MARTA GELETKANYCZ BOSTON COLLEGE

Over the last two decades, the movement to reform corporate governance has made major inroads across all leading economies. Seeking to improve board reliability and heighten director accountability, it has paved the way for passage of a spate of governance rules and regulations by capital markets (stock exchanges), as well as governments. Reach today extends to 95% of the world's public firms (OECD, 2017), yet understanding of board process implications remains limited. The current study addresses this shortfall. It advances a conceptual model arguing that structural reforms born of recent governance regulations have not only recast board task design, but also the social dynamics surrounding director interactions. Effects are explored at two levels: board-wide and committee (subgroups). In all, the study argues that the structural reforms embedded in recent governance codes and regulations challenge the long-standing view of corporate boards as "teams." Implications for research and practice are highlighted.

1415 IS A SHIFT ALWAYS A DRIFT? GOVERNING HYBRID ORGANIZATIONS WITH INNOVATIVE PURPOSE
Jérémy Lévêque CENTER FOR MANAGEMENT SCIENCE - MINES
PARISTECH
Kevin Levillain MINES PARISTECH, PSL RESEARCH UNIVERSITY
Blanche Segrestin I3- MINES PARISTECH

Hybrid organizations are often confronted with the risk of mission drift, when the social purpose is somehow lost by the evolution of activities and the practices become decouple from the formal purpose. But if the purpose is innovative, tensions appear between the need to develop learning processes and innovations and the risks of losing the social purpose. The article aims at characterizing what are the potential shifts in an organization with an innovative purpose, and whether they constitute a mission drift or not. It is based on a longitudinal case study with a French hybrid organization with an innovative purpose in vocational training. Based on this empirical study, we first confirm that the innovative purpose leads to shifts in activities that are not necessarily mission drifts. We then show that the shifts can be classified in two main categories: those where learning creates a dissension on the interpretation of the organization's purpose, which we call "coverage shift", and those where exploration threatens the commonly accepted interpretation of a purpose, which we call "reinvention shift".

These two different situations create differentiated risks regarding mission drift, and therefore call for differentiated response at the governance level.

This study thus contributes to enriching the literature on the mission drift in hybrid organizations. It also suggests some avenues how to deviation control can be

complemented by a capacity to assess the innovative shifts consistent with the purpose.

Organising for resilience in extreme contexts - Conceptualisation of Resilience (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Hugo Marynissen

Paper Presentations:

253 A THEORETICAL FRAMEWORK FOR ORGANIZATIONAL RESILIENCE
Margareta Oudhuis UNIVERSITY OF BORÅS

As an extension of the book N N (N & N) this paper present a holistic theoretical model over Organizational Resilience. The framework consists of five levels from visible traits to organizational ground sources for organizational survivability and is the most extensive framework for Organizational Resilience so far. The main conclusion of the paper is that organizational resilience is a multidimensional phenomenon that can be understood as traits, processes, capabilities and resources simultaneously.

641 AN INTERDISCIPLINARY AND MULTI-LEVEL FORMULATION OF THE CONCEPT OF RESILIENCE
Naomi Borg RMIT UNIVERSITY
Nader Naderpajouh RMIT UNIVERSITY
Christina Scott-Young RMIT UNIVERSITY

Resilience is a concept most commonly attributed to the capacity of a system in response to perturbations by reinstating a previous stable steady state equilibrium or undergoing novel trajectories. The concept of resilience has been increasingly applied to address the problems faced in multiple disciplines, including; psychology, organisational studies, and social science, each of which focuses on modified interpretation of the concept in a different level of analysis. The focal level of psychological research in resilience is predominantly the individual, whereas research on resilience in organisational studies is concerned predominantly with the organisational level (with some limited interest in the individual, team, and project levels). Then the focal level of social sciences resilience research is the macro level (e.g., institutions, socio-economic systems, communities and complex eco-systems). Following the wide application of the concept of resilience, the interdisciplinary and multi-level formulations have been blurred, calling for research to explore the commonalities and differences of the conceptualisations of resilience both across disciplines and across levels. In this research, we aim to investigate the meaning of resilience, both in general terms and across different levels to picture its interdisciplinary and multi-level formulations. For this purpose, we adopt the steps from the systematic literature review (SLR) and bibliometric analysis approaches.

Specifically, we argue that from a theoretical perspective an interdisciplinary formulation of the concept of resilience is needed, while from a practical point of view, multi-level formulations of the concept are required to further consolidate the practice of organising resilience. This research is our first step in exploring and formulating the commonalities and differences of the concept of resilience across disciplines and levels.

1824 DIFFERENTIATING PROCESSES, CAPABILITIES, RESOURCES AND OUTCOMES. A QUALITATIVE CONTENT ANALYSIS OF EMPIRICAL RESILIENCE RESEARCH

Kijan Vakilzadeh UNIVERSITY OF KASSEL
Alexander Haase UNIVERSITY OF KASSEL

Organizational resilience research is increasingly spreading thematically, making it difficult to understand the scope of the construct. Moreover, the actual core of resilience is partly disregarded. Motivated by these issues, we have extracted all mechanisms from empirical resilience studies which, according to the respective authors, are supposed to have an influence on resilience or describe resilience itself. For this purpose, we have conducted a novel way of reviewing literature by using methods from computer-aided qualitative content analysis. More specifically, we have examined 39 exclusively empirical articles on organizational resilience.

As a result, we conclude a *resilience core function model* that is validated by the empirical articles and clearly separates *resilience capabilities, resources, context factors* and *outcomes*. For each category, exemplary in vivo codes and explanations are given. In addition, we discuss the interrelationship of core functions and influencing factors, to derive implications for future research but also showing shortcomings of existing studies.

Performance management in public and nonprofit (11:00 - 12:30) - ISCTE - Building II/Room C4.06 ([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Salvatore Russo

Paper Presentations:

1541 PERFORMANCE MANAGEMENT IN INTERNATIONAL ORGANIZATIONS: THE CASE OF THE EUROPEAN UNION

Marco Amici UNIVERSITY OF ROME TOR VERGATA
Denita Cepiku UNIVERSITY OF ROME TOR VERGATA

In the hunt of effective solutions to the emerging global challenges fuelled by the financial, health, security and environmental threats, the demand for better performing international organizations is increasingly pressing. Forms of globalization as migration, financial stability and crime, influence people's life simultaneously and call for a

broader role of international organizations. In this scenario, the latter are constrained by high expectations to solve complex transnational problems, from one side, and by the continuous lament of poor performance, from the other. On top, international organizations suffer of a relevant management deficit, which has received little attention so far, especially if compared to other levels of public administration. The two aspects combined call for further investigation on how international organizations manage their resources and measure the results of their actions. This paper aims at contributing to filling this gap by shedding light on how performance management occurs in international organizations. The paper will focus on the European Union, assessing its performance strategic framework alongside different performance dimensions.

1561

PUBLIC VALUE MEASUREMENT IN MUNICIPAL OWNED CORPORATION: A PRACTICAL APPLICATION

Lucio Spiridione Dicorato UNIVERSITY OF ROME TOR VERGATA
Andrea Bonomi Savignon UNIVERSITY OF ROME TOR VERGATA

Municipal Owned Corporations (MOCs) are increasingly seen as key actors in the production and delivery of a wide range of public services at local level. Profit maximization is not the primary goal of SOEs, since they are also required to achieve other objectives, such as innovation, service quality, efficiency, responsiveness and other social outcomes. A relevant framework proposed in the literature to address the simultaneous issues of efficiency, effectiveness and accountability faced by public entities, and which appears particularly significant for MOCs, is the Public Value measurement approach; albeit widely diffused in the general public management literature, it has so far seen fewer application in measuring public value generated by public organizations, particularly to the cluster of hybrid organizations. The aim of this paper is to provide a refined model for public value measurement in Municipal Owned Corporations in public service delivery, to academics, key decision makers, practitioners and stakeholders, bridging the gap existing in literature (Voorn, Van Genugten, Van Thiel, 2017). We offer a practical application of our model to a corporation fully owned by the Municipality of Rome operating in waste collection.

1605

THE TRIPLE MISSION OF PUBLIC UNIVERSITIES. A RECENT ANALYSIS OF THE ITALIAN SYSTEM PERFORMANCE

Marco Taliento UNIVERSITY OF FOGGIA - DEPARTMENT OF ECONOMICS

This paper examines the role of university evaluation systems as an instrument of quality assessment and the impact on students' outcome, showing the correlations between the three missions of Italian public universities (teaching, research, 'third-mission').

Considering the indicators pertaining to all the Italian public (state-funded) universities, a comprehensive empirical analysis identified for the period 2011-2014 a unitary framework through an appropriate path-analysis, namely PLS. Findings reveal a positive, significant relationship firstly between research and third mission, and finally between the latter (socioeconomic interaction) and students outcome

(gathering both student satisfaction and job placement massive data, nearly 400,000 respondents per year) in line with the Triple Helix conceptualization.

Quality evaluations are vital because they influence university's behavior and shape institutional decision making orienting government policy on higher education and funding. We represent the path by which the quality of higher education institutions can be improved, raising the level of appreciation and efficacy.

The paper shows the results of a comprehensive analysis across missions of the Italian system, offering a new perspective of the state of art and proposing, in a new way, the use of the Structural Equations Model to reconcile the three institutional goals. Administrative and managerial implications are provided.

Processes (11:00 - 12:30) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_07 - Entrepreneurial Processes

Chair(s): Monica Masucci

Discussant(s): Sara Öhlin

Paper Presentations:

1785 HOW SPATIAL CONTEXT INFLUENCES THE ENTREPRENEURIAL PROCESS: A MULTIPLE CASE STUDY.

Carmen Freitas UNIVERSIDADE DA MADEIRA

This paper studies the effect of spatial context on the entrepreneurial process, more precisely, on “all the functions, activities, and actions associated with perceiving opportunities and creating organizations to pursue them” Bygrave’s (2009, p. 2). To accomplish this, a multiple case study was conducted with 17 entrepreneurs from two very different spatial contexts in Portugal. The regions under study were the remote region of Madeira, with 8 entrepreneurs, and the core region of Lisbon, with 9 entrepreneurs. The main goal of this study is the assessment of two very important research questions: i) how entrepreneurs describe their experience throughout the entrepreneurial process? and ii) are these experiences influenced by spatial context?

To conduct this study, Bygrave’s (2009) definition of the entrepreneurial process was adopted, being structured in four different phases: innovation, triggering events, implementation and growth. The findings show that the characteristics of the location will influence the majority of the phases of the entrepreneurial process. Depending on the type of sector of activity, the entrepreneur in the remote region of Madeira considered to be more difficult to identify a business opportunity than entrepreneurs in the core regions of Lisbon. Entrepreneurs in Madeira were more motivated by push factors compared to Lisbon; which suggests that the entrepreneurial landscape in regions with less favourable spatial contexts will be more populated by necessity

entrepreneurs. Additionally, the findings also demonstrate that the entrepreneurs, in both regions, identified similar most important resources in the entrepreneurial process. However, they perceive the future of their firms differently, entrepreneurs in the remote region are more concern with survival, being the entrepreneurs in the core region more concern with growth.

- 110** **ENTREPRENEURIAL PROCESSES IN UNCERTAIN FOREIGN ENVIRONMENTS: THE ROLE OF THE GLOBAL NICHE STRATEGY**
Giovanna Magnani UNIVERSITY OF PAVIA
Antonella Zucchella UNIVERSITY OF PAVIA

By proposing a model of SMEs entry in foreign markets characterized by uncertainty, we test the relationships among the implementation of a global niche strategy, the perception of lower competition, and international performance. Hypotheses are tested on a sample of 110 Australian firms applying a structural equation modelling through the PLS-SEM technique. We find that the global niche strategy's strategic components "control of manufacturing and technological capabilities" and "market creation" are associated with the perception of lower competition. These results partially confirm the findings of a recent exploratory study (Magnani & Zucchella, 2018).

- 677** **IMPLEMENTING AN ENTREPRENEURIAL FRAMEWORK FOR ENTREPRENEURIAL PROCESS**
Ciro Troise UNIVERSITY OF CAMPANIA "L. VANVITELLI"
ELENA CANDELO UNIVERSITY OF TURIN - DEPARTMENT OF MANAGEMENT

The entrepreneurship literature is characterized by a considerable predominance of studies that consider the formation of a new company as a process. Traditionally, new venture creation represents the final moment of the entrepreneurial process. However a growing number of studies suggested that the entrepreneurial process is more than the venture creation and therefore it does not end with the establishment of the new company.

The present study focuses on two stages of the entrepreneurial process that follow the creation of a new venture: company development and funding success.

The purpose of this paper consists in hypothesizing which entrepreneurial characteristics of the companies could affect these two phases.

In this study we focus on the concept of entrepreneurship both at an individual and at a firm level, making up the "Entrepreneurial Quality" (EQ) of the company. We identify three sets of entrepreneurial characteristics at the individual level (prior industry experiences, prior start up experiences, networking capability) and three sets of entrepreneurial characteristics at the firm level (innovation, risk taking, proactivity).

The aim of this study is to contribute to increase the knowledge about the post-creation phases of the new ventures through an understanding of the entrepreneurial characteristics of the company and their potential role in affecting venture development and funding success. By focusing on the EQ of the company, we have developed a framework that might show the importance of the entrepreneurial attributes - at the two levels (individual and firm) - on the two stages of the entrepreneurial process that we have considered.

The present paper presents and offers six research propositions related to different factors of entrepreneurship. In particular, it proposes an original framework that - hopefully - could be adopted in different stages of the entrepreneurial processes. This work differs from others in terms of a delineated construct of EQ and large potential areas of application.

This study could be able to provide valid reflections for many actors - such as policy makers, entrepreneurs and stakeholders of the entrepreneurial ecosystem - and contribute to the current debate on the entrepreneurial processes.

Project portfolios and PMOs (11:00 - 12:30) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Jillian Yeow

Discussant(s): Karyne Ang

Paper Presentations:

**498 MICROFOUNDATIONS OF STRATEGY IN PROJECT PORTFOLIO
MANAGEMENT: A MULTIPLE CASE STUDY**

John Wyzalek SKEMA BSUIINESS SCHOOL

Microfoundations of strategy is a perspective for looking at how individual actions at a micro level influence organizational strategy on a macro level. The project portfolio links project organizing to organizational strategy and is the unit of analysis for this multiple case study. In line with the microfoundations perspective, the study investigates the actions of four individual portfolio managers within the context of attaining strategic goals set by executive managers. Furthermore, the portfolios are composed of small projects dependent on interactions with individual external stakeholders who are of strategic consequence. The portfolio managers' actions taken to attain goals influence project delivery, portfolio selection criteria, and portfolio sustainability. Organizational governance structures are found to promote the influence of micro-level portfolio manager actions on the macro level. The strategic style characterizing portfolio managers' actions in attaining strategic goals is compared to the strategy executive managers deploy in setting portfolio goals.

ACTORS' AGENCY IN THE ROUTINES OF INNOVATION PROJECT PORTFOLIO MANAGEMENT

Miiia Martinsuo TAMPERE UNIVERSITY

Lauri Vuorinen TAMPERE UNIVERSITY

Innovation project portfolio management (IPPM) is carried out through various routines of assessing, prioritizing, selecting and coordinating projects. Empirical research increasingly suggests that the official routines are not necessarily used, but personnel use agency, i.e., individual situation-specific judgment in their practice of IPPM. This agency perspective is not sufficiently understood, so far. The purpose of this study is to explore different actors' agency in implementing IPPM, covering managers, personnel and external stakeholders. The goal is increased knowledge on implementing IPPM in dynamic contexts and development of propositions for better IPPM frameworks that account for different actors' agency. The qualitative case study with two innovative project-based firms reveals different approaches to IPPM agency across four different actor categories. The nature of the innovation project portfolios is discussed especially in terms of uncertainty and the maturity of the IPPM routines as situation-specific factors relevant in enabling and restraining project actors' agency in IPPM. The results contribute by proposing agency as a novel perspective to IPPM research, showing evidence of it in highly innovative contexts, and thereby enabling the theorization of situation-specific practice of IPPM.

HOW SUCCESSFUL PMOS OPERATE - NEW INSIGHTS INTO THE RELATIONSHIP BETWEEN PROJECT MANAGEMENT OFFICE (PMO) SUCCESS AND PROJECT SUCCESS

Peter Kaul SKEMA BUSINESS SCHOOL, LILLE, FRANCE

Robert Joslin AIPMO AND SWISS BUSINESS SCHOOL, ZURICH, SWITZERLAND

This paper investigates how successful project management offices (PMO) operate by looking holistically at the relationship between successful PMOs and project success. The motivation for this study stems from the fact that increasingly more organizations are either project-oriented or project-based, however, there is still little knowledge about the direct and indirect impact of successful PMOs on project success. By looking at PMO success and project success holistically, the purpose of this paper is to determine which PMO success components exist and how the identified components are related to project success.

Based on an in-depth literature review, twenty semi-structured interviews across multiple countries and different industries are carried out to collect data. This paper presents and discusses the results of the first five interviews*. The aim is to examine the nature of PMO success and how its components contribute to project success in project-based organizations. Contingency theory serves as a theoretical lens. Two frameworks to assess organizational project management as well as pattern-matching techniques were applied to analyze the interviews and to identify enablers and components of successful PMOs and their relationships with project success.

The study shows that the examined successful PMOs operate in organizations which governmentality ranges between liberal and neo-liberal. The PMOs themselves apply a stakeholder/outcome-oriented governance paradigm. Successful PMOs support project success factors selectively. Five factors for PMO success have been identified, these are knowledge, technique, visibility, identification and project support.

The implications for academia are the contribution to a better understanding of the components of PMO success and their relationships with project success, the basis for a PMO success framework. The practical implications consist of a better understanding of how PMOs may best support project success in project-based and project-oriented organizations.

S01.01 - CATARSI: Cleaning, analyzing and visualizing techniques for textual data. An interactive workshop (11:00 - 12:30) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Luca Pareschi, Paolo Ferri, Ivan Heibi

S01.08 - The management of human existential risk in our research and education. Should it be included? (11:00 - 12:30) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Morten Huse, Shann Turnbull, Muthu De Silva

S05.02 - Preferred Leader Behavior, Gender, and Culture: Europe in Global Context (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Romie Littrell, Inga Minelgaite, Gillian Warner-Søderholm

S09.01 - Careers between Fado and choices (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.29 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Silvia Dello Russo, Daniele Mascia, Irene Gabutti

S13.01 - Celebrating the 60th anniversary of Penrose's 1959 seminal book 'A theory of the growth of the firm' (11:00 - 12:30) - ISCTE - Building II/ Auditório B1.04 ([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Xavier Castaner, Jay Anand, Christos Pitelis

Servant Leadership (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.26 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Anthony Perrier

Paper Presentations:

365 THE EFFECT OF SERVANT LEADERSHIP ON EMPLOYEE DEEP ACTING:

Anyi Chung NATIONAL CHANGHUA UNIVERSITY OF EDUCATION
Shu Yu Chen CHANGHUA CHRISTIAN HOSPITAL; SCHOOL OF NURSING,
DAYEH UNIVERSITY
Lam Long W. UNIVERSITY OF MACAU
Shu-Chen Chang CHANGHUA CHRISTIAN HOSPITAL
I-Heng Chen NATIONAL SUN YAT-SEN UNIVERSITY

This research aims to shed light on servant leadership as a precursor to the followers' beneficial emotional labor strategy. Based on the conservation of resources theory, we tested the mediating role of psychological empowerment in the positive relationship between perceptions of servant leadership and deep acting. Furthermore, the affective aspect of leadership is emphasized in a nursing setting. Thus, we draw on the broaden-and-build theory to develop a process model of the impact of perceptions of servant leadership on deep acting sequentially through positive affect and psychological empowerment. Three waves of data on 487 frontline nurses at a large Christian hospital in Taiwan each one month apart supported attempts to examine indirect effects through psychological empowerment alone or sequentially through positive affect and psychological empowerment. Interestingly, positive affect alone did not mediate the positive relationship between servant leadership and employee deep acting. Our results are discussed in the light of previous findings. Finally, the limitations of the study and suggestions for future research are also discussed.

1465 OPENING THE BLACK BOX OF SERVANT LEADERSHIP: THE EFFECTS OF SERVANT LEADERSHIP ON FIREFIGHTERS' PERFORMANCE AND HEALTH

Anthony Perrier UNIVERSITY OF TOULOUSE CAPITOLE, TSM RESEARCH (UMR CNRS 5303)
Mathieu Molines ESCE INTERNATIONAL BUSINESS SCHOOL
Assâad El Akremi UNIVERSITY OF TOULOUSE CAPITOLE, TSM RESEARCH (UMR CNRS 5303)
Caroline Manville UNIVERSITY OF TOULOUSE CAPITOLE, TSM RESEARCH (UMR CNRS 5303)

How and under what conditions does servant leaders' behavior influence both performance and health within dynamic and complex environments such as firefighters' context? We develop and test a multilevel model that integrates principles of servant leadership with social identity theory to explore how servant leadership

positively influences team service-oriented organizational citizenship behaviors (team service OCB), and how and when it reduces emotional exhaustion and strengthens positive work role behavior at the individual level. Our two-wave study sample comprised 252 firefighters nested in 33 fire stations. Multilevel path analyses results indicate that, at the team-level, servant leadership positively affects service OCB. At the individual level, servant leadership significantly predicts low emotional exhaustion, and high positive work role behavior, directly and through the mediating influence of firefighters' identification with the station. Results from also indicate that need to belong moderates the mediating role of organizational identification in transmitting the effect of servant leadership to emotional exhaustion and positive work role behavior. Implications of our results to theory and practice are discussed.

1865 **SERVANT LEADERSHIP AND UNIT SERVICE PERFORMANCE:
MEDIATING MECHANISMS OF TRUST IN LEADER AND UNIT CLIMATE**
Chih-Hsun Chuang NATIONAL CHUNG HSING UNIVERSITY

Servant leadership fits the service context well because it emphasizes leading by serving others. The underlying processes by which servant leadership exerts its influence on followers are yet clear in the literature. This study integrated the perspectives of trust and organizational climate and proposed that cognition-based trust and affect-based trust in leader as important mediating mechanisms between servant leadership behavior and unit service performance, and also theorized service climate and prosocial climate to match cognitive and affective processes respectively. This study collected survey data from sales employees and managers of retail stores at different time points. Results showed that servant leadership was positively associated with both cognition-based and affect-based trust in leader. Cognition-based trust in leader was positively related to service climate, while affect-based trust in leader was positively related to prosocial climate. Unit service performance was positively related to prosocial climate but not service climate and, thus, servant leader indirectly influenced unit service performance through the effects of affect-based trust in leader and prosocial climate.

Session 5 (11:00 - 12:30) - INDEG Building/Room 1.07 ([Top](#))

Track: T07_04 - Regional Perspectives

Paper Presentations:

1784 **UNDERSTANDING HRM IN SYRIA IN TIMES OF CRISIS**
Fida Afiouni AMERICAN UNIVERSITY OF BEIRUT
Huda AlHafar AMERICAN UNIVERSITY OF BEIRUT
Lina Daouk-Öyry AMERICAN UNIVERSITY OF BEIRUT

Despite an increasing scholarly interest in HRM in the Middle East in recent, there has been no studies focusing on HRM in Syria. Syria, a country ravaged by war since 2011, is an interesting case in point to explore the role of HRM in times of crisis and extreme uncertainties. Adopting a qualitative interpretive approach, and based on the

narratives of 15 HR managers and 13 employees currently working in Syria, this study aims to understand HRM in Syria in times of crisis. We specifically examine HR manager's and employee's perceptions of how the war affected them personally, affected their work relationships and commitment, as well as the role of HRM in these difficult times. Our results show that the war has created additional challenges to HR managers such as high turnover rates and difficulty in finding qualified talent, due to the fact that many Syrians have been displaced or fled out of the country. On the other hand, HR managers explained the vital role of HRM in times of war and the important role it plays in emotionally supporting employees. As for employees, our results show that they perceive the HR function as administrative, yet extremely supportive. Their narratives are replete with examples about the negative impacts of the war on them and their work. However, these narratives also bring hope, as they highlight the positive impacts of the war such as bringing people closer together, creating a sense of family, viewing work as a space to do something meaningful and escape the realities of the war. Our results present interesting avenues for further research to better understand altruism in times of crisis and the role of HRM during and post-war.

SIG 02 - Corporate Governance Kick-off 2 (11:00 - 12:30) - ISCTE - Building I/ Auditório ONE03 - Mário Murteira ([Top](#))

SIG 06 - Innovation Kick-off (11:00 - 12:30) - ISCTE - Building II/Room C5.06 ([Top](#))

Small and Medium-Sized Firms: organisational features, strategy and governance (11:00 - 12:30) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: T03_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs

Chair(s): Alessandro Hinna

Discussant(s): ANNA ESEMPIO

Paper Presentations:

- 531 DOES THE STRATEGIC ORIENTATION LEAD TO A MORE FORMAL STRATEGIC FORMULATION AND TO INNOVATION IN THE ORGANISATIONAL DESIGN IN MEDIUM SIZED ENTERPRISES? FIRST INDICATIONS FROM SOME CASE STUDIES FROM THE**
Teresina Torre UNIVERSITY OF GENOA - DEPARTMENT OF ECONOMICS AND BUSINESS
Roberta Scarsi UNIVERSITY OF GENOA DEPARTMENT OF ECONOMICS AND BUSINESS

The goal of this work is to study the impact of strategic orientation, defined using the Miles and Snow paradigm, on the strategy formation process and the organisational design in the medium sized firms (MEs). In particular, it aimed at answering the

following research questions (RQ): Does the orientation toward market development lead to different strategic formulation styles in MEs? Does the orientation toward market development lead to develop innovation in the approach towards organisational design in MEs? The paper describes the findings that emerged from an investigation focused on selected cases of Italian firms operating in the food industry. The results show that the two aforementioned dimensions (the strategy formation process and the organisational design) are actually affected by strategic orientation, highlighting the relevance of the “prospector” orientation in modifying the behavioural models among the selected companies. The goal of this work is to study the impact of strategic orientation, defined using the Miles and Snow paradigm, on the strategy formation process and the organisational design in the medium sized firms (MEs). In particular, it aimed at answering the following research questions (RQ): Does the orientation toward market development lead to different strategic formulation styles in MEs? Does the orientation toward market development lead to develop innovation in the approach towards organisational design in MEs? The paper describes the findings that emerged from an investigation focused on selected cases of Italian firms operating in the food industry. The results show that the two aforementioned dimensions (the strategy formation process and the organisational design) are actually affected by strategic orientation, highlighting the relevance of the “prospector” orientation in modifying the behavioural models among the selected companies.

1905

**OWNERSHIP STRUCTURE AND CORPORATE GOVERNANCE
MECHANISMS IN ITALIAN MEDIUM SIZED LISTED FIRMS**
Giorgia Profumo UNIVERSITY OF GENOA

Nevertheless medium sized firms present a quite high relative weight in the Italian and in other European contexts, belonging to the non-Anglo Saxon system, such as Spain, France, Portugal, Germany, Austria and Belgium, in terms of employment and value added, a tailor-made literature on the corporate governance features of this typology of firms is still scarce, especially if the companies are listed. The present paper intends therefore to contribute to extant studies answering to the following research questions: i) What are the specific corporate governance characteristics of medium sized listed firms, especially in terms of ownership structure and composition? ii) Which are the most important governance mechanisms used by medium sized listed firms aimed at separating ownership from control?

Analysing data from 69 Italian medium sized listed firms, the paper provides insights useful for both scholars and practitioners. Concerning academic implications, the paper may constitute a useful contribution for developing research knowledge on the phenomenon, developing corporate governance literature on smaller firms, focusing on a neglected area of research: medium sized firms. Moreover, it deepens the understanding of the control enhancing mechanisms that firms may use for separating ownership from control.

The study has also some implications for governments and local authorities or financial market regulators, as it emerges that the listing process of such companies does not create more open ownership structures, which are appealing for institutional investors.

1777 AMBIDEXTERITY IN THE CONTEXT OF SMES: DOES SUSTAINABILITY PLAY A ROLE?

Angeloantonio Russo LUM UNIVERSITY
Rosamartina SCHENA LUM JEAN MONNET

Survival of alliances is a critical aspect in the strategic management literature. Consequently, the recent research focuses on how alliances can be managed to gain a competitive advantage to live longer, which is even more important for small- and medium-sized enterprises (SMEs). Moreover, in the transition to an increasingly sustainable world companies are called to action. The main challenge for them is to find the right balance between corporate sustainability (CS) and corporate performance. Drawing on concepts from the innovation literature – namely ambidexterity - this study focuses on how SME alliances can handle the dilemma of exploration and exploitation to achieve both an advantage in terms of sustainability and better performance. A sample of 9,673 Italian SMEs aggregated in 1,854 alliances in the period 2010-2015 has been used to test the hypotheses of this study, referring to the moderating effects of ambidexterity strategy and corporate sustainability on the alliance performance. The results show that SME alliances that do not set sustainability goals should prefer a focused alliance - either exploration or exploitation - to achieve economic benefits; otherwise, if sustainability objectives are considered at the bases of the alliance formation, greatest economic benefits are linked to an ambidextrous alliance. The findings of this paper contribute to the research on strategic alliance and corporate sustainability by differentiating two aspects of innovative practices.

Sport Governance (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.40 ([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): Harald Dolles

Paper Presentations:

279 NETWORK STRUCTURES AND GOVERNANCE IN CAUSE-RELATED MARKETING COLLABORATIONS IN PROFESSIONAL FOOTBALL: A SOCIAL NETWORK ANALYSIS

Cleo Schyvinck GHENT UNIVERSITY
Michael Naraine DEAKIN UNIVERSITY
Annick Willem GHENT UNIVESITY

Although professional sport teams increasingly engage in cause-related marketing (CRM), they do not always approach it in a strategic manner that delivers sustainable benefits for the organization, its stakeholders, and society-at-large. Studies investigating partnerships as a means to increase effectiveness of social initiatives have mainly focused on dyadic relationships rather than unpacking the structures and governance of broader CRM networks. Therefore, we conducted a social network

analysis to explore and compare network structures, characteristics, and governance of two professional football teams taking different CRM approaches (altruistic versus integrative). Our results show that similar stakeholders are involved in both networks and that the community department plays a central role. Where the latter actor dominates the flow in the altruistic network (lead organization governed network), coordination is more shared in the integrative network (shared participant governed network). The power of other actors, such as the commercial department, sponsors, and the league, to influence the flow of information, resources and money in the integrative network, reflects the strategic approach to CRM in which both relational and instrumental outcomes are aimed for. Theoretically, this paper contributes to the field of CRM by taking a broad stakeholder view and revealing structures and relationships surrounding the focal organization. Practically, this study enhances the understanding of building and maintaining stakeholder relationships and facilitates a more strategic approach to CRM, which will result in higher legitimacy and sustainability of social engagement.

566 NATIONAL SPORT FEDERATION'S RESPONSES TO MULTI-LEVEL INSTITUTIONAL COMPLEXITY

Loic Pedras UNIVERSITY OF TECHNOLOGY SYDNEY

Tracy Taylor UNIVERSITY OF TECHNOLOGY SYDNEY

Stephen Frawley UNIVERSITY OF TECHNOLOGY SYDNEY

National Sport Federations are responsible for governing all aspects of a sport within their respective countries. In developing and promoting their sport National Federations must respond to multi-level complexity arising from internal stakeholder needs and commercial, government and social demands. While organisational complexity responses have been extensively researched, little of this work has considered the unique positioning of sport federations. Drawing on the theoretical perspective of institutional logics and complexity, this research took a case study approach to investigate Triathlon Australia's response to its complex operating environment, by conducting 18 in-depth semi-structured interviews with current and former board members, CEO's, senior managers and government representatives responsible for national sport policy and funding. Interview data were complemented with an examination of Triathlon Australia's annual reports and Australian government policy documents (1998-2016 period). Four themes and several organisational responses' themes emerged from the inductive and iterated thematic data analysis: (1) external complexity – alignment, diversification, transcendence, negotiation; (2) interstitial complexity – empathy, formalisation, collaboration, specialisation; (3) internal complexity – division, balance, leverage; and (4) emotions – connection, harness. Driven by quasi-insolvency and admission into the Olympic programme, and national government policy requirements for funding, Triathlon Australia responded to its complex environment by embracing all logics, designs and agendas, unravelling new ways to solve or mitigate it via hybrid responses. Implications for both theory and practice are outlined.

1645 DYNAMICS OF THE GLOBAL FACTORY: INSIGHTS FROM AN EMERGING MARKET CLUSTER

Anna Gerke AUDENCIA BUSINESS SCHOOL
Maureen Benson-Rea UNIVERSITY OF AUCKLAND

This research deals with cluster development in emerging economies studying the single case of the Taiwanese bicycle industry. The authors address the questions (1) how do industries in emerging market locations develop from a pure low-cost manufacturing location to an innovative global industry cluster; and (2) what roles do local interorganisational linkages play in this development? Data from 23 in-depth interviews with various actors from the Taiwanese bicycle industry provide a holistic picture of how Taiwan's bicycle industry developed from a low-coast manufacturing location to an innovation-driven industry cluster. We draw on theory on clusters, the global value chain and the global factory. Our results show that local vertically integrated firms in the cluster can also be internationally integrated, vertically and horizontally. Furthermore, some of the actors in the Taiwan bicycle cluster are also horizontally integrated at a local level. This article makes a theoretical contribution with a two-dimensional framework on cluster development including, horizontal versus vertical integration, and local versus global embeddedness.

Technology Applications in Healthcare (11:00 - 12:30) - ISCTE - Building II/Room C4.05
([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Alfred Angerer

Discussant(s): Milena Vainieri

Paper Presentations:

75 APPLYING THE HEALTH COMPLAINTS ANALYSIS TOOL (HCAT) TO PATIENT COMPLAINT DATA OF PATIENT INTEREST ORGANIZATIONS – A QUALITATIVE ANALYSIS USING DATA FROM SWITZERLAND

Sarah Schmelzer ZURICH UNIVERSITY OF APPLIED SCIENCES
Irene Kobler ZURICH UNIVERSITY OF APPLIED SCIENCES
Alla Londina ALBERT-LUDWIGS-UNIVERSITÄT FREIBURG
Alfred Angerer ZURICH UNIVERSITY OF APPLIED SCIENCES
Florian Liberatore ZURICH UNIVERSITY OF APPLIED SCIENCES

Background: Patient complaints are not only expressed to healthcare providers but also to patient interest organizations. To use patient complaints effectively for continuous improvement, they have to be systematically coded and analyzed. The Healthcare Complaints Analysis Tool (HCAT) provides a valid basis for categorizing patient complaints within the inpatient settings. Yet, until now it has been only applied to patient complaints reported to healthcare providers.

Research question: The HCAT has not been applied to patient complaint data of patient interest organizations which may differ from healthcare providers' data in terms of characteristics, content or severity. Further, patient interest organizations receive patient complaints from different care settings. Therefore, the applicability of the HCAT to patient complaint data from patient interest organizations as well other care settings should be investigated.

Methodology: The HCAT taxonomy is applied to patient complaint data documented by a Swiss patient interest organization. First, the HCAT is applied to an existing database of the patient interest organization to code patient complaints arising from the inpatient setting. Second, in semi-structured interviews, relevant stakeholders are asked about the structure and content of patient complaints in outpatient and homecare settings. By using a gap analysis, discrepancies between the categories of the HCAT and special requirements of the settings are identified.

Results: The results indicate that the HCAT is an adequate tool to analyze patient complaints of patient interest organizations. All complaints resulting from the inpatient settings could be categorized. The results of the interviews show that the applicability of the HCAT in the outpatient and care at home settings requires some adaptations. Specific categories such as the environment in home care should be considered. Moreover, the size of the institutions should be taken into account.

Implications and further research: As the interviews were conducted within a preliminary study, further research on the specific requirements on the HCAT and its implementation within the outpatient and care at home settings is necessary.

1410 **HOSPITAL CONTEXTUAL FACTORS AFFECTING THE USE OF HEALTH TECHNOLOGIES: A SYSTEMATIC REVIEW**

Irene Gabutti ALTEMS - UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Ilda Hoxhaj SECTION OF HYGIENE, INSTITUTE OF PUBLIC HEALTH,
UNIVERSITÀ CATTOLICA DEL SACRO CUORE, ROME

Adriano Grossi SECTION OF HYGIENE, INSTITUTE OF PUBLIC HEALTH,
UNIVERSITÀ CATTOLICA DEL SACRO CUORE, ROME

Chiara De Waure DEPARTMENT OF EXPERIMENTAL MEDICINE,
UNIVERSITY OF PERUGIA, PERUGIA

Americo Cicchetti UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Stefania Boccia SECTION OF HYGIENE, INSTITUTE OF PUBLIC HEALTH,
UNIVERSITÀ CATTOLICA DEL SACRO CUORE; UOC IGIENE

OSPEDALIERA, FONDAZIONE POLICLINICO UNIVERSITARIO A. GEMELLI
IRCCS, ROME

Healthcare systems are facing great challenges globally due to increased share of ageing population, chronic diseases and economic restraints. To keep a high quality of assistance it is important to invest in health technologies (HTs) that have the potential of improving outcomes. Even though the determinant impact of HTs is crucial and a lot of guidance does indeed exist on how these should be introduced, used and dismissed from hospitals, there is a surprising gap in literature concerning

the awareness and “readiness” of hospitals in the utilization of HTs. Through a systematic literature review, hospital contextual factors that influence the actual utilization of HTs were investigated. Results suggest that these contextual factors are ascribable to four main families (financial factors, leadership styles, human resource management, hospital infrastructure). Nevertheless, many other possible contextual factors appear unexplored, as well as many typologies of technologies in the first place.

1835 A NEW CONCEPTUAL FRAMEWORK TO FOSTER SUSTAINABLE HEALTH TECHNOLOGY INVESTMENT DECISIONS

Camilla Falivena UNIVERSITY OF ROME TOR VERGATA
Gabriele Palozzi UNIVERSITY OF ROME TOR VERGATA

Innovative health technology deployment represents the primary challenge within the sustainability of public health systems. On the one hand, new technologies may potentially improve access to care and the quality of services. On the other hand, their rapid evolution and broad implications on existing procedures increase the risk of adopting technologies that are not value for money. As a consequence, the Health Technology Assessment (HTA) is a critical process at each level of the National Health System (NHS). Focusing on the organisational level, this study proposes a new management control system for supporting Hospital-Based HTA (HB-HTA). This system could embrace technology assessment itself and the identification of broader impacts on organisational performance according to the overall strategy. The conceptual model is developed from three perspectives (clinical, economic and organisational) to make the actors involved in the assessment (clinicians, health professionals, hospital managers and patients) aware of the impact of new technology on the value chain. Besides supporting the decision-making process, such a tool represents support for the internal control system as a whole. By promoting a structured evaluation, it increases the transparency and accountability of public health organisations. This way, hospital managers could have support in the management of any conflict of interest around HTA, which is severely vulnerable to misleading behaviours. In the long run, the framework proposed will be useful to reach selected United Nations Sustainable Development Goals (UN SDGs) to enhance the quality of health care in the future.

The sharing (P2P) economy: from offline to online (11:00 - 12:30) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: T03_08 - Entrepreneurship in the Sharing economy: P2P Strategies, Models, and Innovation Paradigms

Chair(s): Djamchid Assadi

Paper Presentations:

712 THE OFFLINE ANTECEDENT OF THE SHARING ECONOMY: THE SELF-HELP GROUP FOR THE BOTTOM OF LINE IN INDIA

Anand Rai G L BAJAJ INSTITUTE OF MANAGEMENT & RESEARCH
Djamchid Assadi BURGUNDY SCHOOL OF BUSINESS BSB

The sharing economy is an economic model which refers to mediating transactions between peers without being representative or agent of either one. It is often defined as a peer-to-peer (P2P) based activity of exchanging, trading or sharing goods and services facilitated by an on-line third-party platform.

While the sharing economy has witnessed an astonishing growth since the creation of eBay in 1995, the idea enables peers to interact and transact resources is not. What distinguishes the new sharing economy from the old is the appearance of the governing platform at the very heart of the transaction.

This paper explores the antecedent of the sharing economy in the offline universe and in the lower section of the society also called bottom of the pyramid. The model we study is particularly important for the developing countries because it significantly contributes to poverty eradication.

1248 APPLICATIONS OF MACHINE LEARNING IN PREDICTING THE SUCCESS OF CROWDFUNDING PROJECTS

Jen-Yin YEH NATIONAL PINGTUNG UNIVERSITY
Chi-Hua Chen FUZHOU UNIVERSITY
Lee-Chia Huang UNIVERSITY OF TORONTO

The rise in popularity of crowdfunding has drawn significant attention from the research community. Despite the accelerated growth of the crowdfunding market in recent years, not all projects are successfully financed. This study draws on the Social capital theory, Human capital theory and Level of processing theory to predict the success of crowdfunding projects. A feature set is extracted and correlations between project success and features are utilized to order the features. This study proposes a neural network method based on ensemble machine learning to generate several neural networks for preventing the problem of overfitting. The research results show that the success of crowdfunding projects can be predicted by measuring and analyzing big data of social media activity and human capital of funders.

1798 BLOCKCHAIN: DECENTRALIZED AUTONOMOUS ORGANIZATIONS – A THEORETICAL APPROACH

Carlos santana cabelle DEUSTO
Laura Albareda SCHOOL OF BUSINESS AND MANAGEMENT -
LAPPEENRANTA UNIVERSITY OF TECHNOLOGY
LEIRE GARTZIA DEUSTO

Blockchain has emerged in recent years as a disruptive technology that is able to transform the way sharing economy businesses, and traditional businesses have been organizing, governing and modelling the difference between entrepreneurs, users and consumers. Blockchain is

gaining important attraction by multiple different actors, businesses, public sector, social movements, activists, supply chain managers and entrepreneurs. It has also attracted scholars in different fields of research in science (natural sciences, social science, business management, entrepreneurship, innovation). Despite this growing interest, there is still a lack of conceptual and theoretical understanding of the main concepts that explain the functioning of blockchain, and the main impacts and changes in the way we organize and do business today. This paper is based on a systematic literature review with the goal to explore the impacts of blockchain in governance, sharing economy and business models. We study the main concepts and theoretical approaches connected to blockchain, and explain the main changes that blockchain promotes to business platforms organizing and governance. This paper contributes to proposing a novel decentralized autonomous governance theory approach to explain blockchain technological and organizational governance shifts.

Time and succession (11:00 - 12:30) - INDEG Building/Room 1.02 ([Top](#))

Track: GT04_00 - Family Business Research General Track

Chair(s): Massimo Bau

Discussant(s): Christina Hoon

Paper Presentations:

1091 WHEN IS IT TIME TO STOP DANCING THE SUCCESSION DANCE?

Michael Woywode UNIVERSITY OF MANNHEIM
Jan-Philipp Ahrens UNIVERSITY OF MANNHEIM
Jan Zybura UNIVERSITY OF MANNHEIM

The family business literature describes the dynamic in which old executives phase out and successors phase in as a “succession dance”. Research on under what circumstances predecessors remain active following CEO succession is scarce. We analyze what drives continued predecessor CEO involvement post succession and the degree of their involvement based on 522 German family firm successions. Drawing on SEW, the KBV and agency theory, we find that family succession, nepotistic preferences, a good predecessor-successor working relationship and tacit-knowledge-

intensive industries increase the likelihood of post-succession predecessor activity. High successor CEO human capital and ownership transfer increase their likelihood to leave.

1119 MY BROTHER IS (NOT) BETTER THAN YOURS -EXPLORING POST-SUCCESSION ISSUES IN A MOROCCAN FAMILY BUSINESS-

Sara Bentebbaa KEDGE BUSINESS SCHOOL
Radouane Abdoune KEDGE BUSINESS SCHOOL

Most researches on succession in family businesses have focused on how families can best prepare passing on the baton to the next generation but very little attention has been devoted to identify problems that may arise after intra-family succession. In this article, our aim is to explore post-succession in family firms facing family conflicts and trust issues. To do so, we conducted in-depth interviews with five members of the top management of a struggling Moroccan family business.

1548 SOCIAL CAPITAL AND TRANSFERRING NETWORK CONTACTS DURING EXTERNAL BUSINESS SUCCESSION – WHO YOU KNOW IS WHAT YOU ARE?

Miriam Hiepler UNIVERSITY OF SIEGEN
Petra Moog UNIVERSITY OF SIEGEN

Analysis of the link between social capital and family businesses is a growing field in the area of family-business research. This paper provides an overview and delivers empirical results concerning social capital and social networks in the case of family external business succession. Although special forms such as family and organizational social capital and their influence on business performance and success have already been researched, there remains a missing link between social networks and external business succession. The successor needs insights and knowledge on the existing network structure for successful business succession and the survival of the business. An integration of the transfer of social networks as a process into models of business succession processes is needed. This paper includes an exploratory case study approach to develop propositions regarding the awareness and the modes of transferring social networks, thereby shedding light on how this kind of transfer works in the case of an external business succession.

Tourism management (11:00 - 12:30) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: ST11_03 - Management and governance of culture, heritage and higher education

Paper Presentations:

788 TOURISM RESEARCH ON SUSTAINABILITY: A BIBLIOMETRIC ANALYSIS

Angels Niñerola ROVIRA I VIRGILI UNIVERSITY

Maria-Victòria Sánchez-Rebull ROVIRA I VIRGILI UNIVERSITY
Ana-Beatriz Hernández-Lara ROVIRA I VIRGILI UNIVERSITY

Tourism represents one of the main industries in terms of job creation and economic development and sustainability in tourism is a challenge worldwide. The objective of this study is to review the literature in this regards by using a bibliometric approach. For doing so, the article analyses bibliometric indicators such as citations for identifying the field structure. Moreover, VOSviewer software is used for mapping the main trends in this area. A total of 4647 papers were found in Scopus during the period 1987-2018 regarding sustainability issues in tourism. The work considers the leading journals, authors, institutions and keywords. The results indicate that: (1) the literature in sustainability issues in the field of tourism is dramatically growing, (2) only six papers accounted more than 300 citations but there are several prolific authors, (3) of the 614 sources included in the review, the most important have published the 46.7% of the papers, (4) United States is the leading country in this topic in terms of documents and citations, (5) according to keywords trend network analysis, sustainability is becoming a strategic approach for companies and touristic destinations. Finally, this subfield inside the tourism literature has a strong potential and the expectations for the future is that it will continue to grow.

1434 INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTS) IN CULTURAL AND HERITAGE TOURISM. RESULTS OF A VISITOR SURVEY

Sarah Schuhbauer UNIVERSITY OF EDUCATION LUDWIGSBURG
Andrea Hausmann UNIVERSITY OF EDUCATION LUDWIGSBURG

Information and communication technologies (ICTs), such as social media or apps, play an increasingly important role in cultural and heritage tourism. Nowadays it seems to be common sense that the growing number, relevance and possibilities of ICT radically transformed the way in which cultural tourists perceive and engage in cultural heritage (Were, 2014; Europeana, 2015). The interest in the potentials and challenges of ICT is also increasing in German cultural tourism. Here, researchers expect a “paradigm shift” with regard to the conception, marketing and mediation of cultural tourism offers and the reception of cultural heritage, which will significantly change the traditional roles of suppliers and demanders (Owen et al. 2006; Gries 2015; Hausmann/Weuster 2015; Tscheu/Buhalis 2016).

However, while research in cultural/heritage tourism and ICTs is increasing in some European countries, such as Italy or Greece (e.g. Pantano/Servidio, 2010; Chiabai et al., 2013; Koukopoulos/Styliaras, 2013), there are still barely any (empirical) studies in Germany about the significance and potential of ICT in cultural tourism. While at least some empirically based findings from the perspective of the provider are available, there is as yet no information on the demand side. This study attempts to close this research gap and thus to direct the attention of research to a highly relevant but still underdeveloped field. More specifically, our study aims at shedding more light on the demand side in German cultural/heritage tourism and to investigate the kind of ICTs offered by heritage institutions that visitors actually use (or not use) at

the different stages of their journey or visit and for what reasons. For this purpose, we conducted a visitor survey at the Zollverein UNESCO World Heritage Site, a Coal Mine Industrial Complex in Essen.

The results show that, currently, visitors are using ICTs primarily to obtain information, to better plan their visit and to better understand the cultural offerings. Surprisingly, the entertainment or fun and share factor of ICTs is actually not so relevant. At all stages, the website is by far the most frequently used ICTs. By contrast, new technologies, such as augmented reality, are still barely used and to some extent even unknown to visitors. These data permit important insights for a useful use of resources in cultural tourism practice and suggestions for further cultural tourism research can be gained.

1796 CULTURAL THEMATIC ROUTES AND CREATION OF VALUE FOR THE TERRITORY. PROPOSAL FOR A MANAGERIAL MODEL

Pamela Palmi UNIVERSITY OF SALENTO
Marco Esposito UNIVERSITY OF SALENTO
M. Irene Prete UNIVERSITY OF SALENTO
Luigi Piper UNIVERSITY OF SALENTO

In order to reduce the negative externalities due to the mass tourism and its uneconomic concentration in some centers or in some periods of the year, it would be appropriate to diversify the heritage cultural offer. A decisive role can be assumed by the cultural thematic routes (CTR), which allow to promote new itineraries through the rich cultural heritage of peripheral and landscape areas, supporting it with a system of information services aiming to communicate the value of these historical places. To intercept and adequately satisfy a wider and more complex demand for knowledge, culture and heritage from tourists, in an era characterized by the support of digital technology, in this paper a managerial model is proposed that uses some information and communication tools technology in order to improve cultural services, improving management effectiveness and efficiency, and going beyond the traditional approach of mere conservation of cultural heritage. This study analyzes opportunities for the cultural and artistic sector from ICT approaches such as Business Process Management (BPM) and Product Lifecycle Management (PLM). These models, already existing in many industrial contexts, could be extended to the tourism and cultural sectors. The aim is to extrapolate a meta-model capable of managing organizational variables and emerging critical issues in the evolution of cultural routes. The model will provide the guidelines to operators in the sector and to policy maker. This aspect is critical to the success of replicable events as it provides an information management system that supports future planning with historical data. The investigated management model was applied to a specific case study: The “Francigena route” in Apulia Region.

1894 GREAT RESTAURANT, I WILL POST ABOUT IT! THE INFLUENCE OF SOCIAL MEDIA IN THE FOOD SERVICE SECTOR

Claudia Dossena UNIVERSITÀ CATTOLICA DEL SACRO CUORE
Francesca Mochi UNIVERSITÀ CATTOLICA DEL SACRO CUORE

This explorative paper aims to better understand the impact of social media in choosing a restaurant, the influence of e-WOM and the information that prosumers (i.e. people that are both consumers and users) mainly rely on for choosing a restaurant. Furthermore, we want to investigate users' behavior in writing a feedback and their perception of trustworthiness and credibility of online reviews. Finally, we argue that there are some prosumers' characteristics that may impact their behavior in writing a feedback and in looking for online information and reviews regarding a restaurant. The aim of the study is explorative, thus the methodology that we used is an explorative survey to assess the main topics of interest concerning prosumers behaviors in searching for a restaurant and rating their experience especially considering the use of social media. From our analysis we propose some research propositions that are linked to the previous literature and to the results of our explorative survey. Finally, we highlight some relevant theoretical and managerial implications of our study.

Well-being on Projects and in Project Based Organizations (11:00 - 12:30) - ISCTE - Building II/Room C4.02 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Anne Keegan

Paper Presentations:

538 ANTECEDENTS OF EMPLOYEE WELL-BEING IN PROJECT WORK

Andreas Wald UNIVERSITY OF AGDER
Charlotte Bråthen UNIVERSITY OF AGDER
Margrethe Ommundsen UNIVERSITY OF AGDER
Maria Magdalena Aguilar Velasco UNIVERSITY OF AGDER

Projects are supposed to foster innovation and flexibility and to create better conditions for learning. Accordingly, project work usually has a positive connotation for both, firms and the individual worker. However, project work can also involve stress, poor work-life balance and burnout and thus be detrimental to employees' well-being. This paper contributes to research on work-related well-being in projects by investigating the antecedents of well-being. We develop a research model based on the Job-Demand-Support-Control model which we test using a sample of Scandinavian project workers. We identify project control and co-worker support as factors enhancing well-being of project workers and project demand as negative factor of influence. Our findings can help organizations in creating project-work environments that support the well-being of project workers.

514 INFLUENCING FACTORS OF PROJECT MANAGERS' BURNOUT: A SEQUENTIAL MIXED METHOD APPROACH

Fangwei Zhu DALIAN UNIVERSITY OF TECHNOLOGY
Junyong Feng DALIAN UNIVERSITY OF TECHNOLOGY

Mouxuan Sun DALIAN UNIVERSITY OF TECHNOLOGY
Linzhuo Wang ARRORY@HOTMAIL.COM
Xiuxia Sun DALIAN UNIVERSITY OF TECHNOLOGY

Project managers play a critical role in project management. However, the features of projects make project managers particularly susceptible to burnout, which is a psychological experience for individuals, where it concerns distress, discomfort, dysfunction, and many other negative consequences. The present study investigated how different factors interact and work in concert to influence project managers' burnout. A sequential mixed method approach was chosen for this study. 15 interviews were analyzed to identify ten influencing factors associated with project managers' burnout. Subsequently a sample of 240 questionnaires was analyzed using fuzzy-set qualitative comparative analysis (fsQCA), to ascertain the collective effect of different influencing factors on project managers' high and low burnout. Results show that perceived workload, role ambiguity, role conflict, emotional demand, work-home interference, relationship with supervisors, autonomy, and fairness of rewards are the ten influencing factors that associate with project managers' burnout. Based on the 8 configurations obtained for project managers' high and low burnout, a project managers' burnout model is formed. Through comparison, experienced and less experienced project managers take different paths to high and low burnout, and four different cases of burnout are presented in the project managers' burnout-workload model. Theoretical and managerial implications are discussed.

646

PROJECT TALENT MANAGEMENT: LINKING WORK READINESS AND CAREER RESILIENCE

Jessica Borg RMIT UNIVERSITY
Naomi Borg RMIT UNIVERSITY
Christina Scott-Young RMIT UNIVERSITY
Nader Naderpajouh RMIT UNIVERSITY

The volatile global project labour market poses significant uncertainties for organisations that rely on projects to deliver their strategy. In project management, these challenging dynamics can be attributed to a shortage of skills, increasing turnover and challenges of employee retention, as well as technological disruption and automation. As a result, organisations must *pay greater attention to the strategic acquisition and retention of early career project talent when considering the combined impact of these dynamics*. Using the resource-based view (RBV) and integrated dynamic capabilities (IDC) as theoretical lenses, we link the concepts of work readiness and career resilience at the individual and organisational levels, presenting both concepts as critical for an organisation's effective strategic responses and adaptation to the changing labour market. By connecting work readiness to career resilience at the individual level, we add a chronological dimension to the formation and re-configuration of the inter-related dynamic capabilities associated with the concept of work readiness during the early-career phase of new graduate project practitioners. Further, we extend this link to the organisational level to explore its impact on the talent management strategies of employing organisations. Finally, we propose further research to explore our new framework with the twin aims of i).

improving individual project practitioner career resilience and ii). developing and retaining organisational project management capabilities.

Work and Personal Life (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Martina Hartner-Tiefenthaler

Discussant(s): Yue Hu

Paper Presentations:

375 WHAT DETERMINES EMPLOYEE WELL-BEING? A MODERATED MEDIATION MODEL OF WORKAHOLISM, WORK-FAMILY CONFLICT, AND SUPPORT

Selin Metin Camgoz ASSOC. PROF.

Pinar Bayhan Karapinar ASSOCIATE PROFESSOR

Ozge Tayfur Ekmekci ASSOCIATE PROFESSOR

Previous research has widely focused on the workaholism and well-being linkage. Despite this recognition, less attention has been given to potential moderators (facilitators or buffers) of this relationship (Drummold *et al.*, 2017). In this regard, this study investigates the mediating role of work-family conflict on the relationship between workaholism and employee well-being and particularly examines the moderating role of spousal support on this mediated model. The sample of the study includes 244 dual-working employees in various sectors in a non-Western country. Drawing on Effort-Recovery Model (*Meijman and Mulder, 1998*), and Conservation of Resources Theory (Hobfoll, 2002), the study model posits that the mediating effect of work-family conflict on workaholism and employee well-being is contingent upon the levels of support. Overall, the findings of the moderated mediation analysis revealed that spousal support plays a critical moderating role for the mediating relationship among workaholism, work-family conflict, and well-being. More specifically, work-family conflict transmits the effects of workaholism on well-being and assume a mediator role only when the employee perceives a low or medium level of spousal support. In a non-Western culture, this finding highlights the importance of spousal support in decreasing the detrimental effects of workaholism and work-family conflict on well-being. Spousal support seems to decrease the plausible effect of workaholism by making family related burdens to be perceived as less trivial (Parasuraman *et al.*, 1996). Such that, employees receiving spousal support are more likely to feel assisted and confident that their responsibilities at home will be met. Our findings are discussed in terms of implications and future research.

975 THE IMPACT OF WORK FAMILY CONFLICT ON JOB SATISFACTION AND JOB PERFORMANCE: PERCEIVED ORGANIZATIONAL SUPPORT

AS A MODERATOR

Yue Hu VU AMSTERDAM

This paper analyzes the relationship between work family conflict and job satisfaction, as well as the relationship between work family conflict and job performance. Moreover, the moderating effect of perceived organizational support on both relationships were discussed. Based on spillover theory and role theory, this paper proposes that work family conflict has a negative impact on job satisfaction and job performance. Job demands-resources model and social exchange theory were used to explain the moderating role of perceived organizational support on the relationship between work family conflict and job satisfaction, and the relationship between work family conflict and job performance. To test these relationships, 1082 Chinese employees completed a translated Chinese questionnaire. The results suggest there is a significant and negative relationship between work family conflict and job satisfaction, but the moderating effect of perceived organizational support on this relationship is insignificant. Moreover, the relationship between work family conflict and job performance is insignificant, and no moderating effect of perceived organizational support was found in Chinese organizations. Furthermore, this research contributes to the existing literature about work family conflict and job-related outcome and highlights the importance of creating a supportive work environment for practitioners.

1310 THE CHANGING NATURE OF FLEXIWORK: HOW WORKERS' EXTERNAL ACCESS TO WORK TOOLS POSITIVELY IMPACTS WORK-LIFE INTEGRATION AND JOB SATISFACTION

Martina Hartner-Tiefenthaler TU WIEN

Sabine Koeszegi TU WIEN

With advances in information and communication technologies, workers' possibilities when and where to work have fundamentally increased resulting in blurred boundaries between work and private life. Using a representative sample of 757 workers from various organizations, we show that external access to work tools attenuates the negative effect of required flexiwork on job satisfaction and also the negative relationship between interference from private to work life and job satisfaction. Although work to private life interference does not have immediate effects on job satisfaction, the results suggest that in the long run a conflict between work and private life develops and impairs job satisfaction. Different to most other studies, our results also demonstrate the positive side of having external access to work tools since requirements for flexiwork can be more easily coped with when being outside the office.

Board Meeting - by invitation only (12:30 - 14:00) - ISCTE - Building II/Room C2.05 ([Top](#))

Lunch (12:30 - 14:00) - F/B Area Tent ([Top](#))

Conference Opening; Panel I - Exploring the Future of Europe: The Lisbon Treaty in a Changing World (14:00 - 15:30) - ISCTE - Building II/Room Grande Auditório ([Top](#))

Paper Presentations:

739 A RESOURCE-ORIENTED APPROACH TO PERFORMING ARTS ORGANIZATIONS.

Leticia Labaronne ZURICH UNIVERSITY OF APPLIED SCIENCES, SCHOOL OF MANAGEMENT AND LAW

An extensive ethnographic study at the Vienna State Ballet and the Berlin State Ballet offers in-depth understanding of organizational practices in large performing arts organizations. Contrary to creative sectors in which work dynamics are temporary and freelance based, the highly subsidized performing arts in continental Europe are characterized by permanent ensembles and limited flexibility (e.g., unions). By putting working practices at the core of the inquiry, the inside-out and resource-oriented organization of such work comes to the fore. Thus, the findings are framed using a resource-based view. The categories of reconfiguring, integrating, co-creating, coaching, and preserving elaborate on the disposition and development of resources to attain and sustain artistic achievement.

765 COMPETENCE MANAGEMENT IN MUSEUMS

Katja Lindqvist DEPARTMENT OF SERVICE MANAGEMENT AND SERVICE STUDIES, LUND UNIVERSITY

Museums face increasingly complex demands while their resources remain limited. This means that competence management and strategic development of museum organisations and services is ever more important. Yet, there is hardly any research on this topic. This is what this paper addresses, based on a comparative case study in Sweden. The paper initially defines competence and competence management as used in management research. The paper then maps a range of competence management practices that differ in type, frequency and cost at the studied museums. Through this, the paper evidences a sector (at least in Sweden) where strategic competence work is a common yet decentralised effort throughout museum organisations. The study also shows that for museums, universities can only provide a limited range of knowledge and skills, and an important part of competence development needs to be secured by the museums themselves individually or in collaboration. Through this mapping of practices, the paper contributes to the under-researched area of competence management, organisational change and strategic management of museums and cultural organisations.

1423 EMPIRICAL STUDY OF LEADER ATTRIBUTES FOR MUSEUM EXECUTIVES – TOWARDS AN INTEGRATED LEADERSHIP MODEL FOR MUSEUM MANAGEMENT

Anna Stegmann UNIVERSITY OF EDUCATION LUDWIGSBURG
Andrea Hausmann UNIVERSITY OF EDUCATION LUDWIGSBURG

Many of the current museum leaders belong to the baby boom generation, and consequently will retire in the next few years. As a result, there is a growing demand for effective new leaders. Literature states that only those executives whose traits and skills are the right fit for a specific museum institution will prove successful. However, studies that empirically investigate the required leader attributes for museum executives are rather scarce. In addition, leadership models that follow the current state of integrated leadership theory, e.g. by combining traits and skills leadership theory, do not exist in museum management research to date.

This paper addresses this research gap. By developing a museum leadership model, we contribute to the closure of this gap. To achieve this, we build on a proven integrated model from general leadership research, that addresses both leader traits and leader skills. We then empirically investigate how to transfer this model to the specifics of museum management. Our study uses qualitative content analysis to examine 53 job advertisements for top-level museum executives in German-speaking countries to extract the personal selection requirements. To this end, we have developed a multi-level coding scheme that is based on both the general leadership model as well as the leader traits and skills that are stated in the leadership literature of museum management.

Our analysis shows, that museums predominantly focus on leader skills that can be acquired – such as tacit and expertise knowledge (e.g. professional experience or language skills). By contrast, museums state only few personality-related and ideal traits (e.g. providing ethical guidelines) in the job advertisements. Thus, our results indicate an overall preference of leader skills over leader traits by the museums. This, however, contradicts the basic principle of an integrated leadership model. Remarkably, one third of the museums do not require prior personnel leadership experience for an executive position. Additionally, museums rely too much on standard phrasings in the job advertisements, such as “good communication skills” or “time flexibility”. By doing so, they forfeit a critical function of job advertisements – the preselection of suitable candidates. At large, however, we determined an overall suitability of the general leadership model for application to museum management. Based on our findings we give implications for museum management research as well as museum management practice.

2008

STRATEGIC CHOICES AND ENVIRONMENT'S INFLUENCE IN THE PERFORMING ARTS SECTOR

Anna Menozzi UNIVERSITA' DEL PIEMONTE ORIENTALE "A. AVOGADRO"

This paper proposes the analysis of performing arts' outcome in terms of efficiency and effectiveness and investigates its determinants among territorial and institutional factors, as well as the incidence of possible outsourcing and communication strategies. While efficiency refers to the operational capability of the processes, effectiveness concerns the ability to activate a positive response from users and satisfy a latent or effective cultural need. Using a two-stage DEA approach with score correction through bootstrapping techniques, the results show the relative impact that strategic and environmental factors exert on efficiency and effectiveness, thus

providing useful insights in both managerial and policy terms. The analysis is based on a dataset of Italian opera houses, which represent an ideal setting given their strong tradition and the historical value these cultural organizations bring.

Bringing the Complexity In (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.28 ([Top](#))

Track: T09_07 - Organisational Cognition: Theories, Applications and Advancements

Chair(s): Davide Secchi

Paper Presentations:

- 517 PROTEAN DIVERSITY: A COMPLEX ADAPTIVE SYSTEMS
PERSPECTIVE ON INDIVIDUALS WITHIN ORGANIZATIONS**
Dimitrios Karolidis UNIVERSITY OF MACEDONIA
Fotis Vouzas UNIVERSITY OF MACEDONIA, DEPARTMENT OF BUSINESS
ADMINISTRATION, THESSALONIKI, GREECE
Konstantinos Kafetsios UNIVERSITY OF CRETE
Victoria Bellou UNIVERSITY OF THESSALY

As organizations are becoming more diverse in terms of the sociological and psychological characteristics and attributes of their workforces, diversity in work settings emerges as an important issue in contemporary organizational life. As a result, workforce diversity research has evolved significantly over the last decades and a wealth of literature has been published on the topic of diversity. However, today there is still a consensus that the variegated contemporary organizational settings require scholars and practitioners alike to develop a more nuanced understanding of diverse employees. In this vein, this conceptual paper examines individual workplace diversity through a complex adaptive systems (CAS) perspective. CAS involve a large number of interdependent “parts” or “agents” that adapt and evolve as they interact through time. We use the concept of “agents” along with fundamental features of CAS, such as self-organization, adaptation, emergence and feedback, to look at contemporary organizational settings where individuals exhibit diverse traits, attitudes and beliefs. We introduce the concept of protean diversity as an application of CAS to diversity theory and research in order to explain how individuals act on their differences through the manifestation and influence of personal and interpersonal dynamics. Our work contributes to diversity theory and practice by offering new ways to identify both research methods and managing techniques that scholars and practitioners may apply to study and manage diverse individuals as CAS.

- 1532 APPLYING NETWORK ANALYSIS TO MEASURE ORGANIZATIONAL
BEHAVIORS USING R SOFTWARE**
Igor Menezes UNIVERSITY OF LINCOLN
Jeremy Zwiegelaar UNIVERSITY OF BRISTOL
Elton Moraes KORN FERRY HAY GROUP

John Mendy UNIVERSITY OF LINCOLN
Pedro Pires dos Santos FEDERAL UNIVERSITY OF RIO DE JANEIRO

The amount of research investigating psychological networks has grown substantially over the last decade but to our knowledge this is the first study applying network analysis methodology to the fields of OB/HRM. As such, this study aims to provide researchers and practitioners with an easy-to-use syntax to conduct network analysis for the exploration of relationships among organizational behaviors. Unlike the mainstream techniques used in psychometrics (e.g., principal component analysis and structural equation modelling), which are constrained by the number of associations among variables or assumptions regarding dimensionality, network analysis is able to analyze the whole set of items at once in order to find the most representative associations among them. A step-by-step guide is provided with an example showing how to test potential relationships between engagement and authentic leadership using the R package *bootnet*. Besides information on edge-weights and centrality measures, this paper covers a bootstrapping procedure to test their accuracy and stability when small sample sizes are used. The possibilities of applications of psychological networks to organizational behavior and HRM practices are endless and can help overcome some of the limitations of the traditional statistical techniques applied to these fields.

947 THE MISSING LINK: LOOKING FOR COGNITION IN ORGANISATIONAL FIT MEASURES

Gayanga Herath UNIVERSITY OF SOUTHERN DENMARK
Davide Secchi RESEARCH CENTRE FOR COMPUTATIONAL AND ORGANISATIONAL COGNITION, U. OF SOUTHERN DENMARK

This article presents a distributed e-cognition (DEC) framework to study dynamic and adaptive aspects of organisational fit measures. In so doing, it classifies the literature in (a) social and (b) artefactual measures of fit. Then, it further groups fit using the five components of DEC — namely, embedded, enacted, embodied, ecological, and extended cognition — to explore time and space dimensions. Findings from previous research are thus confirmed in that most measures have a rather narrow focus and do not address the need for dynamic and adaptive aspects of complex social systems (e.g., organisations). As a way to both integrate fit measures and cover the “cognition gap”, we highlight the need for Organisation-Cognition fit (O-C fit).

Business Model 3 (15:40 - 17:10) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Patrick Spieth

Discussant(s): Kristel Miller

Paper Presentations:

551 SUSTAINABILITY AS AN ENGINE FOR VALUE CREATION. A BUSINESS MODEL ANALYSIS OF ITALIAN SMES

laura broccardo UNIVERSITY OF TURIN
Adrian Zicari ESSEC BUSINESS SCHOOL

This paper intends to explore the business model (BM) of Italian companies operating in the wine sector. By studying a large set of small and medium enterprises (SMEs) and by a further survey, this empirical paper explores the BMs in that industrial sector. The distinction between family and non-family allows further understanding of the BMs currently at work in that sector, Particular emphasis is given to the increasing role of Sustainability in the BMs considered, and its correlation with performance. Our findings suggest that Sustainability can create new value by achieving innovation in BMs on the long run. However, studied firms have not yet fully integrated Sustainability into their BMs.

762 DIGITALIZATION AND ITS IMPACT ON DISTRIBUTION OF FRUGAL INNOVATIONS: INSIGHTS FROM RURAL ELECTRIFICATION EFFORTS IN SUB-SAHARAN AFRICA AND INDIA

Stephanie Knizkov RWTH AACHEN UNIVERSITY
Julia Bendul RWTH AACHEN UNIVERSITY

Resource-constrained markets, also known as The Base of the Pyramid (BoP), have long been identified as markets with great potential for companies to catalyze financial and social value. To access this vast market, companies often design frugal products, which are tailor-made to the BoP's functionality and price requirements. However, particularly in rural areas, the BoP market remains untapped due to operational challenges frugal initiatives face in their distribution processes. Through a multiple case study approach and utilizing theoretical frameworks from information systems research and distribution-channel strategy, we explore the potential role of digitalization in improving the performance of distribution processes of six companies providing solar goods and services to the rural BoP and draw initial propositions for further research.

958 DISRUPTION THROUGH SUSTAINABILITY: "TALE ME", THE RENT-YOUR-CLOTHES MODEL

Arthur CARE UNIVERSITY OF MONTPELLIER
Pierre Roy UNIVERSITY OF MONTPELLIER

Technological innovations may have a positive impact on the environment and can also bring a radical impact on the production system (Carrillo-Hermosilla *et al.*, 2010). However, these technological innovations require the appropriate business model in order to perform on the markets (Chesbrough, 2010; Girotra and Netessine 2013). Researches show that business model innovations can have environmental advantages compared to technological innovations (Girotra and Netessine 2013). While sustainable business models (SBMs) can take different forms (Boons and

Lüdeke-Freund, 2013; Bocken *et al.*, 2014; Bocken and Yip, 2018; Ritala *et al.*, 2018), it seems interesting to us to examine their disruptive potential.

Indeed, the concept of disruptive innovation is more and more attractive both for researchers and managers. According Christensen (1997), there are opportunities that may or may not allow technological innovations to disrupt the rules of a sector to their advantage. In a world where environmental issues are growing, what could be more relevant? The specificities often attributed to new entrants have long been presented as disruptive (Christensen, 1997; Schlegelmilch *et al.*, 2003; Danneels, 2004; Obal, 2013). Consequently, strategic literature has been able to highlight the difficulties of established companies to react to these disturbances and suggests to them various modalities to resolve business model conflicts that may appear within these organizations and industry (Chandy and Tellis, 1998; Charitou and Markides, 2003; Velu and Stiles, 2013). We strongly believe that new entrants may also be subject to conflict (Ansari *et al.*, 2016). However, the literature has never reported any business model conflicts within new entrants, especially when it comes to juggling between economic and environmental objectives, sometimes evolving at the same time, sometimes appearing to be antithetical. Thus, our research question can be summed up in these terms: “How can a new entrant disrupt the main market with a sustainable business model?”

This paper aims to contribute to some topics of interest identified in this track regarding the link between central components and outcomes of business model innovation, and about the alternative forms of business models in different contexts. We explore these questions with the case study of “Tale Me” in the French textile industry. Our findings are divided into three parts. At first, we explain how uncaptured value may create sustainable business model innovation. Then, we show the effects of this sustainable business models in the industry. Finally, we explain how a sustainable business model can reach the mass market.

Collaborative Networks in OI (15:40 - 17:10) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_07 - Open Innovation

Chair(s): Steve DIASIO

Paper Presentations:

1573 COLLABORATIVE INNOVATION AND COMMUNITIES: HOW DO COMPANIES IN THE SPORT INDUSTRY INVOLVE DIFFERENT TYPES OF COMMUNITIES IN THEIR INNOVATION PROCESS?

Luciana CASTRO GONCALVES ESIEE PARIS

Anne Berthinier-Poncet CNAM

Sandra Dubouloz UNIVERSITÉ DE SAVOIE MONT BLANC

Émilie Ruiz UNIVERSITÉ DE STRASBOURG

Catherine THEVENARD-PUTHOD UNIVERSITÉ SAVOIE MONT BLANC - IREGE

This research aims to better understand the role of innovation communities currently identified in the literature, by distinguishing the different phase of the innovation process and focusing on a specific sector, the sport industry. Results from three emblematic case studies in the sport industry (Salomon, Decathlon and Raidlight) show the complementary role of three types of innovation communities (user communities, communities of practice and epistemic communities) but also their different degrees of contribution depending on the phase of the innovation generation process. This research thus breaks with previous studies on innovation communities, which analyze communities' contributions to collaborative innovation, usually not considering it as a process.

719 OSCILLATING DEGREES OF OPENNESS IN OPEN INNOVATION PROJECTS IN RESEARCH AND INNOVATION CONSORTIA

Reinhold Pabst FRAUNHOFER-INSTITUTE IOF

Isabelle Tyrasa FRAUNHOFER-INSTITUTE IOF

Antje Gonera NOFIMA

Marcel Drescher BAUHAUS UNIVERSITY WEIMAR

Sebastian Händschke FRIEDRICH SCHILLER UNIVERSITY JENA

Transdisciplinary collaboration in research and innovation has become the mode of choice to address socially relevant problems. In this paper, we contribute to the understanding of industry-academia research and innovation collaborations (RICs). We do so by focusing on temporal patterns of open innovation (OI) during an iterative innovation process. Our action-oriented explorative study includes RICs from a publicly funded R&D consortium with partners from both academia and industry. We found that there are indeed different iterative phases that require varying degrees of openness. Diverging phases such as discovering a problem and developing a solution profit from an open process while converging phases such as defining a problem and delivering a solution require a closed environment. However, other issues such as the partner organizations' structures and interests and the presence or absence of process facilitators and coordinators, seem relevant as well.

668 THE ROLE OF MULTIPLE TIES IN KNOWLEDGE NETWORKS. COMPLEMENTARITY IN THE MONTEFALCO WINE CLUSTER.

Amir Maghssudipour UNIVERSITY OF FLORENCE

Luciana Lazeretti UNIVERSITY OF FLORENCE

Francesco Capone UNIVERSITY OF FLORENCE

Studies on economic actors' relationships and network structures have more and more attracted the attention of several scholars, but surprisingly little is known about the role played by heterogeneous knowledge ties among the same set of actors, and to what extent they follow overlapping or different routes of knowledge exchange. In this line, an investigation on multiple knowledge networks in clusters is a fundamental approach to interpret reasons of regional innovation and economic performance.

With an original dataset comprised of data collected with directly administered surveys in local wineries in the Montefalco wine region, Italy, we aim to analyse the roles played by different local knowledge ties within a sector that is critically driven by knowledge exchange among economic actors. Social Network Analysis and Exponential Random Graph Modelling is applied in order to investigate the driving forces of the knowledge flows.

Empirical results show that different kinds of relationships positively impact on the spread of knowledge, but they are different in magnitude and they follow complementary routes of exchange rather than overlapping ones.

Coopetition and alliance portfolios (15:40 - 17:10) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Patrycja Klimas

Discussant(s): Tatbeeq Raza-Ullah

Paper Presentations:

**1394 BEYOND THE SCOPE OF THE DEAL: NON-TECHNOLOGICAL
BENEFITS OF TECHNOLOGICAL ALLIANCE PORTFOLIOS**

Isabel Estrada Vaquero UNIVERSITY OF GRONINGEN
Haibo Zhou UNIVERSITY OF NOTTINGHAM

Firms invest in portfolios of technological alliances primarily seeking technological benefits such as access to novel technological knowledge that can result in product and process innovations. An adequate portfolio of technological alliances, however, can also bring non-technological benefits, such as access to novel managerial knowledge that can result in management innovation (i.e., introduction of new business practices). Although firms in practice account for these secondary, non-technological benefits when assessing their collaborative strategies, it is still unclear under what conditions technological alliance portfolios yield such benefits. To shed light on this issue, we examine how the composition of a firm's alliance portfolio impacts its ability to introduce management innovation. From our panel data analyses, we conclude that firms are more likely to introduce management innovation when they collaborate (i) with a diverse group of technological partners, and (ii) mainly on exploitative innovation activities. Our study advances the literature on collaborative innovation and provides implications for managers on the lookout for holistic strategies that can generate technological and non-technological innovations.

**638 PERFORMANCE EFFECTS OF INTERACTIONS AMONG PARTNER TYPE
DIVERSITY, TIE-STRENGTH AND LEARNING ORIENTATION: A STUDY
OF ALLIANCE PORTFOLIOS OF HIGH-TECH FIRMS**

Dhirendra Shukla INDIAN INSTITUTE OF MANAGEMENT UDAIPUR
Amita Mital INDIAN INSTITUTE OF MANAGEMENT LUCKNOW

Israr Qureshi AUSTRALIAN NATIONAL UNIVERSITY
Taiyuan Wang CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

This study examines how three important alliance portfolio (AP) characteristics – partner type diversity, tie-strength, and learning orientation- interact to affect firm performance. Drawing primarily on organizational learning and coordination costs perspectives, we suggest that partner type diversity and tie-strength interact positively to affect firm performance. However, this positive interaction is more prominent for APs with exploitative learning orientation than those with exploratory learning orientation. An empirical investigation conducted on a longitudinal dataset of 164 Indian firms, for the period 2003-2014, from high-tech sectors, support our theoretical arguments. Findings of this study contribute to the alliance portfolio literature by examining how contingencies among the three key AP characteristics affect firm performance.

309 “US VERSUS THEM” HOMOPHILY AND TRUST AS ANTECEDENTS OF DIFFERENTIATED MANAGEMENT WITHIN A COOPETITIVE PORTFOLIO

Herve Chappert UNIVERSITY OF MONTPELLIER
Paul Chiambaretto MONTPELLIER BUSINESS SCHOOL / ECOLE
POLYTECHNIQUE
Anne-Sophie Fernandez UNIVERSITY OF MONTPELLIER
Raoul Djamen INSTITUT UNIVERSITAIRE DU GOLFE DE GUINÉE

Companies adopting coopetition strategies (simultaneous cooperation and competition) face high risks of opportunism that create tensions. To benefit from coopetition strategies, companies have to manage these tensions efficiently. Previous studies highlighted several managerial principles and tools applicable to any case of coopetition. However, we argue that the management of coopetition should be differentiated depending on the nature of the relationship and on the type of competitor. A differentiated management of coopetition is even more critical when firms have to manage a portfolio of coopetitive relationships. To understand the antecedents of a differentiated management of coopetition we build on two key concepts of social network theory: homophily and trust. Our research aims to understand how homophily and trust can lead to a differentiated management of coopetitive relationships within a portfolio. Based on a qualitative case study of nine competing Cameroonian firms in the distribution of construction and civil engineering equipment we show how homophily and anticipated trust are important drivers of coopetition. We also evidence how they contribute to foster cooperation between competing firms and how they lead to a differentiated management of coopetition at the portfolio level. Finally, we highlight how peer pressure can moderate the link between homophily and trust on one side, and the cooperation between competing firms on the other side. Our findings provide several contributions to the literature and offer interesting perspectives for future research.

Track: GT01_00 - Business for Society General Track

Chair(s): Denise Baden

Discussant(s): Marc Oberhauser

Paper Presentations:

893 ALIGNMENT OF ENVIRONMENTAL POLICIES IN INTERNATIONAL SUPPLY CHAINS

Alejandro Ortiz-Perez UNIVERSIDAD DE GRANADA

Alberto Aragon-Correa UNIVERSITY OF GRANADA

Nuria Esther Hurtado-Torres UNIVERSIDAD DE GRANADA

Previous literature has showed the positive implications of strategic alignment inside of a supply chain, but the analysis of the factors influencing the alignment is relatively scarce. Alignment is defined as the consistency between strategies of related agents. Drawing from resource dependence theory, this study examines how dependence and interorganizational governance mechanisms influence the buyer and suppliers align of their environmental policies and the moderating role of the environmental distance between the countries of the involved firms. Our sample includes 117 pairs of international firms, including a buyer in the energy industry and the main supplier of each one. Our results show that the mechanism to reduce dependence in these relationships and a high environmental regulatory distance between countries increase the alignment of the environmental policies. We discuss implications of our results for practitioners and future research.

1679 DOES INDUSTRY MATTER IN EXPLORING ECO-EFFECTIVENESS: AN EMPIRICAL ANALYSIS

Angeloantonio Russo LUM UNIVERSITY

Rosamartina SCHENA LUM JEAN MONNET

The growing debate on environmental issues has turned spotlight the strategies adopted by firms to manage their production activities to obtain both sustainable and economic long-term performance. In this study, we focus on two alternative approaches that can be chosen by firms, which are relevant on literary debate: eco-efficiency and eco-effectiveness. In particular, the objective of the study is to understand whether a firm level of production has an impact on the level of pollution emissions over time for a firm that carries out its activity in a specific sector. To this end, various industry-specific production level metrics are used on a sample of worldwide listed companies derived from the S&P1200 index. A longitudinal analysis is run through regression analyses over the period 2006-2015. The results show a positive relationship between the level of production and the level of pollution emissions in different sectors, supporting the hypothesis that eco-efficiency can never be considered a completely long-term sustainable approach. Implications emerge that

we define as a decoupling dilemma, which describes a firm choice towards the two different strategic options, eco-efficiency and eco-effectiveness.

1810 CONSUMPTION OF ECO-INNOVATION: CONSUMER VALUE PERCEPTION ON ASPECTS OF PRODUCT INNOVATION AND CORPORATE SOCIAL RESPONSIBILITY

Franciane Lyra UNIVERSIDADE DO VALE DO ITAJAI
Maria José de Souza UNIVALI

The objective of this study was to analyze the value perception of Brazilian consumers on corporate social responsibility and innovation in the consumption of eco-innovations. A survey was carried out with a sample of 415 consumers, represented by undergraduate and graduate students and university professors. The data were analyzed with exploratory, confirmatory factor analysis and structural equation modeling. The study revealed that the most consumed products are sustainable appliances (56%); the fact that they provide value and life quality to society, as well as the differentiated design and the modernity guarantee more benefits, compared to the costs, which suggests the positive value perception in the products. The influence of CSR and innovation on perceived value in eco-innovations was confirmed, with evidence of stronger innovation impact. The positive relationship between perceived value and consumption of eco-innovations was also observed, however, with indications of a lesser influence than previous relationships, which leads us to believe that the consumer perceives value in products but does not always transform it into a purchase. This research contributed to the development of the investigated areas through a more precise understanding of how the constructs are related in an emerging country context.

Digital innovation and organizational design (15:40 - 17:10) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Chair(s): Valérie MERINDOL

Discussant(s): David VERSAILLES

Paper Presentations:

330 INNOVATION POTENTIAL OF WORKPLACES WITH DISTRIBUTED INTELLIGENCE

Uta Wilkens RUHR-UNIVERSITAET BOCHUM

There is an increasing attention on intelligent machines and tools in the workplace. This paper faces challenges related to the re-distribution of intelligence from the individual to the machine as a matter of socio-technical system design. If intelligent machines enhance the individual expert status and role definition this indicates system innovation also with respect to social system components. If the system development

is based on intelligent adaptive machines but does not need further individual intelligence the innovation potential is low. It becomes obvious that there is a high heterogeneity between workplaces with distributed intelligence if comparing their mindfulness of individual intelligence and prerequisites for social acceptance. The heterogeneity is illustrated with examples such as cockpit automation, computer assisted clinical surgeries or Industry 4.0 scenarios.

920 IS THERE A PLAYBOOK FOR ORGANIZATION DESIGN TO PUSH DIGITAL INNOVATION? ORGANIZATION DESIGN AND ITS IMPACT ON THE DIGITAL INNOVATION PROCESS AND THE DIGITAL INNOVATION OUTCOME

Robert Eirich CATHOLIC UNIVERSITY EICHSTAETT-INGOLSTADT
Björn Schäfer WFI INGOLSTADT SCHOOL OF MANAGEMENT -
KATHOLISCHE UNIVERSITÄT EICHSTÄTT-INGOLSTADT
Max Ringlstetter WFI INGOLSTADT SCHOOL OF MANAGEMENT -
KATHOLISCHE UNIVERSITÄT EICHSTÄTT-INGOLSTADT

We examine how organizational design parameters, especially the combination of different parameters, impact the digital innovation outcome and process. Building on Galbraith's 5-Star model and findings from a pre-study, it is argued that there are specific combinations of six organization design parameters – structure, processes, people, rewards, legacy and know-how – which lead to an improvement in digital innovation outcome and within the digital innovation process. These hypotheses are tested on company-level data for three case study companies from different industries. It is assessed whether a higher quantity and quality for the digital outcome and increased speed and lower costs for the digital innovation process can be achieved. Research is hereby still in progress. The sample of three case studies has already been extended by another seven case companies which are currently in the process of analysis. Building on the qualitative data collected through interviews, a fuzzy set qualitative comparison analysis yields several interesting findings regarding sufficient conditions of the design parameters and the hypotheses tested. Hypothesis #1 is fully supported by the results confirming that a decentralized and dedicated structure in combination with clear processes and a strong leverage of digital know-how leads to higher perceived digital innovation output. Hypothesis #2 is partly supported with the major logical path proving evidence to have a positive impact on speed. In contrast, the results do not provide evidence to

have a positive influence on lowering the costs of the digital innovation process.

1080 A 'DOMINANT LOGICAL' BARRIER TO ORGANIZATIONAL INNOVATION IN TIMES OF DIGITAL DISRUPTION

Ekaterina Brandtner BREMEN UNIVERSITY

Jörg Freiling BREMEN UNIVERSITY

This paper analyses how a dominant logic may slow down organizational innovation processes in times of digital transformation and related disruptive changes. It rests on evidence from the power utility sector in Germany as a rather traditional industry with a huge demand for change in the wake of the German national energy transformation. Whereas leading companies are forced to change radically and to redefine both strategies and business models, reality suggests that the deep rooted cognitive structures that materialize in dominant logics make it especially hard to deviate from an old organizational path to a new one. The described findings are based on a single-case study that reveals a specific set of factors which help explaining under which conditions companies are able or unable to move, to change, to adapt.

Digital Strategy and Work 4.0 (15:40 - 17:10) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: T13_09 - Digital Strategy and Industry 4.0

Chair(s): Stefan Gueldenberg

Discussant(s): Daniel Thiemann, Oskar Kosch, Ilona Bučiūnienė

Paper Presentations:

1093 AN OVERVIEW OF 25 YEARS OF EUROPEAN SCIENTIFIC COLLABORATION IN THE FIELD OF STRATEGIC MANAGEMENT: A BIBLIOMETRIC ANALYSIS

Marek Szarucki CRACOW UNIVERSITY OF ECONOMICS

Oskar Kosch CRACOW UNIVERSITY OF ECONOMICS

The main objective of the paper is to identify and explore specifics and trends in international scientific collaboration in the field of strategic management in Europe in the last quarter century. Specifically, we analyze those scholarly connections between countries and cities, on the basis of co-authorship to determine the knowledge flow in geographical aspect, as well as the state of collaboration among different authors (co-authorship and citations' networks) i.e. the depth of such network (collaboration intensity) and whether this scientific community is consistent, i.e. number of connected elements or related networks.

International scientific collaboration between researchers in the field of strategic management has not been studied to such extent until now, and we employ all sources of relevant data and analyze 5237 results from Scopus and Web of Science databases.

Through the application of bibliometric analysis, our study offers a comprehensive and up-to-date identification and assessment of trends in international scientific collaboration in the strategic management field in Europe. In doing so, we particularly provide at least four contributions to the literature. First, our bibliometric analysis quantifies an increase in the number of strategic management articles published in high-quality journals (Scopus and WoS Collection Databases) over the past quarter of a century and exhibits the rapid growth in this scientific field. Second, building on strategic management field analysis in terms of researchers' collaboration, our analysis reveals a growing tendency for international scientific collaboration in the field in terms of co-authorship. Third, our study provides an in-depth and unique analysis of geographical dispersion of collaborating authors in Europe on two levels (i.e. country, city). Fourth, we identify and analyze the current state of the sources of publications of the international researchers' collaboration outputs, providing rankings for journals and most active authors. It is still obvious that "parochialism" in terms of geographical scope scientific collaboration in the analyzed field in Europe is still present, especially between Western and Eastern countries.

1371

UNDERSTANDING EMPLOYEE WELL-BEING IN THE CONTEXT OF RAPID AUTOMATION: THE CASE OF A MANUFACTURING COMPANY

Egle Staniskiene KAUNAS UNIVERSITY OF TECHNOLOGY

Živilė Stankevičiūtė KAUNAS UNIVERSITY OF TECHNOLOGY

Iлона Bučiūnienė ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

Bernadeta Goštautaitė ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

Irina Liubertė ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

Trish Reay ALBERTA SCHOOL OF BUSINESS

António Moniz ITAS-KARLSRUHE INSTITUTE OF TECHNOLOGY AND UNIVERSIDADE NOVA LISBOA

The number of automated jobs and of robots used in manufacturing is constantly growing. The core aim of rapid automation is to increase the productivity by eliminating routine tasks and by reducing heavy physical work previously performed by employees. Such aspirations may lead to the conclusion that employee well-being, in terms of psychological, physical and social well-being, may be enhanced. However, till now we know rather little about the way rapid automation technologies change the employees' work life, the types of processes introduced and the way robotisation changes the relations between co-workers. Thus, in this paper, we raise the question: How does the rapid automation at work affect employee well-being? This question is addressed by studying a highly automated manufacturing company in Lithuania, which has been at the forefront of changing structures and processes embracing the automation technologies. During the qualitative research, 27 interviews were conducted. The paper presents the results of the first round of the longitudinal two-round research. The main results revealed that robots generally have a dual affect on employee well-being. Despite the increased job satisfaction due to the technology mastered or better communication with co-workers, rapid automation does not contribute to less stress or lower work speed. Moreover, employees tend to sacrifice their work safety for higher productivity. The main practical implication of the study

relies on the suggestion to create the technologies and analyse their impact on employee well-being simultaneously. Only parallel addressing of technological and social issues may lead to enhanced employee happiness, health, and relationships and further to human sustainability.

1570 IMPLEMENTATION OF DIGITAL STRATEGIES IN ORGANIZATIONS: IMPACT AND CONSEQUENCES FOR EMPLOYEES

Daniel Thiemann ESB BUSINESS SCHOOL, HOCHSCHULE REUTLINGEN
Kozica Arjan ESB BUSINESS SCHOOL
Madlen Müller ESB BUSINESS SCHOOL, HOCHSCHULE REUTLINGEN

When organizations change their business strategies in the digital age and intend to implement digital strategies (like focusing on industry 4.0 technologies), they need to adapt the work designs in order to align strategy and work. However, there is a lack of studies that examine the concrete effects of digital strategies from the perspective of employees. This paper empirically examines how the implementation of digital strategy in organizations affects employees and their working environment. We conducted a qualitative case study in a healthcare insurance company that digitalizes its paper-based business processes as part of implementing their digital strategy. Rather than focusing on a single aspect within the organization like most prior studies, we took into account the complex interdependencies of organizational life within a configurational perspective in our analysis. We found that the working environment of employees is affected by the digitalization of business processes on three different levels: the organizational level (e.g., provided technology), the interactional level (e.g., leadership), and the individual level (e.g., learning and adaptation). We discuss how a configurational model can contribute to a better understanding of how the implementation of digital strategies concretely affects employees on different levels within an organization and contribute a holistic perspective on the phenomenon.

Ecosystems and networks (15:40 - 17:10) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Cristina Boari

Discussant(s): Laura Sabbado da Rosa

Paper Presentations:

914 HOW DOES AN INSTITUTIONAL PARTNER IMPACT TECHNOLOGICAL INNOVATION PERFORMANCE?: A STUDY IN THE SPANISH BIOTECHNOLOGY INDUSTRY

Isabel Diez-Vial COMPLUTENSE UNIVERSITY OF MADRID
Jose Belso-Martínez UNIVERSITY OF MIGUEL HERNANDEZ
Angeles Montoro-Sanchez COMPLUTENSE UNIVERSITY OF MADRID

The objective of this research is to extend the understanding about the consequences of the structure and composition of the network of alliances on the firms' innovative capacity. We analyze the dynamics of the alliance portfolio by focusing on the network characteristics of new alliances created simultaneously by a firm. Empirical evidence gathered in the Spanish biotech industry shows that alliances with institutional partners per se do not have a significant effect on firms' innovative capacity. Nevertheless, institutional partners in exploratory alliances as well as with partners that have central positions become relevant for explaining the firms' capacity to develop new products along the value chain.

**1203 FROM INDUSTRY ASSOCIATIONS TO ECOSYSTEM ASSOCIATIONS:
BLOCKCHAIN, INTEREST GROUPS AND PUBLIC CHOICE**

Stuart Thomas RMIT UNIVERSITY

Christopher Berg RMIT UNIVERSITY, BLOCKCHAIN INNOVATION HUB

Mikayla Novak RMIT UNIVERSITY, BLOCKCHAIN INNOVATION HUB

Jason Potts RMIT UNIVERSITY, BLOCKCHAIN INNOVATION HUB

Conventional public choice literature suggests that interest groups have a largely malign effect upon the economy. Suggesting that interest groups are primarily established to lobby governments for rents, the public choice approach essentially rests upon normative presumptions concerning the appropriateness of relationships between interest groups and the state. This analysis tends to overlook constructive roles undertaken by interest groups to facilitate economic coordination, including the facilitation of technology adoption, and to collaborate with political and other actors to overcome obstacles to innovation and industry dynamics. The development of blockchain technology in recent years serves as a useful case study illustrating the role of interest groups in contributing toward the development of the crypto-economy in a positive-sum fashion. We provide support for our general hypothesis of a beneficial economic contribution by interest groups by profiling the activities of blockchain industry associations. This paper also considers to what extent interest group involvement in blockchain coordination and governance is designed to pre-emptively avoid more stringent governmental action or respond to perceived inadequacies in public policy settings. This study contributes to a revision of public choice scholarship regarding the appropriateness of interest group activity.

**1636 THE EFFECT OF OPPORTUNISTIC LITIGATION ON FIRMS'
COLLABORATIVE BEHAVIOR**

Abel Lucena UNIVERSITY OF THE BALEARIC ISLANDS

Miryam Martin-Sanchez UNIVERSITY OF THE BALEARIC ISLANDS

Although there is evidence showing the negative impact of opportunistic litigation from patent assertion entities (PAE's) on sued companies, little is still known about how these companies react to this adverse event. In this paper, we suggest that companies respond to PAE litigation by forming strategic alliances. The paper argues that this reaction aims to ensure access to resources sued companies need for maintaining their operations. Given the high costs of PAE litigation, affected companies devote financial and managerial resources to litigate, which reduces resources available for running their operations. The paper examines empirically

whether PAE litigation increases sued firm propensity to form strategic alliances. A novel database matching alliance formation, litigation and financial information for U.S. publicly traded companies in high-tech industries is created for the empirical analysis. Our results confirms that PAE litigation lead sued companies to form more strategic alliances. This effect is particularly strong in contexts in which litigation costs and firms' financial constraints are high. These results are coherent with the idea that sued companies form strategic alliances to obtain resources after PAE litigation.

Effects of Mindfulness and Meaningfulness of Work (15:40 - 17:10) - ISCTE - Ala Autonomia/Room AA2.29 ([Top](#))

Track: T09_05 - Meanings, Meaningfulness and Mindfulness: Cognitive, Social and Emotional Approaches to Management

Chair(s): Aldona Glinska-Newes

Paper Presentations:

7 MEDITATING AWAY A GUILTY CONSCIENCE: THE IMPACT OF MINDFULNESS ON GUILT AND REPARATIONS

Andrew Hafenbrack CATÓLICA LISBON SBE

Isabelle Solal INSEAD

Matthew LaPalme THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

The majority of research on mindfulness has been devoted to uncovering its potential benefits, including by decreasing the incidence of antisocial behavior. However, mindfulness may also have unintended negative consequences if it is cultivated when individuals are experiencing a functional form of negative affect. We argue here that a state of mindfulness can interfere with the affective processes necessary to motivate reparation in guilt-eliciting situations. In five studies – one cross-sectional survey and four experiments – we find that mindfulness is negatively correlated with and reduces state guilt, and that mindfulness weakens the normally strong association between guilt-eliciting situations and prosocial reparative behaviors. Implications for theory and management practice are discussed.

68 THE MODERATING ROLE OF SELF-SACRIFICING DISPOSITION AND WORK MEANINGFULNESS ON THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND EMOTIONAL EXHAUSTION

Ahmed Mostafa LEEDS UNIVERSITY BUSINESS SCHOOL

Drawing on conservation of resources (COR) theory, this study examines whether the relationship between work-family conflict and emotional exhaustion is contingent on self-sacrificing disposition and work meaningfulness. In particular, the study proposes that the positive relationship between work-family conflict and exhaustion will be attenuated when employees possess high levels of self-sacrificing disposition and experience high levels of work meaningfulness. Using a sample of Egyptian public

sector physicians, this proposition was tested with hierarchical linear modelling (HLM). The results revealed that the positive relationship between work-family conflict and emotional exhaustion was stronger for physicians low in self-sacrificing disposition and experiencing low levels of work meaningfulness than for physicians high in self-sacrificing disposition and experiencing high levels of meaningfulness.

880 WHEN AND WHY PEOPLE ENGAGE IN SELF-MANAGEMENT BEHAVIOR : INTERACTIVE EFFECTS OF GUILT-AWARENESS AND SENSE OF BELONGING

Hsien-Chun Chen NATIONAL SUN YAT-SEN UNIVERSITY

I-Heng Chen NATIONAL SUN YAT-SEN UNIVERSITY

Chin Tung Stewart Ng NATIONAL SUN YAT-SEN UNIVERSITY

Cyong-Ru Liu NATIONAL SUN YAT-SEN UNIVERSITY

Different from previous research which mainly only focuses on the work behaviours motivated by guilt, the present study incorporated the employees' sense of belonging to companies to examine the boundary conditions for the effects of guilt-awareness on self-management. The results confirmed not only the relationship between guilt-awareness and self-management but also the moderating effect of a sense of belonging. We discussed our findings and their implications for academic research and managerial practices.

Employee Well-being I (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Athena Li Liu

Discussant(s): Naina Gupta

Paper Presentations:

106 VIRTUALITY EFFECTS ON WELL-BEING: MODERATING ROLE OF CONSCIENTIOUSNESS AND ENGAGEMENT

Naina Gupta NANYANG BUSINESS SCHOOL, NANYANG TECHNOLOGICAL UNIVERSITY

Kay Yoon UNIVERSITY OF COLORADO, COLORADO SPRINGS

As the use of virtual working becomes pervasive, both conceptual and empirical studies on its effects have proliferated. Most of this extant knowledge focuses on how virtual working influences instrumental outcomes for individuals and teams. We know less about its influences on affective outcomes. We conduct two field studies to explore the direct and indirect effects of virtual working on one affective outcome -- well-being. The first study examines the relation between the usage of electronic tools and affective well-being experienced by virtual workers and the moderating role of conscientiousness. Findings suggest that more virtual working reduces affective well-

being for virtual workers, especially those with high conscientiousness. The second study examines whether work engagement influences the relation between usage of specific electronic tools and well-being. Findings suggest that increased use of asynchronous tools and reduced use of information-rich tools leads to lower affective well-being for virtual workers, especially those who are highly engaged. Additionally, more virtual working is associated with increased cognitive well-being. We discuss the implications of these findings for research on virtual working.

1089 “GOOD WORK” THROUGH GOOD RELATIONSHIPS: A LONGITUDINAL INTERVENTION STUDY ABOUT WELL-BEING AT WORK

Kathryn Kissell LONDON SOUTH BANK UNIVERSITY, BUSINESS SCHOOL
Karin Moser LONDON SOUTH BANK UNIVERSITY, BUSINESS SCHOOL

The role of relationships for performance and well-being at work have received increasing attention in the past years, but there are very few longitudinal intervention studies addressing the relational dimensions of workplace well-being. We address this gap with a longitudinal, control group intervention study based on the job demands-resource model that explored the impact of a group coaching intervention on 32 Church of England clergy. Pre- and post-measure comparisons indicated that the intervention resulted in a significant decrease in participants' relational fusion with others and an almost significant decrease in interpersonal emotional cutoff. Additionally, the treatment group reported an increase in supportive interpersonal relations at all levels (peer, management and congregation) compared to the control group. Moreover, results indicated a positive link between these personal and relational resource improvements and affective well-being, where intervention participants, in contrast with the control group, experienced an almost significant decrease in their perception of the severity of work demands and an increase in spiritual resources. This indicates that a person-centred intervention focused on enhancing workplace relationships significantly increases personal and interpersonal resources, reduces the deleterious effects of work demands and promotes work-related psychological health thus offering important practical implications for managing workplace relationships.

1855 VALUE, PAY, AND PSYCHOLOGICAL NEEDS: THE PATH TO EMPLOYEE WELL-BEING IN CHINA

Athena Li Liu TAYLOR'S UNIVESITY

This paper aims to extend the understanding of the individual and contextual factors that predict employee well-being in the Chinese workplace. Drawing on self-determination theory, it postulates that extrinsic aspiration, relative to intrinsic aspiration would harm employee well-being via basic psychological need frustration. And pay satisfaction would not moderate this process. Empirical results from a cross-sectional survey show that value orientation has different impact on employee well-being but the effect is small and this process is not mediated by basic psychological needs. The results also suggest that although pay satisfaction does not moderate the process from value orientation to employee well-being, pay itself is a significant determinant of employee ill-being.

Expatriate Management 2: Families (15:40 - 17:10) - INDEG Building/Room 1.18 ([Top](#))

Track: ST07_01 - Expatriate Management

Chair(s): Yvonne McNulty

Paper Presentations:

**269 EXPATRIATE FAMILIES ON INTERNATIONAL ASSIGNMENTS:
EXPLORING EXPATRIATES' PERCEPTIONS**

Dhara Shah GRIFFITH UNIVERSITY

Michelle Barker GRIFFITH UNIVERSITY

Rui Torres De Oliveira QUEENSLAND UNIVERSITY OF TECHNOLOGY

Miriam Moeller UNIVERSITY OF QUEENSLAND

Previous research on international assignments has focused more on expatriates than on all stakeholders whose experiences impact on expatriates' adjustment outcomes. The study responds to a call for a stakeholder approach to understanding expatriate adjustment by examining expatriates' perceptions of the adjustment of their spouses and children. Survey data was gathered from 145 expatriates currently on international assignments in China. Ten pilot interviews with expatriates and spouses within the sample population informed the design. The study provides valuable insights into expatriates' perspectives on the influence of their families' adjustment on them. Spouses' adjustment was positively correlated with expatriate and children's adjustment, the latter suggesting a potential mediation relationship. Children's adjustment, while positively associated with spouse adjustment, was indirectly correlated with expatriate outcomes. While the number of accompanying children did not impact the expatriate, younger-aged dependent children impacted negatively on expatriates' adjustment. The study's major recommendation is to extend current expatriate adjustment frameworks by integrating Stakeholder Salience Theory. The study has meaningful practical implications for organizations. An expatriate-focused approach to international assignments, no longer suffices. Spouses and children, regardless of age, need organizational support tailored to their needs. This study highlights the interconnectedness of stakeholders within the expatriate family unit. Previous research on international assignments has focused more on expatriates than on all stakeholders whose experiences impact on expatriates' adjustment outcomes. The study responds to a call for a stakeholder approach to understanding expatriate adjustment by examining expatriates' perceptions of the adjustment of their spouses and children. Survey data was gathered from 145 expatriates currently on international assignments in China. Ten pilot interviews with expatriates and spouses within the sample population informed the design. The study provides valuable insights into expatriates' perspectives on the influence of their families' adjustment on them. Spouses' adjustment was positively correlated with expatriate and children's adjustment, the latter suggesting a potential mediation relationship. Children's adjustment, while positively associated with spouse adjustment, was indirectly correlated with expatriate outcomes. While the number of accompanying children did

not impact the expatriate, younger-aged dependent children impacted negatively on expatriates' adjustment. The study's major recommendation is to extend current expatriate adjustment frameworks by integrating Stakeholder Salience Theory. The study has meaningful practical implications for organizations. An expatriate-focused approach to international assignments, no longer suffices. Spouses and children, regardless of age, need organizational support tailored to their needs. This study highlights the interconnectedness of stakeholders within the expatriate family unit.

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SOCIAL SUPPORT IN THE DIGITAL AGE – AN EMPIRICAL INVESTIGATION OF SOCIAL NETWORKING SITES AS A SOURCE OF SUPPORT FOR EXPATRIATES

Julia Goede UNIVERSITY OF HAMBURG

Nicola Berg UNIVERSITY OF HAMBURG

Expatriate social networks have been shown to support the reduction of uncertainty and stress and improve adjustment as well as performance on international assignments. Next to face-to-face networks, online social networks have become an integral part of our everyday life. While the digitalization of social networks may impose challenges on theory and academic knowledge of social networks and the associated support functions, the development has to date been scarcely analyzed. This study aims at filling this shortcoming in the literature. We investigate whether traditional face-to-face social network and support assumptions are applicable to the online context in the form of social networking sites. In addition, we assess social network connection strategies in relation to the support obtained through social networking sites. Drawing on survey data from 166 expatriates of German multinational corporations, this study concludes, that theoretical face-to-face network assumptions are not transferrable one to one to the online context. Discussing our findings, we make suggestions on how expatriates and organizations may make use of social networking sites as an additional source of support for expatriates.

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CONCEPTUAL MODEL OF EXTRAVERSION, AT TRAIT AND FACET LEVEL, AND SELF-MONITORING BEHAVIOUR AS ANTECEDENTS TO EXPATRIATE'S SOCIAL NETWORK STRUCTURE.

Njål Andersen BI NORWEGIAN BUSINESS SCHOOL

The personality trait extraversion has been examined in the expatriate field in relation to several distal outcomes, including selection, adjustment, performance and intention to stay. Most of these studies rely on an assumed mechanism, namely that extraverts develop larger networks, which in turn has a positive influence the proposed outcomes. However, studies examining the relationship between extraversion and social network characteristics has shown mixed results. In this conceptual paper, we explore the theoretical concept and propose a conceptual model where the facets that make up the trait measure extraversion offer better predictive value for network outcomes. Further, as expatriates socialize in a culturally foreign environment, we argue that self-monitoring behaviour moderates the effect extraversion, and the facets, have on social network outcome measures, specifically network size, strength of ties and number of non-redundant ties.

- 457 PARTNER ROLES IN INTERNATIONAL DUAL CAREER COUPLES: THE CASE OF FEMALE EXPATRIATES AND THEIR MALE PARTNERS**
Agnieszka Kierner VAASA UNIVESITY
Vesa Suutari UNIVERSITY OF VAASA

The objective of this paper is to understand what kinds of spousal roles the male partners of female expatriates adopt, to make the expatriation of dual-career couples possible. A qualitative study based on in-depth semi-structured interviews with 20 international dual-careerists, female expatriates and their male partners, has been conducted and the interviews have been analyzed using replication logic. The study reveals that most man have followed a *supportive, flexible or restrictive roles*, while *counterproductive, instrumental and equal roles* were not identified. A new *seeking role* was recognized, when a partner agrees to expatriate, supports the spouse but also very actively looks to restart their career while being abroad. Partner maturity, self-confidence and egalitarian gender order views were found as conducive to the successful dual career experience.

Health and Wellbeing (15:40 - 17:10) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Maria Aluchna

Discussant(s): Sarah Hudson

Paper Presentations:

- 1450 TOWARDS A VALUE-SENSITIVE ABSORPTIVE CAPACITY FRAMEWORK: NAVIGATING INTER-VALUE AND INTRA-VALUE CONFLICTS TO ANSWER THE SOCIETAL CALL FOR HEALTH.**
Jilde Garst WAGENINGEN UNIVERSITY AND RESEARCH
Vincent Blok WAGENINGEN UNIVERSITY AND RESEARCH
Oana Branzei IVEY BUSINESS SCHOOL
Léon Jansen SCHUTTELAAR & PARTNERS
Onno Omta WAGENINGEN UNIVERSITY

In investigating Absorptive Capacity, the majority of studies have portrayed knowledge as value-free, underscoring the pragmatic importance of knowledge absorption for short-term outcomes. However, to preserve its moral legitimacy, a firm must also absorb societal values that define which practices and outcomes are societally desirable in the long run and thus which knowledge is valued by whom and when. The prior literature point to the many difficulties firms have in prioritizing and operationalizing societal values, even when they excel at both knowledge management and stakeholder engagement. A comparative case study of how eight firms in the food industry absorbed the societal value of ‘health’ sensitizes the concept of Absorptive Capacity to societal values and their corresponding value conflicts. The

value-sensitive framework induced in this paper begins to elucidate why knowledge-intensive firms vary in their ability to recognize and respond to grand challenges.

1627

**SOCIAL RESPONSIBILITY DISCLOSURE IN THE COFFEE INDUSTRY:
SOME EVIDENCES COMPARING ITALIAN BRANDS TO ENGLISH ONES**

Mauro Sciarelli UNIVERSITY OF NAPLES FEDERICO II

Mario Tani UNIVERSITY OF NAPLES FEDERICO II

Ornella Papaluca STAZIONE ZOOLOGICA ANTON DOHRN

Catello Giovanni Landi UNIVERSITY OF FEDERICO II , NAPLES

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Firms are only a single actor in a complex system of relationships that they have to manage in their value creation and diffusion processes. This processes are not limited to only the economic performance but they should take into account the environmental and the social performances as well. Business firms can benefit from adopting a behavior driven by sustainability principles when they can effectively communicate how their activities are linked to Corporate Social Responsibility. Firms can start Social Responsibility Disclosure with several tools as Ethical Codes or Social Reports but they can even use some specific Ethical Labels, given following procedures created by third parties. So firms can sensitize consumers, as a way to influence its consumption behavior, using both their own web-sites and the product's packaging.

In this paper we have studied the non-financial disclosure used by 13 coffee brands, both in Italy and in England, as a way to understand how, in different markets, these operators exploit different social disclosure tools.

1708

SIGNALLING THE ECO BRAND EQUITY: THE ITALIAN CASE IN AGRIFOOD SECTOR

Rosamartina SCHENA LUM JEAN MONNET

Domenico Morrone LUM U.

Angeloantonio Russo LUM UNIVERSITY

Signalling theory considers the imperfect and asymmetrical information structure of the market. When consumers are uncertain about product attributes, firms may use brands to inform them about its credibility. Thus, brands may signal product positions believably. Brands as market signals improve consumer perception and increase trust in the value proposition. This working paper is focus on the understanding of the opportunity for the eco-label to own a brand value. According to signalling theory, the central and motivating construct in this view is the significant role of eco-labels as a quality signal. To test the hypothesis, it is necessary to develop a survey method based on questionnaires, and structural equation modelling (SEM) analysis will be used to test the proposed hypotheses. The findings from this research project want to highlight the significant role of eco-labels in guiding the consumer's behavioural preference and to check that the eco-label owns the brand equity's determinants.

Track: ST09_01 - Human Resource Management

Chair(s): Hanna Salminen

Paper Presentations:

46 OUTCOMES OF EXCLUSIVE VS INCLUSIVE APPROACHES TO TALENT MANAGEMENT: THE ROLE OF PERCEIVED EQUITY

Amina Malik SCHOOL OF BUSINESS, TRENT UNIVERSITY

Although the field of Talent Management (TM) has grown significantly, it is still in need of a strong theoretical basis. In order to understand how TM can achieve its objectives, we need to gain insights into processes that link TM approaches to employee outcomes. Toward this end, we draw on the Demands-Resources model and equity theory and present a typology of employee outcomes in the context of different approaches to TM. We argue that perceived equity is an important resource that motivates employees and results in favorable outcomes. At the end, we discuss research and practical implications.

746 THE TALENT MANAGEMENT BUBBLE

Iuliana Ilie PFORZHEIM UNIVERSITY

Long before being capitalized by talent management, talent's intricacies and its embeddedness in social systems have been often depicted and problematized in literary works and films. This paper analyses talent and the tensions it brings about when confronted with "the norm" in Jack London's novel "The Abysmal Brute" and in the animated movie "The Piano Forest". It shows that there is a significant amount of empty rhetoric in the promotion of talent management and its envisaged win-win outcomes, and it suggests that talent management can gain valuable insights from exploring fictional, yet possible worlds.

1060 HOW THE DIGITIZATION OF FEEDBACK LEADS TO A CANNIBALIZATION OF DEVELOPMENTAL FEEDBACK

Sonja Hollerbach EBS UNIVERSITY OF BUSINESS & LAW

How feedback facilitates learning and development, while having the power to positively influence performance has remained a phenomenon for management research since the 19th century. It is argued that feedback can only unfold its full potential if developmental feedback and performance feedback are applied separately. This paper is translating this premise into the 21st century context of digitalization, visualizing how the increased introduction of tools provokes a mixture of both feedback concepts in one tool. We argue that the consequence of this trend is that performance feedback is cannibalizing developmental feedback. By identifying digital feedback tool designs and critically examining their consequences for employee learning and development, the authors are contributing to HRM research on feedback.

On the practical side, our work triggers managers to critically review current digital feedback tools in place with a special focus on their developmental orientation.

Identity (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Discussant(s): Lara Carminati

Paper Presentations:

294 ESCALATION OF IDENTIFICATION: THE ROLE OF PSYCHOLOGICAL SAFETY IN THE INTEGRATION OF CREATIVE AND ORGANIZATIONAL IDENTITIES

Jeffrey Bentley CALIFORNIA STATE UNIVERSITY, LONG BEACH
Rebecca Badawy YOUNGSTOWN STATE UNIVERSITY
Amy Wax CALIFORNIA STATE UNIVERSITY, LONG BEACH
Raquel Asencio PURDUE UNIVERSITY

Drawing on optimal distinctiveness theory (Brewer, 1991) and psychological perspectives of the connected self (Morf & Mischel, 2012), the present study explored the integration of an individual identity (creative identity) and a social identity (organizational and team identity). In an applied sample spanning four organizational groups (N = 130), workers' creative identity was only positively linked with their level of organizational identification when they perceived their organizational environment to be psychologically safe. Across two student samples (N = 348, N = 96), the link between creative identity and team identification was found to be mediated by creative-team identity integration, which was then moderated by psychological safety such that the mediating pathway was stronger when safety was high. The 'creative identity – identity integration – team identification' pathway was also moderated by reflected appraisals, such that integration only enhanced workers' team identification when they believed their teammates saw them as creative team members.

1853 BETWEEN MULTIPLE IDENTITIES AND PERSONAL STRUGGLES: HEALTHCARE PROFESSIONALS' IDENTITY CONFLICT PERCEPTION AND RESPONSES IN CHALLENGING SITUATIONS

Lara Carminati UNIVERSITY OF SURREY
YingFei Héliot UNIVERSITY OF SURREY

Due to the increasing diversity and complexity of today's workplaces, individuals may experience identity conflict between the multiple identities they hold. Working under pressure and high uncertainty, healthcare professionals may face identity conflict between their professional and personal identities and values, especially in challenging situations. Although such conflict can significantly affect doctors and nurses' psychological and behavioural responses and, ultimately, the quality of the healthcare system, how identity conflict emerges and unfolds remains unclear. By

integrating works in organisational-management and medical literature, we thus explore healthcare professionals' identity conflict dynamics in challenging situations, such as End-of-Life circumstances. We conducted a qualitative study, using semi-structured interviews (N= 47), among healthcare professionals working for the English National Healthcare Service. We implemented both theoretical and random samplings and followed grounded theory approaches to analyse the data. Our findings show that identity conflict was perceived *between* different identities but also *within* the same identity and, surprisingly, the conflict was stimulated by perspective taking processes. Lastly, behavioural responses to identity conflict included seeking peer support and doing reflective practices, whereas its psychological consequences unexpectedly embrace identity growth and positive learning dynamics. Hence, this paper contributes to and extends newer approaches in the identity literature by, firstly, focusing on identity conflict in depth, as one of the intrapsychic relationships of multiple identities simultaneously activated; and, secondly, unravelling some of the conditions whereby identity conflict can emerge and affect healthcare professionals' psychological and behavioural responses.

2012 INFLUENCE OF TIME AND CONTEXT ON DEVELOPMENT OF PSYCHOLOGICAL OWNERSHIP – A LONGITUDINAL STUDY
Elena Essig ESSCA SCHOOL OF MANAGEMENT

This work investigates the development of three types of PO - Organizational Psychological Ownership (OPO), the Collective Organizational Psychological Ownership (COPO) and Psychological Ownership towards the group (POGR) and their fluctuation over time in a public organization - the French Air Force. The quantitative data were collected from non-commissioned officers, at three different phases (t0 n=279; t1 n=210; t2 n=106) of the military and professional training process. The fluctuations in PO levels are tested using analysis of variances. The results of the study show a downward fluctuations in PO levels over time. This variability is different for each of the three types of PO and depend on the training phases and some individual characteristics of the soldiers. Our results give new insights on the theory of PO by comparing three types of PO and by investigating this construct in a longitudinal study during an integration process. From the managerial perspective our analysis suggests that organizations of all types can influence the development of various ownership feelings among their employees by taking into account relevant factors that influence each type of PO.

Identity Dynamics in M&As (15:40 - 17:10) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: ST13_04 - Mergers & Acquisitions and Divestitures: A Glimpse into the Future

Chair(s): Audrey Rouzies

Discussant(s): Satu Teerikangas

Paper Presentations:

**1686 MULTIPLE ORGANIZATIONAL IDENTITIES IN CROSS-BORDER M&AS:
A LONGITUDINAL CASE STUDY OF A SUBSIDIARY'S MANDATE
CHANGE AFTER A EUROPEAN ACQUISITION IN CHINA**

Anna Lupina-Wegener UNIVERSITY OF APPLIED SCIENCES ARTS
WESTERN SWITZERLAND

rolf van dick GOETHE UNIVERSITY FRANKFURT

Johannes Ullrich UNIVERSITY OF ZURICH

This paper aims to explore identity construction in cross-border M&As, a topic of increasing interest to international management and organizational scholars. Multiple organizational identities are particularly salient in cross-border M&As and the construction of such an identity may be particularly complex as members of the acquired organization may need time to figure out how they differ from the acquirer and sister organizations in the parent network. Despite important insights into organizational identity, work remains to be done on how organizational identities are constructed and changed through intergroup interactions (social construction), wherein individuals act as members of their group in relation to members of other groups (social identity), and through interactions with external actors (social actor). The question of how multiple identities are constructed throughout an organization's relationship with external stakeholders has in particular received scant attention from scholars. To address this gap, we will explore recent and growing phenomenon of initially small Chinese firms transforming into global players has deepened the need for greater theoretical insight into identity construction in cross-border M&As. This phenomenon is driven by Chinese acquisitions in industrialized countries and through international joint ventures, strategic alliances or acquisitions by western firms in China. We will focus on western acquisitions in China and argue that they may involve identity change from a local Chinese identity to the more "international" identity of the acquirer. Moreover, with access both to the Chinese market and western technology, a Chinese subsidiary of a European firm might change its mandate over time, e.g., shift from manufacturing to innovation, which might require further identity change from a Chinese to an "international" one.

Thus, the research question guiding our study is: how does a Chinese local firm become a global player following Sino-Western M&As through interactions between members of the acquiring and acquired organizations? We conducted a longitudinal qualitative study of a European acquisition in China wherein we conducted interviews with senior executives who are in frequent Sino-European interactions. Our findings reveal how an initially Chinese organization, as evident at the beginning of the joint venture, has become international through interactions with both the western HQ and its external environment in China and later in South East Asia (competitors, customers and government). Interestingly, Alpha-China demonstrated a dual identification: Alpha-Holding and Alpha-China. However, in contrast with existing research, Alpha-China acted as "China" towards Alpha-HQ but as "Alpha-Holding" towards its external environment.

**1657 ORGANIZATIONAL IDENTITY WORK IN POST-MERGER
INTEGRATION**

Claire Breton EMLYON BUSINESS SCHOOL
David Kroon VU AMSTERDAM
Niels Noorderhaven TILBURG UNIVERSITY
Eero Vaara AALTO UNIVERSITY

Based on an in-depth analysis of the post-merger integration process between Air France and KLM we develop a model that illuminates key parts of organizational identity work. We elucidate how specific integration issues in a post-merger integration process lead to organizational identity work around different tensions (through the development of cultural and discursive toolboxes), which in turn fosters temporary identities that are more or less enabling future integration. These temporary identities change or resolve the integration issues that first of all triggered the identity work. However, as the post-merger integration process evolves it is likely that temporary identities need to evolve through multiple cycles before the issues are solved.

1375 IDENTITY AND ACQUISITIONS: TOWARD A CONCEPTUAL FRAMEWORK

Svante Schriber STOCKHOLM BUSINESS SCHOOL

Complementing prior acquisition research that mainly draws on objective information on the acquirer-target to explain acquisition behavior and performance, this study joins a growing stream considering perceptions of alternatives available in acquisition decisions. Specifically, it is proposed that perceptions of the own organization constitute a natural starting point for strategic management theory aiming to explain acquisition behavior as it centers on the acquiring firm, to then consider how it is affected by different acquisition decisions. For this purpose, the concept of strategic identity is proposed, defined as the shared self-perception among key decision-makers about what the organization is and should be *vis-à-vis* competitive environment. A theoretical framework is developed for how the strategic identity influences the strategic route of a firm, that is, shapes its future business opportunities. This has implications for acquisition research and organizational identity theory.

Identity, Organization, and Society (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.29
([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Sarah Richard

Paper Presentations:

108 SOCIAL CLASS AND DIVERSITY
Memoona Tariq NOTTINGHAM BUSINESS SCHOOL
Jawad Syed SULEMAN DAWOOD SCHOOL OF BUSINESS

In this paper, we review and examine the social class dimensions of diversity and their implications for business and management. Class is still perceived as an important element of one's social identity and its effective understanding and management is of immense significance to organisations and governments alike. The paper discusses implications of class by providing examples of how organisations, governments and society could work together to close the social class gap.

543 **EXPLORING THE INFLUENCE OF CEO AND CHIEF DIVERSITY OFFICERS' RELATIONAL DEMOGRAPHY ON ORGANIZATIONAL DIVERSITY MANAGEMENT: AN IDENTITY-BASED PERSPECTIVE**

Eddy Ng DALHOUSIE UNIVERSITY
Greg Sears CARLETON UNIVERSITY
Kara Arnold MEMORIAL UNIVERSITY

To date, we are not aware of any studies investigating the personal characteristics of CEOs and CDOs and how these characteristics may combine to influence the implementation and effectiveness of workplace diversity management practices. Drawing on the relational demography literature and a social identity perspective, we present several research propositions in which we postulate that demographic characteristics of senior leaders (e.g., gender, race) will influence the implementation and effectiveness of diversity management practices. Specifically, we focus on the Chief Executive Office/Chief Diversity Officer (CEO/CDO) dyad and explore independent and joint effects of CEO and CDO majority-minority group status on workplace diversity outcomes, outlining key identity-based and relational moderators (e.g., value threat, relational identity, leader-member exchange) of these relationships. We extend theory and research on relational demography and social identity by extending the application of these theories to senior leaders in organizations and in relation to the work of CEOs and CDOs. In practical terms, our work will provide added guidance to organizations on how to foster stronger CEO-CDO relationships and will assist in identifying individuals who may be best suited to leading diversity management initiatives in the workplace.

1265 **ARTICULATING ETHNIC ENTREPRENEURIAL IDENTITY: PAST, PRESENT AND FUTURE**

Isuru Rajapaksha AUCKLAND UNIVERSITY OF TECHNOLOGY
Edwina Pio AUCKLAND UNIVERSITY OF TECHNOLOGY
Smita Singh AUCKLAND UNIVERSITY OF TECHNOLOGY

Abstract

The rising ethnic populations in Europe and the United States have made ethnic entrepreneurship a topic of global concern (Ibrahim & Galt, 2011). Entrepreneurs with common national or religious background and who are not a part of the mainstream group of the particular society are identified as ethnic entrepreneurs (Aldrich & Waldinger, 1990). Ethnic entrepreneurs contribute largely towards the development of modern societies irrespective of their economic strength. Further, the concept ethnic entrepreneurship is multifaceted due to the influence of diverse factors like education, generation, local population, economic situation, national culture, religion,

and origin (Ibrahim & Galt, 2011). Scholars have become increasingly interested to understand how ethnic entrepreneurs create and maintain their identity within highly diverse modern cultures. Moreover, the concept entrepreneurial identity has also attracted increasing attention among entrepreneurship scholars and practitioners in the field due to its ability to understand and interpret individual behaviours in its social contexts (Leitch & Harrison, 2016). Hence, the concept identity is also crucial for characterizing and providing unique recognition for entrepreneurs irrespective of type or nature of the business they involve (Down & Giazitzoglu, 2014; Yitshaki & Kropp, 2016). Identity acts as a powerful driver of guiding all entrepreneurial behaviours and actions from venture initiation to exit from the business. Moreover, entrepreneurial identity is a complex and multifaceted phenomenon (Donnellon, Ollila, & Middleton, 2014; Leitch & Harrison, 2016; Rigg & O'Dwyer, 2012) and is an entrepreneur's representation of the internalisation and incorporation of socially held behavioural expectations (Gioia, Patvardhan, Hamilton, & Corley, 2013). As such, these representations significantly influence not only the present ways of doing things but also what entrepreneurs expect to do in the future (Yitshaki & Kropp, 2016). This paper reviews studies on ethnic entrepreneurial identity published in peer-reviewed journals between 2000 to 2018. Further, the study employed the systematic narrative method to analyse selected articles. Common themes are identified, and future research suggestions have been proposed.

Information aspects of Innovation (15:40 - 17:10) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Arne Carlsen

Discussant(s): Arne Carlsen

Paper Presentations:

138 AN EXPLORATORY STUDY ON THE TRADE-OFFS AMONG PATENTS, TRADE-SECRETS AND TRADEMARKS: A LEGAL APPROACH TO INNOVATION

Travis Huckell MACEWAN UNIVERSITY

Evandro Bocatto MACEWAN UNIVERSITY- EDMONTON- CANADA

Eloisa Perez-de Toledo MACEWAN UNIVERSITY

This paper surveys the question of to what extent do trademarks complement or substitute other formal and informal appropriation tools, such as patents, copyrights or secrecy, including a new property right in individual data for which we propose a new golden rule applicable to entrepreneurs and investors. The paper describes and compares two representative but specific business ventures whose promoters are seeking guidance as to what are the best value appropriation tools. The answers to the first question are compared to the needs of two business ventures to explain how the

general conclusions work for specific business ventures. It is argued that the patent model may not be applicable to some types of technology (e.g. the life-science sector) but may also prevent investors obtaining a 'revenue perpetuity-based' option in their investments. It is also argued that the trademark model may be a significant complement to trade secrets. The paper concludes that the selection of value appropriation tools (VATs) to a particular enterprise requires a close understanding of the various forms of Intellectual Property, including the rights, attributes and obligations inherent in each. These various forms are described and discussed.

**811 THE ROLE OF INFORMATION DEFICIENCIES FOR THE
DISSEMINATION OF GREEN SUPPLY CHAIN MANAGEMENT
PRACTICES – AN EMPIRICAL INVESTIGATION OF THE APPAREL
INDUSTRY**

Kristina von Gehlen UNIVERSITY OF MÜNSTER
Britta Frommeyer UNIVERSITY OF MÜNSTER
Ann-Marie Nienaber COVENTRY UNIVERSITY
Gerhard Schewe UNIVERSITY OF MÜNSTER

The current debate on corporate responsibility and the growing pressures from stakeholders within and outside the supply chain (SC) regarding the implementation of sustainability practices increases the need for SC collaboration and information sharing. This applies in particular to the apparel SC. Due to its global fragmentation and the great number of players involved, the SCs in the apparel industry belong to the most complex ones of all industries. In order to be able to respond to quickly changing customer requirements, the apparel SC is characterized by frequent changes making it a highly volatile business environment. In consequence, companies can hardly obtain comprehensive knowledge of all their SC partners' activities and therefore face great difficulties when aiming for transparent business processes across their entire SC. There is a lack of research on whether and how information deficits along the highly complex apparel SC affect successful implementation of green SC practices. While existing research has already acknowledged the role of information sharing in the context of SC management and SC integration, it remains unclear if and how deficiencies in information sharing affect environmental sustainability practices along the apparel SC. Thus, the present paper analyzes how deficiencies in information sharing affect the dissemination of green SC practices across companies in the apparel SC. Following a qualitative research approach, we conducted 20 in-depths interviews and 8 observations with key stakeholders throughout the entire apparel SC. We discovered how information deficiencies concerning the demands and requirements of the different stakeholders regarding the necessity of plastic packaging impede the integration of green SC practices along the apparel SC. We conclude with implications for research and practice, discussing how a standardized process to better identify the perceived and actual requirements of SC partners regarding the use of plastic packaging could improve the environmental sustainability along the apparel SC.

Track: ST11_02 - Healthcare Management Research

Chair(s): sara barsanti

Discussant(s): Camilla Falivena

Paper Presentations:

109 FREQUENT CHANGES IN REGULATION: THE PRIVATE HEALTH INSPECTION ATTRIBUTION

Arnaldo Ryngeblum UNIVERSIDADE PAULISTA

José Freitas ANS-AGÊNCIA NACIONAL DE SAÚDE SUPLEMENTAR

Victor Corrêa UNIVERSIDADE PAULISTA

Ernesto Giglio PAULISTA UNIVERSITY- UNIP

The institutional literature has examined at length the topic of change. However, the issue of the pace of change and frequent changes still remains little explored. To examine this idea, this paper analyzed the inspection norms' successive alterations in the Brazilian private healthcare system and the conditions that made this possible. In doing so, this article appropriated the concept of institutional logics, reviewing important studies related to this subject and projecting new light on the area studies, with the frequent changes construct that is related to the successive integration of new elements to an institution, which bring change to it. Field research involved documentary survey, including the various norms that have configured the functioning of the field, and interviews with executives from the organizations concerned with regulating, selling, providing, and protecting consumers of the health plans services. The field findings suggest that the power of actors to alternatively promote their preferred logics at different moments influence the successive redefinition of the norms.

572 WHY CHANGE? A "GAME CHANGER" ON NSA SURVEILLANCE

Andre Unes AGÊNCIA NACIONAL DE SAÚDE SUPLEMENTAR

This study aims to assess the strategies adopted by the NSA – Brazilian Supplementary Health National Agency - Surveillance Board - to change its internal rites that arose with the publication of Normative Resolution 388/2015 rules and the possible consequences observable in three dimensions: internal dimension, in the regulated market and consumer health plans. Therefore, we used the qualitative analysis methodology based on interviews with key-players within the NSA, as well as interviews with key-players of an entity that represents the interests of health plan operators (ABRAMGE) and a representative of the National Secretariat of Consumer Defense. Still, a triangulation of research data by performing the documentary analysis was performed, which included different reports available from the websites of oversight bodies such as the Court of Audit (TCU) and the Controller General (CGU). It was possible to highlight important elements that shaped the consequences of organizational change. The changes brought about by NR 388/2015 allowed to bring greater speed to the whole process of supervision of health plans, since the

implementation of changes in scope of NIP - Preliminary Intermediation Notification - a pre-processing phase, through the establishment of sanctioning administrative process and, finally, the innovation of the proactive surveillance program, the inspection intervention. It is suggested that future studies broaden the perception of other actors involved in the health insurance market, such as medical / dental service providers and medical / dental material dealers. The understanding of a normative change and its impacts assists in mitigating conflicts between the "players" in the market and can serve as a parameter for other organizations improve their internal processes and rites of work

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PATIENT NAVIGATION AS AN ORGANIZATIONAL INNOVATION FOR CARE CONTINUITY: THE CASE OF AN OMA (OUTPATIENT MEDICAL ASSISTANCE) SCHEME

Corinne ROCHETTE CLERMA - CLERMONT AUVERGNE UNIVERSITY

Anne Sophie MICHALLET CENTRE DE LUTTE CONTRE LE CANCER LÉON BERARD

Sophie RODIER CLERMA - CLERMONT AUVERGNE UNIVERSITY

Stéphanie MALARTRE-SAPIENZA CENTRE DE LUTTE CONTRE LE CANCER LÉON BERARD

In Western countries, the health system has to transform to meet the challenges of our societies. Many factors lead to a rethinking of patient care: The need to control health expenditure, the development of chronic diseases (including cancer), the evolution of patients' demands and their behaviours, the ageing of the population and pathologies and technological developments (telemedicine, e-health). The ability to guarantee the continuity of care is a major challenge in the organization of the health system.

Numerous studies highlight the lack of coordination between the stakeholders involved in care. The principle of patient navigation developed in the United States in the 1990s constitutes an innovative organizational model. It remains poorly developed and unknown. Our contribution aims to develop knowledge of the effects of these programs on how patients experience their care and care journey. The case studied is a follow-up program for cancer patients in a hospital specialized in cancer control. The data was collected through semi-directive interviews with patients to increase the understanding of the effects of this program.

In Western countries, the health system has to transform to meet the challenges of our societies. Many factors lead to a rethinking of patient care: The need to control health expenditure, the development of chronic diseases (including cancer), the evolution of patients' demands and their behaviours, the ageing of the population and pathologies and technological developments (telemedicine, e-health). The ability to guarantee the continuity of care is a major challenge in the organization of the health system. Numerous studies highlight the lack of coordination between the stakeholders involved in care. The principle of patient navigation developed in the United States in the 1990s constitutes an innovative organizational model. It remains poorly developed and unknown. Our contribution aims to develop knowledge of the effects of these programs on how patients experience their care and care journey. The case studied is a follow-up program for cancer patients in a hospital specialized in cancer control. The data was

collected through semi-directive interviews with patients to increase the understanding of the effects of this program.

Innovation and sustainability in public services (15:40 - 17:10) - ISCTE - Building II/Room C4.06 ([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Marco Amici

Paper Presentations:

- 751 COPRODUCTION OF PUBLIC SERVICES: A COMPREHENSIVE FRAMEWORK FOR ANALYSIS**
MARTA MARSILIO RESEARCHER
Denita Cepiku UNIVERSITY OF ROME TOR VERGATA
MARIAFRANCESCA SICILIA DEPARTMENT OF MANAGEMENT,
ECONOMICS AND QUANTITATIVE METHODS, UNIVERSITÀ DEGLI STUDI
DI BERGAMO
Milena Vainieri SCUOLA SUPERIORE SANT'ANNA

In the past decades, interest in the management and evaluation of coproduction has been growing steadily. Despite the proliferation of studies dealing with coproduction, a comprehensive framework that integrates the wide array of concepts and helps to understand the relationships among them is lacking. Through a systematic literature review, the existing studies on coproduction are systematized in a framework including four main components: context, antecedents, management levers and outcomes. Managerial strategies and tools for the activation, implementation and evaluation of coproduction initiatives are discussed. Finally, research gaps are identified and an agenda for future research on coproduction in the public sector is discussed.

- 404 DRIVING SUSTAINABILITY – USING THE ETHICS, ECONOMICS AND ACCOLADES OF AN INNOVATIVE PUBLIC INSTITUTION SUSTAINABILITY PROGRAM TO ADVANCE SUSTAINABLE SYSTEMS IN OTHER PUBLIC AND PRIVATE ORGANIZATIONS**
Thomas Rohrer CENTRAL MICHIGAN UNIVERSITY

Universities have often been described as a microcosm of the larger society (Habermas and Blazek 1987). A large public university has as part of its campus many of the elements of a small city. Universities are large, complex bureaucracies and significant change is sometimes difficult to advance, particularly when it overlaps the academic and physical plant sides of management. However, the relatively autonomous governance structure of a public university provides a leadership opportunity to rapidly deploy innovative approaches to sustainability throughout the campus and to the surrounding community. The results of this work can serve as

examples for advancing sustainability programs at other public and private institutions.

By securing both top administrative support and grassroots advocates for a more sustainable university campus an effective program can, in principle, be instituted in a relatively short period of time. Continuing support for the program is maintained by documenting both the economic benefits of the program and the ethical considerations of reduced environmental impact and greater social responsibility. This paper reviews critical elements of our campus program which advances the three sustainability goals of environmental stewardship, sound fiscal management and a better quality of life for students, faculty and staff as well as the larger community (Bardaglio and Putman, 2009). A decade of composite data on cost savings, greener operations, and reduced carbon footprint are presented. Processes are described to share technology and behavioral advances which can be applied to other institutions.

172 THE INNOVATION IN PUBLIC HEALTH SERVICES: COMPARING BRAZIL, ITALY AND PORTUGAL

Marco Antonio Catussi Paschoalotto UNIVERSITY OF SÃO PAULO AND UNIVERSITY OF WEST PAULISTA

Caroline Krüger UNIVERSITY OF SÃO PAULO

João Luiz Passador UNIVERSITY OF SÃO PAULO

Claudia Passador UNIVERSITY OF SÃO PAULO

Mônica Freitas UNIVERSITY NOVA DE LISBOA

Pedro de Oliveira PHD STUDENT

Marco Meneguzzo UNIVERSITY OF ROME TOR VERGATA

Innovation as a disruptive or incremental process appears many as part of processes, organizations, products and services. In the provision of public health services, it is not different, in its processes and services offered, to evolve and follow the technologies increasingly globalized. In addition, innovation in public health services largely depends on the health model adopted in each country, fragmented or central, while there are variations in the process. With this perspective, this article aims to identify and discuss the main similarities and divergences between the innovations that occurred in the provision of public health services in three countries: Brazil, Italy and Portugal. To achieve the objective proposed by this work, an exploratory, descriptive and qualitative study that sought to investigate innovation in public health services in 3 different countries. The analysis of the three models studied showed that the State continues to play a fundamental role in defining the policy-programmatic orientations for the area of innovation in public health services in the different countries studied. In organizational terms, Portugal and Italy cultivate very similar innovative models, based on the sharing of responsibilities between the bodies supervised by the Ministry of Health and the Regional Health Administrations, unlike the organizational and innovative model, from another perspective, adopted in Brazil that transfers a good part of the responsibilities regarding the management and financing for the Municipalities. The financing models adopted in the countries studied have as main source of financing the redistribution of taxes paid by citizens. However, it is important to highlight the growing increase in private subsidization,

especially in Portugal, because of the increase in insurance contributions and direct payments made by patients to the nonconventional private sector of the Portuguese State. Regarding the implementation of the political-programmatic guidelines for the area of provision of public health services, should be pointed out that the autonomy that hospital centers and health centers must innovate in both Portugal and Italy. Unlike these two countries, Brazilian hospitals are strongly conditioned by the intervention of the State and the Municipality where they are located, depending on them to focus on innovation in public health services. Therefore, this study demonstrated the importance of confronting the future sustainability of innovation in the national public system, the capacity for maintenance and development of innovation in public health services and the increasing weight of stakeholders and lobbies forms and informal for innovation in the health sector.

Innovation General Track (15:40 - 17:10) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Susanne Pankov

Paper Presentations:

- 292 DO FINE FEATHERS MAKE FINE BIRDS? EXAMINING THE INFLUENCE OF PACKAGING FUNCTIONALITY ON CONSUMER BEHAVIOR**
Christian Baccarella FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG
Lukas Maier FRIEDRICH-ALEXANDER UNIVERSITY
Anna-Laura Himmelreich FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG
Kai-Ingo Voigt FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG

As packaging provides direct value for consumers, it is surprising that there is a scarcity of studies on the role of package design in research. We propose that packaging functionality has two possible roles. First, packaging functionality can be passive, meaning that the benefits stemming from the packaging are not directly linked to the goals associated with the actual consumption of the product. Second, packaging functionality can be active, implying that the packaging itself serves a function that actively helps users achieve their consumption goals. The aim of this paper is to introduce the concept of active packaging functionality and to provide first empirical evidence on how it influences consumers' product and firm evaluations. To achieve our research goals, we present two experimental studies. The first study tests the influence of active (vs. passive) packaging functionality in an online experimental setting. In our second study, we use a point-of-sale experimental setting to validate and further explore the role of active packaging functionality. Our results show that active packaging functionality leads to more positive product perceptions and to increased purchase intention. Moreover, our findings show that active packaging

functionality was associated with a perceived higher innovation ability of the offering firm.

1042 ON HOW TO PROMOTE OPTIMAL PURCHASING-MARKETING INTEGRATION

Carmen Gonzalez-Zapatero UNIVERSITY OF SALAMANCA

Gustavo Lannelongue UNIVERSITY OF SALAMANCA

Javier Gonzalez-Benito UNIVERSITY OF SALAMANCA

Recent literature has highlighted the increasing relevance of purchasing-marketing integration (PMFI). However, further research is still needed. This paper, grounded in Information Processing Theory, classifies PMFI drivers into information sharing “forums” or “optimizers”. It is postulated the greater capacity of “optimizers” for improving the commercial and financial performance of NPD, as well as speed. The empirical results obtained for a sample of 141 firms show that “forums” only improve NPD speed, while “optimizers” produce better commercial and financial performance. The paper explains the potential of different PMFI drivers, and contributes to the debate about the concept of functional integration itself.

1652 HOW MODES OF TECHNOLOGICAL COMBINATION AFFECT NEW PRODUCT INTRODUCTIONS

Hamid Mazloomi RENNES SCHOOL OF BUSINESS

Maryam Nasiriyar RENNES SCHOOL OF BUSINESS

Abstract

New product introductions (NPIs) are compelling responses to the competitive environment and an important source of growth in high-tech industries. Relying on the literature on recombinant technological innovation, this study examines how distinctive combinations of technological knowledge affect the performance of the new product development process. In doing so, we bring the variance-based performance implication to the fore and distinguish it from mean-based performance at the firm level. We describe firm recombinant activities in terms of the extent to which they exploit prior technological combinations (*reuse*) and differently recombine existing and new technological knowledge (*recombination*). Results from a sample of consumer electronics firms reveal that combination reuse has a curvilinear effect and recombination has a positive effect on the mean of NPIs. As for variance of NPIs, the combination modes differ significantly. Specifically, while combination reuse reduces the variability of NPIs, recombination increases their variance. Our findings highlight the importance of distinguishing the mean-based from variance-based implications of within-firm performance and have important implications for the literature on product innovation, technological combination and exploration/exploitation.

Innovation in family business (15:40 - 17:10) - INDEG Building/Room 1.05 ([Top](#))

Track: ST04_01 - Strategy, Entrepreneurship and Innovation in Family Business

Chair(s): Marta Berent-Braun

Discussant(s): Julia de Groot

Paper Presentations:

1370 INBOUND, OUTBOUND OR COUPLED? WHEN BEING A FAMILY FIRM LEADS TO HIGHER INNOVATIVENESS

Elena Casprini DEPARTMENT OF BUSINESS AND LAW, UNIVERSITY OF SIENA (ITALY)

Tommaso Pucci DEPARTMENT OF BUSINESS AND LAW, UNIVERSITY OF SIENA

Hans Rüdiger Kaufmann UNIVERSITY OF APPLIED MANAGEMENT STUDIES MANNHEIM

Lorenzo Zanni DEPARTMENT OF BUSINESS AND LAW, UNIVERSITY OF SIENA

Drawing from the open innovation (OI) and family business literatures, the aim of this study is twofold. First, it distinguishes among inbound, outbound and coupled OI processes and investigates to what extent these OI processes influence a firm's innovativeness, in terms of product, process and organizational innovation. Second, it looks at the impact of being a family firm in moderating these relationships. Based on a unique database on 119 Italian firms, the hypotheses are tested through a hierarchical moderated multiple regression analysis. The results show that inbound and coupled processes positively influence product and process innovation, while outbound and coupled processes positively influence organizational innovation. However, being a family firm (FF) moderates these relationships: for higher levels of inbound and outbound processes, being a FF influences product innovation more positively than being a non-FF; for higher levels of coupled process, FFs perform better than non-FFs in terms of process innovation; for higher levels of inbound (outbound) OI, organizational innovation is higher for non-FFs (FFs). Our results contribute to the ability-willingness paradox, showing how FFs are more able than their non-family counterparts to benefit from OI processes, but also shed light on possible criticalities that FFs could face with respect to organizational innovation.

1572 THE ABSORPTIVE CAPACITY AND THE LEARNING-BY-EXPORTING EFFECT IN FAMILY FIRMS

Joaquín Monreal UNIVERSITY OF MURCIA (SPAIN)

Joan Freixanet GRADUATE SCHOOL OF MANAGEMENT, ST. PETERSBURG UNIVERSITY

Gregorio Sanchez-Marin UNIVERSITY OF MURCIA

This paper analyzes the link between export activity and the different types of innovation outputs in family firms, examining the moderating role of absorptive capacity (AC). Following the learning-by-exporting (LBE) hypothesis, and on the basis of the ability and willingness framework, we explore differences between family and non-family-controlled firms regarding the influence of absorptive capacity. We test these relationships through a longitudinal analysis over an average sample of 1,800 manufacturing firms for the period of 2007-2013 that provides a dynamic

picture of the relationships among exporting, learning, and innovativeness. The empirical findings provide overall support for our arguments, showing that AC plays a moderating role in the LBE effect and that family control intensifies this influence. Internationalizing family firms may thus reap a higher benefit of their investments in absorptive capacity in terms of innovation output, thus suggesting a high incentive of these firms to invest in AC and to strengthen their intrinsic advantages in aspects such as decision-making speed, long-term vision and high commitment. The results have relevant scholar, management and public policy implications.

1697 TECHNOLOGICAL INNOVATION PERFORMANCE AND BUSINESS-PARTNERS' COLLABORATION IN FAMILY FIRMS

rafaela gjergji LIUC UNIVERSITY
Valentina Lazzarotti UNIVERSITÀ CATTANEO -LIUC
Teresa García Marco UNIVERSIDAD PÚBLICA DE NAVARRA
Federico Visconti UNIVERSITA' CATTANEO-LIUC

This research examines how the family status of the business, and the degree of family involvement in the management of family firms moderate the relationship between business-partner collaboration and technological innovation performance. We provide empirical evidence using a panel data of roundly 12,000 observations on Spanish manufacturing firms via regression analysis. Results show that the family status of the firm moderates the relationship between business-partner collaboration and innovation in a way that it reduces the likelihood of achieving higher innovation performance. Furthermore, within the group of family firms, the interaction between the degree of family involvement in the management and the business-partners collaboration has a negative and significant impact on the innovation performance. Discussion of such findings and limitations conclude the paper.

International Management 1: Cultural Distance (15:40 - 17:10) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Pia Faeth

Discussant(s): Iuliia Muzychenko

Paper Presentations:

174 THE EFFECTS OF CULTURAL DISTANCE ON THE PERFORMANCE OF CROSS-BORDER MERGERS AND ACQUISITIONS: WHAT DO WE KNOW AND WHERE DO WE GO?

Deepak Datta UNIVERSITY OF TEXAS AT ARLINGTON
Ankita Agarwal UNIVERSITY OF TEXAS AT ARLINGTON
Dynah Basuil DEPARTMENT OF LEADERSHIP AND PEOPLE
MANAGEMENT

Cultural differences have figured prominently in the extant research on cross-border acquisitions. In this paper we have sought to synthesize the growing body of research (involving 32 studies) that has emerged over the past three decades on the relationship between cultural distance and cross-border acquisition performance. Studies have used both shareholder wealth effects around the acquisition announcement date and longer-term measures to assess post-acquisition performance. However, in both these streams of research we observed equivocal findings with no clear indication of the nature of relationship. This contradicts the widely held belief among practitioners that most cross-border acquisition failures can be attributed to cultural differences. We also examine the limited research that sought to examine the relationship between cultural distance and cross-border acquisition outcomes in the context of moderating and mediating factors. Based on our review we identify gaps in extant research that represent viable areas for future research aimed at improving our understanding of the cultural distance-acquisition performance relationship. Cultural differences have figured prominently in the extant research on cross-border acquisitions. In this paper we have sought to synthesize the growing body of research (involving 32 studies) that has emerged over the past three decades on the relationship between cultural distance and cross-border acquisition performance. Studies have used both shareholder wealth effects around the acquisition announcement date and longer-term measures to assess post-acquisition performance. However, in both these streams of research we observed equivocal findings with no clear indication of the nature of relationship. This contradicts the widely held belief among practitioners that most cross-border acquisition failures can be attributed to cultural differences. We also examine the limited research that sought to examine the relationship between cultural distance and cross-border acquisition outcomes in the context of moderating and mediating factors. Based on our review we identify gaps in extant research that represent viable areas for future research aimed at improving our understanding of the cultural distance-acquisition performance relationship.

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ENTRY MODE AND INNOVATION ADOPTION OF MULTINATIONAL FIRMS. THE EFFECT OF CULTURAL DISTANCE AND HOME/HOST COUNTRY DEVELOPMENT

Jaime Gómez UNIVERSIDAD DE LA RIOJA

Beatriz Pérez-Aradros UNIVERSIDAD DE LA RIOJA

Idana Salazar UNIVERSIDAD DE LA RIOJA

The aim of this study is to gain further understanding of those factors that explain how multinational enterprises (MNEs) internationalize and compete in foreign countries. In particular, we underscore the role of MNEs country of origin when examining the influence of cultural distance on entry mode decisions. Moreover, we argue that the entry mode choice will subsequently determine the way subsidiaries innovate. Based on arguments from transaction cost theory, our contention is that shared-owned subsidiaries will present lower adoption speed of innovations than fully-owned subsidiaries. Finally, the moderating role of the host country environment in reducing potential opportunism is considered. We test our hypothesis on the mobile telecommunication sector during the period 2000-2017. Based on information of 18

multinational groups that operate in the five continents, our findings mostly support our hypotheses.

377 BEYOND CULTURAL DISTANCE: DEVELOPING A CONCEPT MAP FOR CULTURAL VALUATION

SEBASTIEN POINT EM STRASBOURG BUSINESS SCHOOL

DENISE POTOSKY PENN STATE GREAT VALLEY

The conceptualization and measurement of “distance” dominates international business (IB) research concerned with comparing cultures. This paper reviews and analyzes how scholars use the concepts of cultural distance, psychic distance, cultural differences, cultural proximity, and many related terms for the purpose of cultural valuation, i.e., appraising the opportunities and challenges associated with cultural considerations in international management. We systematically review 862 articles in the *Journal of International Management*, *Journal of International Business Studies*, *Journal of World Business*, *Management International Review* between the years of 2000 and 2014 to identify key methodological issues associated with the concepts most commonly used for cultural valuation. In particular, we compared frequencies, definitions, valences, and connections between the key concepts used to understand and compare cultures in the IB field. We develop a concept map that simultaneously illustrates the current zeitgeist of cultural distance research in IB and reveals some methodological and conceptual shortcomings regarding cultural valuation efforts. Our concept map points out specific needs for definition and greater consistency in terminology, construct validation, and measure development in research regarding psychic/cultural distance, and enhances understanding of the nomological network of cultural valuation.

International management perspectives (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: GT14_00 - Conference General Track

Paper Presentations:

25 MARSHALL PLAN OR A MEDIATOR: THE TEN YEARS LONG JOURNEY OF EUROPEAN MANAGEMENT REVIEW

Cenk Sözen BASKENT UNIVERSITY

Erdem Kırkbeşoğlu BASKENT UNIVERSITY

Şule Tuzlukaya ATILIM UNIVERSITY

Mehmet Çakar BASKENT UNIVERSITY

This study aims at examining the role of European Management Review within the on-going paradigmatic debates between Europe and North America concerning management and organizational research. Ten years long bibliometric data of the journal were gathered. Citation patterns of EMR authors were analysed according to journals they prefer to refer more frequently. Citation patterns of the authors from sub regions in Europe were also compared to test whether heterogeneity exists in terms of

academic resource usage. Findings highlight that EMR has successfully constructed a bridge between research traditions of two continents. Qualitative, macro and theoretical articles, which is a significant characteristic of European paradigm have considerable rate of acceptance in EMR. Besides obeying local rules of scientific inquiry, majority of European authors have decided to use influential North American Journals. EMR has partially found a way to unify fragmented research efforts in different parts of Europe. Findings also indicate that authors from East Europe are almost invisible in EMR.

325 INVESTIGATING THE ISSUE OF FISCAL SUSTAINABILITY IN INDIA: A STATE LEVEL ANALYSIS

Varun Chotia ASSISTANT PROFESSOR, ECONOMICS - JAIPURIA
INSTITUTE OF MANAGEMENT, JAIPUR CAMPUS, RAJASTHAN, INDIA
N V Muralidhar Rao PROFESSOR, DEPARTMENT OF ECONOMICS AND
FINANCE, BITS PILANI, PILANI CAMPUS, RAJASTHAN, INDIA

The objective of this paper is to investigate the issue of fiscal sustainability for India and construct a measure to evaluate the same. For this purpose, we have calculated a fiscal sustainability indicator named as 'Sustainability Gap' for the twenty eight Indian states, excluding Telangana, for the time period of 2006-07 to 2017-18. Based on the calculated values of 'Sustainability Gap', we have divided the states into three major performance categories: Top Performers, Decent Performers and Bad Performers. States like Chhattisgarh, Goa and Odisha have the least interest costs and find themselves in the list of Top performers. States like Uttar Pradesh, Punjab and Rajasthan have their revenue account into a good stead and come under the top performers' bracket. States like Jharkhand, Tamil Nadu, Andhra Pradesh, Madhya Pradesh, and Karnataka perform poorly because of a poor revenue balance. The large debt ratio is a major cause of concern for many India states particularly from the point of view of stability and sustainability of fiscal policy. The study stresses that Indian states need to focus upon on lowering their public debt in order to move towards fiscal sustainability. The present scenario advocates for the greater involvement of private sector through options like Public-Private Partnerships (PPPs). Finally, we conclude that since each Indian state has its own fiscal characteristics which are quite different from the others, all the relevant budgetary measures which are focused towards improving their fiscal situation need to be modified individually.

1156 TRANSFORMATIONS IN GOVERNANCE, REPRESENTATION AND DEMOCRACY: LESSONS FROM UK STUDENTS' UNIONS

Michael Cole UNIVERSITY OF LIVERPOOL MANAGEMENT SCHOOL
Jiajing Sun UNIVERSITY OF CHINESE ACADEMY OF SCIENCES

Here, we consider the governance and democratic credentials of UK SUs through discussion of the results from two distinctive studies undertaken in 2007-11 and 2016-17. The first project addressed the functioning of the traditional model of SU governance and identified critiques in terms of skills and abilities of student officers, the functions of those officers and the limitations derived from their short tenures. The effectiveness of student representative forums was also discussed and critiqued. The second study considered the new governance arrangements implemented in recent

years in terms of the changing functions of student officers and representative structures and the operation of the new Trustee Boards. We then interpret these structures through a range of academic literature and conclude that the governance reforms have led to SUs becoming much more responsive to agendas derived from market pressures and central government agendas.

Intra-organizational Hybrid Dynamics: A Conversation with Marya Besharov (15:40 - 17:10) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Francesco Rullani

Paper Presentations:

363 IDENTIFICATION IN HYBRID ORGANIZATIONS: A PARTICULARLY COMPLEX PROCESS.

Cécile Godfroid UMONS
Marc Labie UMONS

Building a coherent identity helps hybrid organizations to better meet the sometimes conflicting requests of their wide range of stakeholders. However, due to tensions palpable in these organizational forms because of their contradictory organizational logics, staff members will tend to face identity conflicts. Therefore, understanding how organizational identification emerges in hybrid organizations appears to be of major importance. This paper suggests a framework incorporating key factors that may influence the process of organizational identification in such organizations, namely institutional logics, employees' personal logics, organizational culture, human resource management (HRM) practices, employees' identity, and organizational identity.

917 MANAGING TENSIONS THROUGH CARE AND COMPASSION IN HYBRID SOCIAL VENTURES

Isabella Pozzo UNIVERSITÀ BOCCONI
Clodia Vurro UNIVERSITY OF MILANO

The simultaneous pursuit of social and financial goals generates tensions that hybrid social ventures have to manage effectively to create social value. Extant research has largely explored the nature and reasons behind such tensions at corporate level, leaving room for further studies on how goal ambiguity and related tensions impact on microlevel conditions for action of employees within the social venture. Building on and extending recent studies on the role of organization climate to foster prosocial behavior of employees, we explore how the creation of a care and compassionate organization can support hybrid social ventures in managing persistent tensions. In fact, high levels of care and compassion allow the integration of conflicting dimensions by generating an inclusive environment where all members feel engaged

and supportive about all the activities, irrespective of the type (whether business or social oriented). On the one hand, care and compassion create an environment where all members enjoy to go to work and be productive, thus enforcing economic value. On the other hand, working in a collaborative environment fosters mission engagement and create a strong community, thus enhancing social impact.

With a case study and survey data on an Italian social cooperative, we develop a model of how a hybrid social venture generates a care and compassionate environment, and how high levels of care and compassion are significantly associated with both high social and economic value creation.

Issues of reflexivity (15:40 - 17:10) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Bill Lee

Paper Presentations:

**313 ADVANCING ‘EPISTEMIC REFLEXIVITY’ AS A NEW
METHODOLOGICAL PROCESS IN INTERNATIONAL BUSINESS
RESEARCH: A BOURDIEUSIAN PERSPECTIVE ON KNOWLEDGE-
PRODUCTION**

David Guttormsen BI NORWEGIAN BUSINESS SCHOOL

This paper advances epistemic reflexivity as a new methodological process in International Business (IB) research. It draws inspiration from Pierre Bourdieu’s ‘sociology of sociology’, i.e. to move beyond treating reflexivity solely as an interpersonal facet (between the researcher and his/her research subjects, data or context) and to pertain only within the qualitative research paradigm. The paper proposes three areas of theoretical contributions: (i) embedding the issue and phenomenon of reflexivity with an epistemological foundation due to the concept being elevated as the primary concern of knowledge-production, therein creating new perspectives for the role of the researcher; (ii) establishing an ‘epistemic’ form of reflexivity that traverses the concerns of reflexivity beyond the (inter)personal sphere while also concerning the activities relating to devising a research design and working within the academic profession, thus producing knowledge, more broadly speaking; and (iii) innovating, and the practical operationalisation of, epistemic reflexivity into a new methodological *process* comprised of seven self-interrogating phases for the researcher. This latter point involves constant re-questioning, re-engaging and re-analysing collected data to enhance the potential of (re)discovering important nuances within the total universe of collected data, and subsequently, to unveil new findings regarding the IB phenomena under scrutiny. This paper highlights implications on IB research across the qualitative and quantitative research paradigms, as well practical implications for global managers and enhanced visibility in IB academic publication outlets.

525 CAPTURING BECOMING PROCESS OF SPACE AND TIME: A REFLEXIVE TWIN-TRACK FRAMEWORK
Yihan Liu UNIVERSITY OF LIVERPOOL

This paper is based on the assumption of strong view of process theory that re-conceptualizing organizational space and temporality as becoming processes. This paper contributes to this track by focusing on philosophical reflections on researching space and time in organization studies. I seek to contribute methodologically based on Lefebvre's theorization of space. I proposed a reflexive twin-track framework as a potential approach enabling studying what takes places in everyday organizing. Motivation behind proposing this reflexive twin-track framework is that it enables to discover spatial and temporal experiences as becoming and evolving processes.

1880 BRACKETING THROUGH TRANSPERSONAL REFLEXIVITY
Viktor Dörfler UNIVERSITY OF STRATHCLYDE, UK
Marc Stierand ECOLE HÔTELIÈRE DE LAUSANNE

In this conceptual methodology paper we explore the concept of bracketing in the phenomenological tradition. In this conceptual study we draw on experience from two empirical studies, one of which focused on the cognitive complexity of top scientists and the other on the creativity of top chefs. Both of these studies were framed in a phenomenological approach and both of them were aimed at studying high-complexity phenomena related to extraordinary achievers. This means that there is sufficient similarity between the two studies to bring them together in a conceptual exploration. In both of these studies we have engaged in bracketing as we were trying to make sense of the rich empirical material we have collected, in both cases this has been done through an interaction of two researchers (thus transpersonal), and in both cases the bracketing process was reflective and reflexive. In this conceptual study we explore the characteristics and the significance of bracketing implemented this way, and we argue that bracketing can then be the source of additional insights that supplement and/or clarify the findings.

Leadership Roles and Styles I (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.28 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Ellen Weber

Paper Presentations:

1030 THE DIGITAL LEADERSHIP FRAMEWORK: INSIGHTS INTO NEW LEADERSHIP ROLES FACING DIGITAL TRANSFORMATION
Ellen Weber UNIVERSITY OF HOHENHEIM
Eva-Helen Krehl UNIVERSITY OF HOHENHEIM
Marion Büttgen UNIVERSITY OF HOHENHEIM
Karsten Schweikert UNIVERSITY OF HOHENHEIM

Today, one of the biggest challenges leaders are facing is the digital transformation. Leaders find themselves in unprecedented situations, triggered by a volatile, uncertain, complex, and ambiguous environment, also described as VUCA world. Nevertheless, academic research in this area is still very limited. Following the call for rethinking leadership (Avolio *et al.*, 2014), we conceptualize a Digital Leadership Framework comprising seven distinct leadership roles which effectively meet the challenges of digital transformation: The digital pioneer, the innovator, the networker, the manager, the enabler, the mentor, and the digital mentee. Moreover, we develop a scale measuring the seven digital leadership roles following Crawford and Kelder's (2018) recommendations for scale development. Thereby, the underlying goal was to check for preliminary validity and item coverage before conducting a full-scale empirical test. Finally, we offer suggestions for further research as well as practical implications.

1129 TELL ME YOUR POSITION AND I TELL HOW YOU BEHAVE: A FRAMEWORK ON HOW LEADER/FOLLOWER ROLES AFFECT BEHAVIORS

Felipe de Araujo CESUPA

Filipe Sobral GETULIO VARGAS FOUNDATION IN RIO DE JANEIRO
(BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION)

In the organizational setting, individuals are naturally inclined to classify workers as either leaders or followers. More than mere classifications, “leader” and “follower” are roles that are played by individuals in group interactions. This paper creates a framework that compares the different prototypes of leaders and followers to predict differences in behaviors due to role change. Although some behaviors may be role-specific, many others have no direct link to leadership, such as apologies. In such cases, there should be no difference in the behavior depending on the role. Given that the prototype linked to the role drive behavioral changes, it was proposed that the differences in leaders and followers prototypes impact how an individual behave while occupying the leader or follower role. After reviewing the most significant studies on ILT, five prototypical factors (power, intelligence, dedication, team player and charisma) and one antiprototype (tyranny) were found to be the most common factors associated with effective leadership. In the case of followers, we have three follower prototypical factors (industry, team player, and enthusiasm) and three antiprototypical factors (conformity, insubordination, and incompetence). The proposed framework argues that some attributes are exclusive to leaders (power, intelligence and sensitivity/tyranny), some to followers (Loyalty, Conformity and Insubordination) while some are shared by both (Dedication/Industry, Team Player and Charisma/Enthusiasm). This framework helps understand that a change in role from leader to follower, or follower to leader, will lead to changes in perceptions and consequently a change in behavior.

1597 THE BLIND LEADING THE MUTE - FORMAL LEADERS' POTENTIAL TO FACILITATE INSTITUTIONALIZATION OF THE AGILE MYTH

Johannes Berglind Söderqvist CHALMERS UNIVERSITY OF TECHNOLOGY
Gouthanan Pushpanathan CHALMERS UNIVERSITY OF TECHNOLOGY

More and more firms are moving from a plan-driven to an agile approach to new product development, a transition that entails significant challenges not least for managers and formal leaders. In this context we draw on institutional theory and conceptualize agile development as a myth. By considering the adoption of the agile myth in previously plan-driven product development we illustrate a paradox whereby

agile development constrains the existing agility embedded in informal structures. To illustrate this, we provide an example from an ongoing ethnographic study of a product development unit currently undergoing a transition from plan driven to agile development. We further synthesize our theoretical argument with empirical observations by presenting two distinct personas, The Blind representing the formal structure, and The Mute representing the informal structure, and draw potential from this illustration for how formal leaders can act to overcome the paradox.

Migration and Integration (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: T05_03 - Identity, Power, & Migration: Integration and Cross Cultural Management

Chair(s): Jasmin Mahadevan

Paper Presentations:

- 501 TRANSFER OF SKILLS. HOW TO INTEGRATE THE COMPETENCIES OF ELDERLY CARE MIGRANTS INTO THE POLISH LABOUR MARKET?**
Sabina Kubiciel-Lodzińska OPOLE UNIVERSITY OF TECHNOLOGY
Jolanta Maj OPOLE UNIVERSITY OF TECHNOLOGY
Piotr Bębenek OPOLE UNIVERSITY OF TECHNOLOGY

Europe, including Poland, features an increasing demand for labour in the elderly care services. There is an increasing employment of foreigners coming mostly from Ukraine in this segment. Work in the elderly care sector is viewed as unappealing, burdensome, relatively low-paid, thus the little interest from the domestic workforce. The article describes the results of 42 individual in-depth interviews conducted with foreigners that take care of elderly people. The sampling of respondents was done by using the snowball method and Respondent Driven Sampling (RDS). The group of respondents included persons living with their charge (so-called living-in) and persons renting an apartment and providing hourly care (so-called living-out). The group features both legally and illegally employed persons. The purpose of the study, among others, was to determine the profile of an immigrant taking up work in the elderly care sector, including the specification of his or her education and competencies. It was determined that 70% of the respondents has higher education, including 30% with nursing or physiotherapeutic education. Thus far, Poland featured no studies of foreigners working in the elderly care sector, which is why the results have substantial cognitive value. The study is also one of the few that featured an analysis of the education and competencies of the migrants that took up work in the elderly care sector. It may provide important knowledge for companies dealing in elderly care employment services and can be useful for the persons that are creating the migrant management system.

- 1917 THE ROLE OF THE EMPLOYER IN FOREIGN-BORN WORKER INTEGRATION**

Ola Bergström GOTHENBURG UNIVERSITY
Vedran Omanovic GOTHENBURG UNIVERSITY

Integration of refugees in the society is one of the main problems in Europe in recent decades, accentuated by the refugee crisis in 2015. Sweden was one of the European countries that received the most refugees per capita. One of the key challenges of integration is to facilitate the entry of new arrivals in the labour market. Policy makers across Europe therefore often call for the involvement of employers to solve these problems and labour market authorities initiate various incentive schemes aiming at stimulating employers to create jobs and facilitate the entry of ethnic minorities in the labour market. However, the role of employers in facilitating entry of new arrivals in the labour market is not only unclear it also includes several problems related to the independence of firms in relation to government policies. This paper aims at providing a better understanding of how firm HR strategies both inhibit and facilitate the entry of new arrivals in the labour market. It does so by investigating the way firms in the Swedish retail industry contributes to the entry of ethnic minority workers in the workplace.

416 REFUGEES' LABOUR MARKET INTEGRATION: A SYMBOLIC CAPITAL PERSPECTIVE.

Pia Cardone CHEMNITZ UNIVERSITY OF TECHNOLOGY, CHAIR OF ORGANIZATION AND INTERNATIONAL MANAGEMENT,
Sebastian Kurfürst BUSINESS ENTERPRISE, BERLIN

Refugees in the German labour market are commonly perceived as overrepresented in casual, low wage and low status jobs. In this study we take a Bourdieusian perspective and study natives' attributions of the labour market-relevant capital assets of refugees to explain existing disadvantages in the job market. Based on a quantitative study, we assess the perceived capital assets of refugees from the perspective of native Germans. Our results show that the symbolic capital of refugees, especially in terms of social capital resources, incorporated cultural capital and economic capital, is considered significant lower than the symbolic capital of labour market actors who are not attributed the characteristic "refugee". These attributions are mainly linked to a lack of direct contact, lack of information and widespread negative images of refugees in the social surrounding. Our study highlights the importance of existing attribution patterns for the disadvantages refugees face on the German labour market and provides a basis for critical reflection of the taken-for-granted position of refugees as unprivileged group.

Negative Forms of Leadership I (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.26
([Top](#))

Track: T09_04 - Leadership

Chair(s): Mait Rungi

Paper Presentations:

1107 PSYCHOPATHIC MANAGER BEHAVIOUR AND WORKPLACE DEVIANCE: MODERATED MEDIATION MODEL WITH REVENGE MOTIVE AND ATTITUDE IMPORTANCE

Sinem Bulkan UNIVERSITY OF READING HENLEY BUSINESS SCHOOL
Malcolm Higgs HULL UNIVERSITY BUSINESS SCHOOL

This study extends research on psychopathic manager behaviour by exploring how employee reports of workplace deviant behaviours are related to psychopathic manager behaviour in a moderated-mediation model. Data were collected from 519 employees from a wide variety of jobs and industries who currently work for or previously worked for a manager. 2 moderated-mediation models were tested. Moderated-mediation hypotheses were supported for attitude importance for psychopathic manager behaviour. Results support the idea that employees experiencing psychopathic manager behaviours are likely to engage in workplace deviant behaviours (supervisor and organisation-directed deviance) and revenge motive mediates this relationship. Additionally, in the same model, attitude importance moderates the relationship between revenge motive and supervisor and organisation-directed deviance. Finally, findings are discussed; limitations, suggestions and implications are presented.

1462 WHY COERCIVE LEADERS ADVANCE: AN EVOLUTIONARY PERSPECTIVE

Wendy de Waal-Andrews VU AMSTERDAM
Mark Van Vugt VU AMSTERDAM
Reinout De Vries VU AMSTERDAM

Drawing on Evolutionary Leadership Theory we discuss why people who engage in coercive leadership behavior (i.e., high in agency and low in communion) may sometimes be selected into leadership positions, succeed in such positions, and even advance in an organizational hierarchy. We hypothesize that persuasive leadership behavior (i.e., high in agency and communion) will be perceived as more effective (Hypothesis 1) and will be more prevalent among managers (Hypothesis 2) than other types of leadership behavior (e.g., coercive leadership behavior or behavior low in agency and high in communion). However, we reason that people's relative position will affect their evaluation of the effectiveness of different leadership behaviors. More specifically, we hypothesize that higher-level managers will be more positively biased (i.e. perceive as more effective than do direct reports) towards coercive leadership behavior than towards other types of leadership behavior (Hypothesis 3). Moreover, given the relative importance of higher-level managers in decisions relating to advancement in organizations, and the additive effect of such decisions as people rise through the ranks, we hypothesize that coercive leadership behaviors will be more positively related to managers' hierarchical level than other types of leadership behavior (Hypothesis 4). We tested our hypotheses in two studies with complementary designs. In Study 1, an experiment, people evaluated the effectiveness of target managers with different leadership styles from the perspective of a direct report or from the perspective of a higher-level manager. We found that people perceived managers with a persuasive leadership style as more effective than

managers with other styles irrespective of the perspective from which they evaluated them. Moreover, differences between perspectives were highest for target managers with a coercive leadership style and these managers were perceived to be significantly more effective by higher-level managers than by direct reports. Thus, Study 1 supported Hypothesis 1 and Hypothesis 3. In Study 2, we drew on a pre-existing database with feedback on the leadership behavior of target managers at different leadership levels in organizations provided by both their higher-level managers and their direct reports. Both direct reports and higher-level managers indicated that focal managers across leadership levels engaged in persuasive leadership behaviors more than in other types of leadership behaviors. Moreover, both indicated that managers at higher leadership levels engaged in coercive leadership behaviors more frequently than managers at lower leadership levels, and that the increased prevalence at higher leadership levels of coercive leadership behavior was larger than that

1612 A DARK CLOUD OVER LEADERS: THE INABILITY TO MAINTAIN GOOD WORKING RELATIONSHIPS AS TOXIC DISADVANTAGE FOR DARK LEADERS

Nadine Page HULT INTERNATIONAL BUSINESS SCHOOL
Sabine Bergner GRAZ UNIVERSITY
Stefan Wills HULT INTERNATIONAL BUSINESS SCHOOL

Newspaper articles frequently report incidents where a leader's dark side of personality causes disastrous damage for a whole organization. This study focuses on the dark triad traits – narcissism, machiavellianism, psychopathy – and leadership. It investigates reasons for why the dark triad results in negative leadership outcomes. Moreover, it sheds light on the question if leaders with a strong dark side of personality become even more harmful when they work with subordinates who also show a strong dark side of personality. In total, 349 subordinates (51% male, $M_{age}=45$, $SD_{age}=11$) rated their own and their leader's narcissism, machiavellianism, and psychopathy. Additionally, they provided information on their leader's performance and on the quality of the relationship with their leader. Findings demonstrate that the quality of the leader-subordinate relationship (partly) mediates the link between the leaders' dark side of personality and their performance: Leaders' narcissism and machiavellianism result in lower-quality relationships. The lower-quality of the leader-subordinate relationship then impacts the leaders' performance. Moreover, subordinates' dark side of personality moderates the negative effect of a leader's narcissism and machiavellianism on relationship quality. Subordinates high on narcissism and machiavellianism report higher-quality relationships with their narcissistic and machiavellian leaders than their humbler and less machiavellian counterparts. This study investigates mechanisms that explain why a leader's dark traits result in negative performance. It further shows that the negative consequences of a leader's dark traits can be buffered by subordinates' personality.

Non profit management: emerging issues (15:40 - 17:10) - ISCTE - Building II/Room C4.08
([Top](#))

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Andrea Bonomi Savignon

Paper Presentations:

1194 PURSUING THE MISSION OF THIRD SECTOR ORGANIZATIONS IN THE CONTEXT OF INTERORGANIZATIONAL NETWORKS: IMPLICATIONS TO STRATEGY

Ana Simaens ISCTE-IUL

Third Sector Organizations (TSOs) face multiple sources of complexity in the pursuit of their missions. These include the institutional, problem, strategic, and operational complexities explored in this paper. There are increasing demands on TSOs to fill the gaps in social provision arising as sections of society face ever more difficult economic and financial conditions. However, the TSOs themselves are also faced with growing challenges, particularly in terms of access to resources. Funding sources have less available to disperse due to the demands of austerity, and the competition among TSOs for that diminishing pool of resources is increasing. The increasing complexity faced by TSOs has demanded new forms of cooperation and interorganizational coordination. It is in the context of multiple networks of relationships, both serendipitous and goal-directed, that this paper explores a systems approach to mission pursuit. Based on an empirical study with twenty-three TSOs belonging to an interorganizational network, we explore not only the environmental interconnectedness and complexity they face, but also the role of interorganizational relationships within the boundaries of the network for mission pursuit. The findings suggest that these TSOs face multiple enablers and barriers in the pursuit of their missions, related to a set of interorganizational relationships both within and outside the borders of the goal-directed network. The mechanisms of competition and cooperation detected are also explored.

1313 COMMUNITY LIBRARIES IN ENGLAND: EMPOWERING VOLUNTEERS AND A CATALYST FOR CHANGE

Deborah Forbes NEWCASTLE UNIVERSITY BUSINESS SCHOOL

Geoff Nichols UNIVERSITY OF SHEFFIELD

Lindsay Findlay-King NORTHUMBRIA UNIVERSITY

Gordon MacFaden NORTHUMBRIA UNIVERSITY

This paper explores the balance between austerity localism (a reaction to public budget cuts) and progressive localism (a challenge to neo-liberalist hegemony) in the transfer of libraries to volunteer management. It is based on interviews in libraries in a northern city. Libraries in the U.K. are vulnerable to budget cuts as the extent of statutory provision is ambiguous and transfer to volunteer management may be the only viable alternative to closure. Volunteers felt compelled to act to save their libraries from closure, but in doing so were developing new services and ways of providing them. This showed a nuanced balance between a reaction to austerity and an approach which could be regarded as 'progressive'. The paper contributes to the meaning and use of the concept of 'progressive localism', and understanding the

synergy between this and ‘austerity localism’ within the asset transfer of library services.

1437 THE INFLUENCE OF FAMILIARITY WITH THE STATUS QUO, POWER, AND FOR-PROFIT EXPERIENCE ON THE OPENNESS TO CHANGE: THE MODERATING ROLE OF SATISFACTION

Andreas Reinhardt OTTO VON GUERICKE UNIVERSITY MAGDEBURG
Susanne Enke OTTO VON GUERICKE UNIVERSITY MAGDEBURG

Stakeholders’ openness to change is a crucial factor for any organization planning to undergo change but previous research focused on for-profit organizations. Studies suggest that several factors, e.g., familiarity with the status quo and perceived power to influence change enhance openness to change. Based on bounded rationality theory, we partially replicate previous studies on openness to change but extend the scope to an NPO context. Therefore, we add individual for-profit experience as a potential antecedent of openness to change and include members and customers next to employees in our analysis. Additionally, we assume a moderating effect of satisfaction with the status quo on these relations. We examine 2,043 stakeholders from various industries and 95 countries of an international NPO that wants to transform its global governance system. Our results confirm the enhancing effects of familiarity with the status quo and perceived power to influence change. However, they show an impeding effect of for-profit experience. We find strong indications for a negative, moderating role of satisfaction for all direct relations between openness to change and its antecedents, thus reducing their effects on openness to change. Our study contributes to research on bounded rationality theory by extending its application in the non-profit context and it provides important advice to decision makers in NPOs pursuing change.

Organizing Art (15:40 - 17:10) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: T01_04 - Arts for Business and Society

Chair(s): Davide Bizjak

Discussant(s): Emanuela Conti

Paper Presentations:

1866 IMPRESSION, SOLEIL LEVANT: WHAT BUSINESS SCHOOLS CAN LEARN FROM THE IMPRESSIONISTS

Volker Rundshagen STRALSUND UNIVERSITY OF APPLIED SCIENCES

Within the big picture of society business schools are losing their esteem: there is increasing criticism, particularly in the wake of financial crises and corporate scandals. With their recent path of conformity and obedience to external pressures, leading to dangerously homogenous institutions, European business schools are losing validity in providing management education for a complex environment. Furthermore,

the European vision is fading, and nationalism is on the rise once again on a continent that people in many parts of the world consider a laboratory for rethinking humanity's future with its strengths in crucial areas such as quality of life, the nurturing of community, and sustainable development. In this think-piece, combining history of arts and contemporary management education, I derive suggestions how European business schools could enact lessons from the Impressionists in areas labelled *scientific innovation*, *inspiring internationalisation*, and *visionary commitment* to lead themselves and the business world into a more viable future. Despite obvious limitations in comparing a group of 19th century painters with 21st century higher education institutions I claim that the challenges business schools face could be mastered with facets of Impressionist's mind-sets. With courage and commitment a formidable European business school era is at least conceivable.

- 1171 THE DYNAMICS OF ART AND BUSINESS KNOWLEDGE AS MEANING**
Birgit Jevnaker BI NORWEGIAN BUSINESS SCHOOL
Johan Olaisen BI NORWEGIAN BUSINESS SCHOOL

This paper discusses arts as practice for business and society studies. Given that arts are necessary to develop business and society; how can valuable arts practices be learned? This conceptual paper is investigating how collective knowing develops in business contexts using art by unconventional painters such as Edvard Munch as examples of this process. The necessity of art is giving us a societal meaning of the process of knowing or a scripted story for enterprise action based upon the knowledge of art. The reflection and dialogue based upon art might contribute to creativity and innovation in the business process. The paper develops a theoretical framework and theory for how this works. The methodology of the paper is an exploratively clarified subjectivity.

- 699 ORGANIZING THE EVENT OF SOUND - THE CASE OF "LA DIGESTION" FESTIVAL**
Domenico Napolitano UNIVERSITY SUOR ORSOLA BENINCASA, NAPLES, ITALY

This paper intends to focus on the relation between sound and management from a very specific point of view: the concept of "emergence of sound" as formulated by composer and music theorist Agostino Di Scipio. The idea of sound as inseparable from the space-time conditions of its emergence is indeed a crucial issue for an organization that deals with "sound art" in its most contemporary sense, that is a music practice where auditory dimension is explored broadly. In sound art the principles of arrangement of space and audience, together with the technologies of sound production and reproduction, create a bridge between art and organization where the two are intertwined. In the idea of a sound ecology pursued by sound art, according to which sound is inseparable from its socio-technical environment, the organizational issues become, in all respects, a part of the sound art work and of its fruition, both in a material and in a symbolic way. This results in the need of re-thinking some principles of organizational theory in contemporary arts management, in the direction of a cultural and symbolic approach, as deployed by Pasquale Gagliardi, as well as of an actor-network theory. Through the case study of the

Neapoletan sound art festival *La Digestion*, using the method of self-narration, this paper will try to enlighten the necessity and complexity of this topic in a real organization.

PMI Research Grant (15:40 - 17:10) - ISCTE - Building II/ Auditório B2.04 ([Top](#))

Rewarding and Compensation (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Fabrizio Maimone

Paper Presentations:

962 THE DIFFERENTIAL INFLUENCE OF TANGIBLE AND INTANGIBLE REWARDS ON INTENT TO QUIT AMONG CANADIAN ICT WORKERS

Stéphane Renaud UNIVERSITÉ DE MONTRÉAL

Alexandre Vincent UNIVERSITÉ DE MONTRÉAL

Lucie Morin UQAM

The purpose of this paper is to study the differential influence between tangible and intangible rewards on intent to quit among Canadian ICT workers. Four hypotheses were formulated based on the empirical literature, the social exchange theory (Blau, 1964), the two-factor theory (Herzberg, 1959) and the concept of reservation wage. The first two hypotheses suggest that satisfaction with tangible direct rewards and satisfaction with tangible indirect rewards are negatively linked to an employee's intent to quit. The third hypothesis suggests that satisfaction with intangible rewards is negatively linked to an employee's intent to quit. Finally, the fourth hypothesis suggests that satisfaction with intangible rewards has a stronger negative influence on an employee's intent to quit than satisfaction with tangible (direct or indirect) rewards. Data were collected among employees working in the Canadian ICT sector. HR managers of 99 firms operating in the ICT sector were solicited and 21 have accepted that their employees participate in the study. The cross-sectional data were collected using an electronic survey and was conducted from the beginning of November 2017 until the end of February 2018. In total, 223 questionnaires were completed. The results of the study validate the first hypothesis suggesting that satisfaction with tangible direct rewards is negatively linked to an employee's intent to quit. Similarly, our second hypothesis suggesting that satisfaction with tangible indirect rewards is negatively linked to an employee's intent to quit gets empirical support. The results also give empirical support to the third hypothesis proposing that satisfaction with intangible rewards is negatively linked to an employee's intent to quit. Finally, the findings of this study confirm the last hypothesis suggesting that satisfaction with intangible rewards has a stronger negative influence on intent to quit than satisfaction with tangible rewards, either direct or indirect.

976 MANAGING REWARDS FOR REAL ESTATE AGENTS: EFFECTS ON JOB SATISFACTION AND TURNOVER INTENTION

Pilar Mosquera UNIVERSIDADE DE LISBOA - ISEG - ADVANCE

Maria Eduarda Soares UNIVERSIDADE DE LISBOA - ISEG - ADVANCE

Daniela Oliveira UNIVERSIDADE DE LISBOA - ISEG

In an environment characterized by intense competition, organizations face increasing challenges for retaining their human capital. Since the recent growth of the real estate market in Portugal, this challenge has become an acute problem for Portuguese real estate agencies. Reward management has been used as a panacea to promote job satisfaction and retention. However, the relationship between these variables is not clearly stated in this industry, mainly due to the scarcity of empirical studies. This article aims to be a contribution to overcome this gap and presents an empirical study undertaken in the three largest agencies operating in Lisbon. The purpose of the study is to evaluate the role of different types of rewards on job satisfaction and turnover intention. Using a sample of 220 participants, the study analyses a conceptual framework and tests hypotheses through Partial Least Squares (PLS). Results show that both satisfaction with intrinsic rewards and satisfaction with extrinsic rewards have a positive impact on job satisfaction. However, satisfaction with extrinsic rewards has a stronger impact on job satisfaction. Satisfaction with rewards and job satisfaction are both directly related to turnover intention, but the effect is weak. Job satisfaction mediates the relationship between satisfaction with rewards and turnover intention.

1103 CLASSIFICATION OF COMPENSATION POLICIES ACROSS EU COUNTRIES: DIFFERENT PAY PRACTICES FOR SIMILAR OUTCOMES

Henrique Duarte BRU; ISCTE-IUL

Fátima Suleman INSTITUTO UNIVERSITÁRIO DE LISBOA (ISCTE-IUL)

Abdul Suleman ISCTE-IUL

This study contributes to the research on comparative institutional human resource management literature and provides empirical evidence on the relationship between compensation policy and models of capitalism. More specifically, it tries to classify firms according to their compensation policies and check for the similarities and differences among firms in each model of varieties of capitalism (VoC).

We draw on Structure of Earnings Survey (SES) data for 2014, which provide information on pay variables on eighteen European countries. Empirical strategy comprises two steps. The analysis starts with a fuzzy clustering to identify typical compensation policies of the sampled countries. In the next step, we estimate a Tobit regression model to examine how the compensation policy interacts with the model of VoC proposal.

The multivariate data analysis pointed to four fuzzy clusters based on the level of internal dispersion of earnings and relation to the market. Four fuzzy clusters of compensation policies can be ranged from low to high dispersion, while the other represents a policy oriented to the market. *Internal Labour Market Undifferentiated*

(ILMU) policy show a negligible dispersion of earnings either within or between job levels; firms pay wages below the market rate and have lower returns to education and tenure. In the *Internal Labour Market Qualified* (ILMQ) policy, the key features are the highest return to education and tenure. The cluster labelled as *Competitive* evidences moderate dispersion and a wage rate higher than the general and industry market rates. Finally in the *Incentive* policy all the dispersion variables show the highest values.

These findings illustrate the variety of pay practices that seem to target a single outcome, the individualisation of earnings. While, some firms use within and between job dispersion to reward high-performers, others provide high return to education and qualifications. Some sampled firms prefer to be attractive in the market and pay higher wages, and offer at same time merit pay systems.

The Tobit regression model estimates show that highly dispersed policies prevail in Liberal labour market, while low dispersion policies are associated with Coordinated Markets Economy. The findings help dividing the Continental versus Southern and Transition European countries. In the former prevails *Competitive* and *Incentive* policies, while in the latter we found mixed patterns of *ILMU* and *ILMQ*. These results unveil the influence of labour market institutions, legal settings and probably cultural environments implicit in the capitalism model.

S01.07 - The Business for Society Project: New Step (15:40 - 17:10) - ISCTE - Building I/ Auditório 1NE03 - JJ Laginha ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Rémi JARDAT, Francesco Gangi, Jérôme MERIC, Lucia Daniele, Alexandre Rambaud

S02.02 - SME governance, transitional growth states and board configurations in complex contexts. (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Wafa Khelif, Coral Ingley, Lotfi Karoui, Eythor Jonsson

S07.02 - Management Lives in Portuguese-Speaking Countries: Fado, Samba, Morna, Kuduro, and more (15:40 - 17:10) - ISCTE - Building II/ Auditório B2.03 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Miguel Lopes, Lilian Wanderley

S13.02 - Ecosystems in Management Research – Current and Future research (15:40 - 17:10) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Agnieszka Radziwon, Annabelle Gawer, Ke Rong, Laurent Scaringella

S14.01 - Conducting abductive studies: Moving from data to interpretation to theory (15:40 - 17:10) - ISCTE - Ala Autonoma/ Auditório Silva Leal ([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Ralitza Nikolaeva, Marlys Christianson, Peter Bamberger

Scientific Council - by invitation only (15:40 - 17:10) - ISCTE - Building II/Room C2.05 ([Top](#))

SEW & Finance (15:40 - 17:10) - INDEG Building/Room 1.02 ([Top](#))

Track: T04_05 - Finance, Governance, and Human Resource Management in Family Business

Chair(s): Baris Istipliler

Discussant(s): José Antonio Clemente

Paper Presentations:

52 PERFORMANCE BELOW ASPIRATIONS AS AN ANTECEDENT OF SUCCESSION PLANNING IN FAMILY FIRMS: THE RELATIONSHIP BETWEEN SOCIOEMOTIONAL AND FINANCIAL WEALTH

Ine Umans HASSELT UNIVERSITY
Nadine Lybaert HASSELT UNIVERSITY
Tensie Steijvers HASSELT UNIVERSITY
Wim Voordeckers HASSELT UNIVERSITY
Eddy Laveren UNIVERSITY OF ANTWERP

This study builds on the behavioral theory of the firm to indicate that firm performance below aspirations affects the level of succession planning in family firms. Moreover, by integrating signaling theory and behavioral agency theory, it shows that the effect of firm performance below aspirations on succession planning decisions is contingent on the focus on the renewal of family bonds through dynastic succession. Based on a sample of 215 family firms, results reveal that when firm performance declines further below aspirations, the level of succession planning increases. Furthermore, results indicate that when the family firm highly focuses on the goal of renewing family bonds through dynastic succession, the aforementioned relationship is even stronger.

432 DIVIDENDS IN THE FAMILY FIRM CONTEXT: DOES SOCIOEMOTIONAL WEALTH MATTER?

J.Samuel Baixauli-Soler UNIVERSITY OF MURCIA
Maria Belda-Ruiz UNIVERSITY OF MURCIA
Gregorio Sanchez-Marin UNIVERSITY OF MURCIA

Drawing on the theoretical framework of socioemotional wealth (SEW), the desire of family owners is to protect their SEW, that is, the utilities family owners derive from non-financial aspects of the firm. The preservation of the family's SEW is likely to be a key goal for private family firms to determine their dividend policy. This paper analyzes how SEW influences dividend policy in private family firms and the moderating role of family involvement in management, generational stage and firm hazard. To examine the SEW effect on dividend policy and potential moderators, this study bases on the extensive database created by the Spanish Family Firm Institute. The final sample is 508 Spanish private family firms and estimations follow Logit and Tobit regressions. The results indicate that there is a negative association between SEW preservation and both the likelihood of giving dividends and the amount of dividend paid. This negative relationship is stronger when the firm has a family CEO. The presence of family members in other management positions negatively moderates the SEW effect on the amount of dividends, while it is during the first generational stage when the negative SEW effect on dividends is strongly present. Finally, firm hazard does not show a significant moderating effect on the SEW-dividend relationship.

1831 THE INFLUENCE OF GOAL DIFFERENCES BETWEEN MANAGERS ON EARNINGS MANAGEMENT IN PRIVATE FAMILY FIRMS
Pieter Vandekerkhof HASSELT UNIVERSITY
Maarten Corten HASSELT UNIVERSITY

This study examines the agent-agent agency conflicts present in top management teams (TMTs) of private family firms as driver for earnings management. These conflicts are caused by the existence of differences in goals that TMT members may want to pursue. As such conflicts can harm TMT performance and in the end firm performance, the TMT may engage in earnings management to cover up this underperformance. Moreover, as power differences may further increase the level of agent-agent agency conflicts, we consider it to be a moderator on the association between the level of goal differences and earnings management. Using a multiple respondent dataset of 232 individual managers of 40 private family firms, both the direct and moderating effect are supported by our results.

Shareholder Information Relevance & CEO Compensation (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE02-Caiano Pereira ([Top](#))

Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)

Chair(s): Blanche Segrestin

Paper Presentations:

154 THE ADOPTION OF VOLUNTARY SAY ON PAY: THE CANADIAN EXPERIENCE

Michel Coulmont UNIVERSITÉ DE SHERBROOKE

Sylvie Berthelot UNIVERSITÉ DE SHERBROOKE

Vanessa Serret UNIVERSITÉ DE BRETAGNE-SUD

Say on Pay (SOP) gives shareholders the right to vote on executive compensation. Unlike in a number of other western countries, SOP is not prescribed by regulation in Canada, although more and more firms are now adopting this practice voluntarily. Since the benefits for firms that voluntarily implement SOP have been little documented from an empirical perspective, this study addresses this issue. Results suggest that the voluntary adoption of Say on Pay is positively related to firms that perform less well and those with higher long-term executive compensation. SOP vote results appear to be negatively related to the rise of executive compensation. Accordingly, these results tend to support the voluntary approach favoured by Canadian authorities.

537 PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY: EXAMINING ANALYST RECOMMENDATION REVISIONS ACROSS COUNTRIES

Alia Crocker BABSON COLLEGE

Ari Yezege BENTLEY UNIVERSITY

We investigate sell-side analysts' proclivity to downgrade company stock recommendations in response to the arrival of negative CSR-related information. By considering variation in shareholder orientation and humane orientation across countries, we take a multifaceted perspective on the information environment under which analysts decide to revise their stock recommendations. In doing so, we investigate how a shifting focus on CSR varies across contexts as well as the association to capital markets. We hypothesize that analysts' downgrades are contingent on both tangible, traditional financial factors and intangible, social-contextual qualities. Our findings show that analysts are most likely to downgrade in response to negative CSR-related information in a country-level context that includes high levels of both shareholder and humane orientation. In addition to changing framing and supply of information around CSR, there are also important formal and informal contextual factors to consider in understanding the perceived value of CSR.

636 COMPENSATION REPORT TRANSPARENCY – EVIDENCE OF CAMOUFLAGE?

Svenja Jarchow TECHNICAL UNIVERSITY OF MUNICH

Iris Pfeiffer BOSTON CONSULTING GROUP

Using a hand-collected dataset of 429 observations we assess which governance, ownership and compensation variables influence the quality of disclosure in compensation reports from 2006 to 2014. The choice of a German dataset offers high variability of disclosure in a country with relatively unspecific requirements and very distinct governance characteristics such as a two-tier board system and employee representation in the supervisory board. The focus on compensation disclosure

presents a setting in which a conflict of interest between shareholders and managers can be expected. The manually collected disclosure data is based on a self-developed and extensive disclosure index, a distinct feature of the paper. The index shows a highly significant negative relation to the company's bid-ask spread, a common measure of information asymmetry. The overall findings suggest that companies refrain from more detailed disclosure because it means additional effort. Evidence for camouflage as proposed by the managerial power theory cannot be found. The empirical analyses reveals four major disclosure determinants: company size, age, family members in the boards and verticality, which is the ratio between average employee compensation and average executive compensation. Other variables such as proprietary costs, governance variables and performance show no or no stable influence.

Social relationships in emerging economies (15:40 - 17:10) - INDEG Building/Room 1.06
([Top](#))

Track: T04_03 - Family Business in Emerging, Developing, and Transitional Economies

Chair(s): Rodrigo Basco

Discussant(s): Tonatiuh Najera Ruiz

Paper Presentations:

- 777** **BUDDHISM AND CONFUCIANISM: CORPORATE SOCIAL RESPONSIBILITY IN VIETNAMESE FAMILY FIRMS**
Quang Evansluong LUND UNIVERSITY SCHOOL OF ECONOMICS AND MANAGEMENT
Marcela Ramírez-Pasillas JÖNKÖPING INTERNATIONAL BUSINESS
Francesco Chirico CEFEO, CENTRE FOR FAMILY ENTERPRISE AND OWNERSHIP, JÖNKÖPING INTERNATIONAL BUSINESS
Hien Nguyen SOUTHAMPTON BUSINESS SCHOOL, UNIVERSITY OF SOUTHAMPTON, UNITED KINGDOM
Linh Lam BRISTOL BUSINESS SCHOOL, UNIVERSITY OF THE WEST OF ENGLAND, UNITED KINGDOM

Building on the cultural embeddedness perspective and the process of embedding, this study investigates how religion (Buddhism) and spirituality (Confucianism) influence corporate social responsibility (CSR) in family firms in Vietnam. We conducted an inductive multiple case study of 16 family firms in Vietnam and interviewed 44 family business owners and members of their networks. Our findings reveal that Buddhism and Confucianism share virtues and constitute belief systems that inspire the development of both internal and external CSR practices in family firms. We developed an inductive embedding process model to explain the relationship among Buddhism, Confucianism and CSR activities in family firms. The embedding process includes three sub-processes: understanding cultural embeddedness, bonding

reciprocity and bridging harmony which were found to be intertwined with the belief systems of the Vietnamese owning business families.

1166 THE MULTIPLE EMBEBBEDNESS OF ESTABLISHED TURKISH FAMILY ENTREPRENEURS IN BERLIN – CASE STUDIES ON EMERGENCE, CONTEXT, RESOURCES AND FUTURE PATHWAYS

Gökay Selcuk HUMBOLDT UNIVERSITY BERLIN

Lech Suwala TECHNICAL UNIVERSITY BERLIN

Turkish entrepreneurs are significantly contributing to the prospering economy by employing over half a million workers in more than 50 industries in Germany. Against this background the paper wants to shed some light upon the **emergence, context, resources and pathways of a second generation**– in other words **the multiple embbedness of established Turkish family entrepreneurs in Berlin**. An explorative research design, based on qualitative in-depth interviews and on-site observation portrays an almost ethnographic assessment of selected case studies of those migrant family entrepreneurs who are representing the top 1% of the most established migrant companies (concerning age, size, stage of succession). The results show that despite specific strategies vary – three circumstances hold true for all: first, a higher dependence on the family for business survival (than non-migrant entrepreneurs); second, some sort of corporate local/ regional responsibility and third, better education, professionalisation attempts and openness of businesses towards a more super-diverse customers beyond single ethnicities of the successor generation.

1682 THE ‘EMBEDDED’ FAMILY LEADER: A LEADER’S INFLUENCE ON THE CONTROL OF INTER-ORGANISATIONAL RELATIONSHIPS

Elias Hadjielias CYPRUS UNIVERSITY OF TECHNOLOGY

Loukas Glyptis UNIVERSITY OF CENTRAL LANCASHIRE

Building on studies which emphasize a leader’s contextual situatedness, the present study focuses on the way the family business leader influences the control of inter-organisational relationships (IORs). The study draws on the case of a large Greek shipping firm and the family leader within, carrying out in-depth interviews with multiple stakeholders within and outside the firm at two different research periods in 2007 and 2016. The findings illustrate a multi-stage process, which explains the way the family leader draws on multiple contexts in which he is embedded to construct attitudes and preferences towards the control of different types of IORs. The present study introduces the concept of the embedded family leader, while it offers a conceptual model, which illustrates the process and influences of a family leader on the control of IORs. The study contributes empirically to the fields of IORs and family business. Suggestions for future research and practical implications are also discussed.

Sport Marketing (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.40 ([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): James Santomier Jr

Paper Presentations:

179 **BUSINESS ANALYTICS, REVENUE MANAGEMENT, AND SPORT: EVIDENCE FROM THE FIELD**

Adrien Bouchet THE UNIVERSITY OF TULSA

Mike Troilo THE UNIVERSITY OF TULSA

Tim Urban THE UNIVERSITY OF TULSA

We surveyed 72 managers and executives from Major League Baseball (MLB), the National Football League (NFL), the National Basketball Association (NBA), the National Hockey League (NHL), and Major League Soccer (MLS), as well as other North American professional sport organizations including auto racing, golf, and tennis regarding the use of business analytics in sport marketing and revenue generation. We explore the use of business analytics to drive improvement in ticket pricing, customer retention, lead scoring, sponsorship, premium sales, digital marketing, food & beverage, merchandising, and fan/game experience. The main contribution of this paper is to show how managers of professional sport franchises in North America utilize business analytics to drive revenue generation and to provide possible theoretical avenues of future research. Managerial implications are that Customer Relationship Management (CRM) and Food, Beverage, and Merchandising are increasing areas of interest. Areas of prevalence are highlighted as well as areas of potential improvement for the use of analytics in professional sports organizations.

1882 **RE-ENGAGING THE DISENGAGED CUSTOMER IN THE FITNESS INDUSTRY**

Teresa Hurley TECHNOLOGICAL UNIVERSITY DUBLIN

Corinne Faure GRENOBLE ECOLE DE MANAGEMENT

Seamus Kelly UNIVERSITY COLLEGE DUBLIN

Abstract

This quantitative study examines factors influencing the re-engagement intentions and re-engagement behaviour of lapsed health club members and identifies which sales promotion incentives are most effective in re-engaging this lapsed member market. While previous studies have examined re-engagement intentions in isolation, no research could be located which examined re-engagement intentions and actual true re-engagement behaviour and the impact of promotion incentives in the service sector. The study was composed of *Study A*, a mail survey to gauge re-engagement intentions of recently lapsed members and *Study B*, an experimental field study to measure actual true re-engagement behaviour using price and gift token as incentives to re-engage lapsed health club members.

The results are highly significant with the survey indicating that price was the most influential incentive in promoting re-engagement intentions of lapsed members, while the experimental field study tested this survey finding further and reported that although incentives were more effective than non-incentives in terms of re-engagement behaviour, price played a far greater significant role than gift token in

actual re-engagement behaviour of lapsed members. The results also indicate that highly satisfied customers are likely to have stronger re-engagement intentions. Frequent attendees were also found to be more influenced by price in terms of re-engagement intentions, while those who lapsed most recently demonstrated stronger re-engagement behaviour. Health clubs should therefore seek to improve member satisfaction ratings, increase frequency of attendance and commence the re-engagement process prior to the membership expiry or as soon as possible thereafter so as to maximize re-engagement and customer retention using price discount as an incentive.

Consumer re-engagement: lapsed members: re-engagement behaviour/intentions: sales promotion: relationship marketing: customer relationship management: service recovery: health and fitness.

1039 EXPLORING HOW RECREATIONAL SPORT PARTICIPANTS WITH DIFFERENT MOTIVATION LEVELS USE LEISURE NEGOTIATION STRATEGIES

Panagiota Balaska HEAD OF SPORTS FACILITIES DEPARTMENT OF MUNICIPALITY OF KORDELIO-EVOSMOS

Georgia Yfantidou EDUCATIONAL PERSONNEL

Theopistos Kenanidis FITNESS INSTRUCTOR, MASTER STUDENT

Eleni Spyridopoulou OFFICE ADMINISTRATOR AT DEMOCRITUS UNIVERSITY OF THRACE

Konstantinos Alexandris PROFESSOR

According to the theory of self-determination, the individuals' behavior regarding their decision to participate in an activity could be affected by internal or external motivation. All individuals, whether participants or not, experience constraints in any athletic activity, but participation «depends not on the absence of constraints factors but on be negotiated. This negotiation is likely to vary in participation and not to be excluded». The present paper aims to test the relationship between motivation and negotiation strategies. The results of the confirmatory factor analysis showed the construct validity of this model for the first time in Greek population and in the context of the participants at the programmes. High Motivation team noted high averages on both internal and external motivation and also high averages were recorded in all negotiation strategies because the participants employed all the strategies to participate.

Strategic practices and institutions (15:40 - 17:10) - ISCTE - Building II/Room C2.01 ([Top](#))

Track: ST13_07 - Strategic Processes and Practice: Theorizing Emerging Strategic Processes and Practices

Chair(s): Tamim Elbasha

Discussant(s): Lu XU, Bernardo Horn, Christiane Bellucci

Paper Presentations:

465 SPEED OF INSTITUTIONAL CHANGE AND FIRM PERFORMANCE: THE MODERATING EFFECT OF THE INSTITUTIONAL ADVANTAGE

Minerva González UNIVERSITY OF ZARAGOZA

Lucio Fuentelsaz UNIVERSITY OF ZARAGOZA

Elisabet Garrido UNIVERSIDAD DE ZARAGOZA

This research examines how the speed of institutional change influences firm performance. Building our arguments on the dynamic institution-based view and the importance of institutional competitive advantages, we argue that a higher rate of pro-market reforms increases competition, which will be reflected in a negative effect on the performance. We posit that firms that are controlled by multinational enterprises can take advantage of the experience that they have obtained from their home countries to face institutional changes. Specifically, we focus on the origin of multinationals on highly competitive countries and emerging countries. While prior studies have developed one-country analysis, our research takes a wide approach by including the effect of the speed of institutional change in 147 national markets in the mobile telecommunications industry.

1680 PRAXIS FORMATION IN AN ADMINISTRATIVE ENVIRONMENT CONSIDERING STRATEGY AS PRACTICE AND OLIVER'S (1991) STRATEGIC RESPONSES

Bernardo Horn FEDERAL UNIVERSITY OF SANTA CATARINA

Rosalía Aldraci Lavarda FEDERAL UNIVERSITY OF SANTA CATARINA

As an element of organizational strategizing, praxis covers the actions practiced by individuals, which characterized the perspective of strategy as a social practice. Similarly, Oliver's (1991) strategic responses enable the identification of what occurs in the organizational daily basis routines. Hence, the aim of this study is to understand how praxis is formed in an administrative environment considering the perspective of strategy as social practice and Oliver's (1991) strategic responses typology, regarding the practices of conforming to norms, relationship with the public, administrative routines, audit statements and collective decision-making. A qualitative case study was conducted in a Brazilian public university, resorting to interviews, document analysis and direct observation as data collection procedures. Data was analyzed through narrative analyses and pattern matching technique. The results indicate the predominance of strategic praxis related to compromise and manipulation, corroborating the characteristics of the institution investigated. The contribution of this article lies in the combination of two perspectives, namely, strategy-as-practice and as process, according to Burgelman et al. (2018), besides the approximation between institutionalist and strategy as social practice approaches.

482 OPEN STRATEGY, INTERNATIONALIZATION SPEED AND HOME COUNTRY CONTEXT: AN INTEGRATED FRAMEWORK

Christiane Bellucci FEDERAL UNIVERSITY OF SANTA CATARINA

Rosalia Aldraci Lavarda FEDERAL UNIVERSITY OF SANTA CATARINA
Dinorá Floriani UNIVERSITY OF ITAJAI VALLEY

This research contributes to both open strategy and international business literature. The aim of this study is to indicate the connection between open strategy, internationalization speed and home country context and find gaps in the open strategy and international business literature by answering the following research question (RQ): How does open strategy practices influence the speed of the internationalization process of companies in different home country contexts? A systematic literature review was conducted in 42 articles published between the years of 2007 and 2018 selected from three leading academic databases: EBSCO, Web of Science and Scopus. As result, we propose a theoretical model with four propositions where it is suggested that open strategy practices of inclusion speed the internationalization process of firms through networks and that its openness is contingent to the home country context where the company is embedded.

Sustainable Innovation (15:40 - 17:10) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: ST06_10 - Sustainability, Circular and Green Tech Innovation

Chair(s): Erik Hansen, Frank Tietze

Paper Presentations:

1348 AN OVERVIEW OF FACTORS FOR THE ADOPTION OF ECO-INNOVATION: THE CASES OF THE DUTCH BREWING AND PAPER INDUSTRY

Maryse Chappin INNOVATION STUDIES, COPERNICUS INSTITUTE OF SUSTAINABLE DEVELOPMENT, UTRECHT UNIVERSITY

Maurice van den Oever DELOITTE RISK ADVISORY B.V

Simona Negro INNOVATION STUDIES, COPERNICUS INSTITUTE OF SUSTAINABLE DEVELOPMENT, UTRECHT UNIVERSITY

Given that eco-innovation plays an important role in the realm of the societal problems we face it is crucial to understand the adoption process. In this paper we develop a framework of six internal and six external factors and analyze the relative importance of these for multiple eco-innovation adoption processes in different firms in two different industries in The Netherlands, the paper industry and the brewing industry. We studied 80 adoption processes by means of 20 interviews. It appeared to be relevant to distinguish between the internal as well as external factors. The results show that internal factors were more important compared to the external factors, contrary to what may have been expected upfront. The analysis also shows differences for the different industries. The financial advantage was important for both industries, but especially for the paper industry. For the brewing industry, ethical responsibility and stakeholders played a more important role. The analysis also revealed differences for small and large firms. Ethical responsibility and stakeholders are relatively more

often mentioned by small firms, whereas clear objectives and regulations were mentioned more by large firms. In sum, our study clearly shows that the adoption of eco-innovation is a complex process with many different internal and external factors that influence the decision. Moreover, the position in the supply chain as well as the size of a firm are important for studying the adoption of eco-innovation.

316 BLOCKCHAIN TECHNOLOGY - A NEW ERA OF ECO-LABELLING SCHEMES

Michaela Balzarova UNIVERSITY OF CANTERBURY

Michael Braito UNIVERSITAET FUR BODENKULTUR, BOKU

In this paper we investigate to what extent blockchain technology (BCT) acts as panacea to address sustainability challenges associated with problems of the production and consumption of goods and services. Our paper focuses on eco-labelling schemes as current means to promote environmentally sound and ethical production processes, providing the consumer with better information about the product to make more environmentally friendly choices. It strives to explore to what extent enhanced transparency, decentralized trust creation, new decentralized business models and distributed governance as a result of applying BCT can encourage pro-environmental production and consumption of food products. We review current knowledge on BCT against key shortcomings of eco-labelling schemes to derive a research agenda to better understand the extend BCT represents a new era of eco-labelling schemes.

1702 ANALYZING THE SDGS AND THEIR 169 TARGETS: ON THE WAY FROM UNCOVERING MISINTERPRETATIONS TO A REALISTIC CONSIDERATION OF PRACTICAL FEASIBILITY

Anja Herrmann-Fankhaenel CHEMNITZ UNIVERSITY OF TECHNOLOGY

Anne Dressler CHEMNITZ UNIVERSITY OF TECHNOLOGY

Sustainable development is a global challenge that requires contributions from all around the world. The Sustainable Development Goals (SDGs), as an agreed summary of goals and what should be considered in this challenge by 2030, is an often-cited source. The statements within the SDGs thereby serve as a basis for creating awareness and generating knowledge around the topic. Moreover, the SDGs are used by institutions to design e.g. reports on the status quo within countries, to outline the most pressing requirements for change in this matter.

Nevertheless, the SDGs are a part of the document 'Agenda 2030', which is redundant in content and is criticized for its complexity. Especially regarding its feasibility and usability as source for an active and appropriate implementation, it is supposed to have gaps.

This paper aims to understand the content of the SDGs and their 169 targets in its complexity in order to find a new way of summarizing and structuring them. With a qualitative content analysis and an inductive category formation of the SDGs and the 169 targets, a matrix was formed. The theoretical framework for the research and categorization is based on theoretical considerations of sustainability in general,

transactional planned change process, and project process considerations, as the research focuses on the business context.

The SDGs clearly state that business and industry, as well as small-scale organizations, are responsible for achieving sustainable development. To support the accomplishment by organizations the authors decided to carry out this research consisting of two parts. The first one focuses on creating easier access to the complex content of the SDGs by summarizing and structuring them in a new matrix. This will also provide a common understanding of where and how innovation is needed. Furthermore, this helps to create information and awareness beyond businesses even, e.g. for institutions, politicians, and individuals on all issues related to the SDGs and the United Nations vision of globally sustainable development requirements. The follow-up paper will focus on the practical realization of global sustainable development by organizations.

Hence, the whole research project and especially this first paper contributes to the understanding of sustainability, theoretically and non-academic. It can thus also contribute actively to the target *"4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development [...]"*.

Team Resilience and Adaptation (15:40 - 17:10) - ISCTE - Ala Autonomia/Room AA3.24
([Top](#))

Track: ST09_02 - Team Performance Management

Chair(s): Petru Curseu

Paper Presentations:

78 "WE DO NOT LIKE IT BUT IT HAS TO BE DONE": HOW TEMPORAL PERSONALITY AND TEAM IMPROVISED ADAPTATION CAN FOSTER TEAM PERFORMANCE

António Abrantes ICN BUSINESS SCHOOL

Ana Passos ISCTE, INSTITUTO UNIVERSITÁRIO DE LISBOA

Miguel Cunha NOVA SCHOOL OF BUSINESS AND ECONOMICS

Anne Miner UNIVERSITY OF WISCONSIN MADISON

Turbulent business environments require adaptable teams that can rapidly react to unpredictable change in order to maintain or improve performance. Adaptable teams demand specific team characteristics. This study investigates the role of team temporal personality, in particular team present- and future-orientation, in a team's ability to adapt to disruptions, when time is so scarce that planning and execution have to be simultaneous. The study analyzes the effects of two different aspects of team temporal personality composition – *team temporal personality elevation*, or the mean among team members of a specific temporal personality trait; and *team temporal personality diversity*, or the variability of that trait within the team – on team

performance. In a laboratory context, 60 full-time worker teams in the banking sector were assessed on present- and future-orientation personality traits, and evaluated regarding their ability to adapt under disruptive and time constrained situations. The results show that the adoption of team improvised adaptation processes mediates the relationship between team future-orientation elevation and team performance. On the other hand, the findings reveal that team future-orientation diversity limit a team's ability to perform well when changes mandate that teams plan and execute at the same time. This work contributes to our understanding of the roles of team temporal personality traits on a team's capacity to deal with unpredictability and temporal scarcity.

476 HOW TEAMS CAN DEVELOP RESILIENCE: A PLAY-ORIENTED APPROACH TO FOSTER RESILIENCE CAPABILITIES

Stephanie Duchek TU DRESDEN

Silke Geithner EVANGELISCHE HOCHSCHULE DRESDEN

Tatjana Kalwa TU DRESDEN

Teams operate in increasingly uncertain and dynamic environments and are often confronted with challenging situations and adverse events. To successfully overcome such situations, teams need to develop resilience capabilities. However, until now, there has been only scant research on team-resilience capabilities and opportunities for their promotion. This study aims to narrow this research gap by focusing on the development of specific team-resilience capabilities. In detail, it explores how LEGO® Serious Play® as a game-oriented training approach can promote resilience capabilities. To answer this, we use a qualitative research approach with an experimental character in the university context. We formed three groups of student teams that had to work on the same case study, but each received a different type of LEGO® Serious Play® training (team building, team building and resilience, no training/only subsequent reflection). For data collection, we video recorded the teamwork and used several questionnaires. Our analyses show that training focused on team building and resilience achieves the best results in regard to group dynamics and resilience behavior. This indicates that purposefully designed training with LEGO® Serious Play® has the potential to develop team-resilience capabilities.

922 DEVELOPING TEAM RESILIENCE: THE ROLE OF TEAM DIVERSITY AND TEAM DIVERSITY TRAINING

Ianina Scheuch TU DRESDEN

Stephanie Duchek TU DRESDEN

Sebastian Raetze TU DRESDEN, FACULTY OF BUSINESS AND ECONOMICS,
JUNIOR PROFESSORSHIP IN STRATEGIC MANAGEMENT

To meet today's demands and maintain high performance, teams in organizations need to develop resilience capabilities. Although previous research points to the potential impact of diversity on team resilience, empirical studies addressing diversity and its connection to team resilience are rare. This paper analyzes the relationship between team diversity and team resilience capabilities and highlights the role that diversity training plays in this relationship. For this purpose, we conducted a qualitative study with an experimental character in the university context and

compared homogeneous and heterogeneous teams with and without diversity training. Based on video analysis of the teams' work, we observed a positive relationship between team diversity and team resilience capabilities. The results also show that diversity training fosters both team processes and the development of resilience-related capabilities. Based on our research findings, we deduce recommendations for further research and managerial practice.

The future of organizations in the age of digital transformation - The HRM perspective (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_05 - The future of organizations in the age of digital transformation

Chair(s): Svetlana Bialkova

Paper Presentations:

544 EXPLORING THE FUTURE OF LABOUR

Monica Santana UNIVERSITY OF PABLO DE OLAVIDE

Manuel-Jesus Cobo-Martin UNIVERSITY OF CADIZ

This manuscript offers a systematic review of the future of labour literature, highlighting the major themes along with the evolution and tendencies observed in this field. It contributes to the development of this topic, offering a critical evaluation thereof and a vision of the highest impact research strands. A conceptual science mapping analysis based on co-word bibliographic networks was developed using SciMAT as an analytical tool, following three steps. First, research themes are detected. Second, research themes and thematic networks are visualized. Third, the contributions made by the research topics are measured using performance analysis. From 1986-2018, 5,950 documents were retrieved from the Web of Science. The motor themes in the field of future of labour are job satisfaction, human resource management (HRM), international assignments, employment and burnout. Leadership, innovation and supply chain management are basic themes, global talent management, diversity, retirement and organizational change are emerging themes and, vulnerable workers, organizational justice and corporate governance are specialised themes.

733 TALENT MANAGEMENT: THE POTENTIAL OF VR AND DIGITAL INNOVATIONS

Svetlana Bialkova UTRECHT UNIVERSITY

Emiel Ros ACADEMY FOR DIGITAL ENTERTAINMENT NHTV

Talent management is essential in reaching the strategic objectives and operational goals of an organization. Successfully managing talents however is not an easy task. To understand the talent management processes and to create a highly successful team of individuals, it is crucial to employ appropriate tools. Yet the question is which are these tools?

With the rise of information technologies, various digital platforms (e.g., Web 2.0, web-based job ads, boards, blogs) have been suggested as tools to recruit, select and retain employees. The most recently emerging technology - Virtual reality (VR), however, has not been explored systematically in the current context, and thus calls for further investigation.

The present work addresses this issue, aiming at providing understanding on the potential of VR as a tool in talent management. In two studies we explored how employer attractiveness might be augmented and thus enhance the job pursuit of highly talented individuals with particular employer. After experiencing a digital platform (study 1), and a VR platform (study 2) participants had to provide their evaluation about the employer (e.g., image, reputation, attractiveness) and the intention to pursue a job with the employer. Enhanced employer attractiveness and lift in job pursuit intention emerged with both, VR and digital platforms. VR, however, outperformed the digital platforms, leading to augmented experiences. The outcomes are discussed in the framework of a model, highlighting the potential of VR as a promising tool in talent management.

1020

SHAPING DIGITAL TRANSFORMATION: HOW CAN HRD COMPETENCES BE CONCEPTUALISED WITH A FOCUS ON AUGMENTATION?

Sabine Seufert UNIVERSITY OF ST.GALLEN
Josef Guggemos UNIVERSITY OF ST.GALLEN
Christoph Meier UNIVERSITY OF ST.GALLEN

Human Resource Development (HRD) aims at developing employees' knowledge, skills, and attitudes (competences). In this light, digital transformation may have a huge impact on HRD. On the one hand, employees have to be prepared for new requirements. On the other hand, the own profession should take advantage of the digital transformation. In this process, augmentation plays a crucial role: humans and intelligent machines collaborate and utilise the strength of both parties. Drawing on Davenport and Kirby (2016), five augmentation strategies may be particularly relevant for HRD in order to derive the necessary competences for occupations and professions in terms of development paths.

Based on the concept of augmentation, a literature review, and ten expert interviews, we developed a framework for HRD in the context of digital transformation. It comprises three levels. 1) The organisational level addresses the overall digital maturity of HRD. 2) The professional level captures the use of advanced digitalisation in HRD with a special emphasis on the augmentation strategies. 3) The individual level consist of those digital competences human resource developers require in order to cope with digital transformation. In collaboration with the ten experts, we worked out a questionnaire and pretested it with 28 human resource developer. Using the questionnaire, we validated the structure of our model by means of confirmatory factor analysis and a sample of 225 human resource developers. The fit is decent ($CFI > 0.950$, $RMSEA > 0.066$); constructs are reliably measured. Overall, the surveyed persons reported a rather low digital maturity of HRD in their organisations. In terms

of the professional level, most human resource developer follow a ‘step-aside’ augmentation strategy, i.e. focus on tasks that machines are not good at, such as motivating or moderating, but that can be supported by intelligent systems. Concerning human resource developers’ own digital competences, we found mixed results. On the one hand, they report high levels of ‘soft skills’ like collaborating with digital tools. On the other hand, ‘hard skills’ like programming indicate substantial room for improvement. Overall, however, the surveyed human resource developers show a quite positive attitude towards digital transformation.

The migration journey: From the decision to leave to the integration in the host country (15:40 - 17:10) - INDEG Building/Room 1.19 ([Top](#))

Track: T07_03 - Cultures and management

Chair(s): Sylvie CHEVRIER

Discussant(s): Mette Zølner

Paper Presentations:

1151 CULTURE OF MIGRATION: A STUDY OF THE ROLE OF UNIVERSAL VALUES

Vilmante Kumpikaite-Valiuniene KAUNAS UNIVERSITY OF TECHNOLOGY

Ineta Žičkutė KAUNAS UNIVERSITY OF TECHNOLOGY

Vilmantė Liubiniėnė KAUNAS UNIVERSITY OF TECHNOLOGY

Jurga Duobienė KAUNAS UNIVERSITY OF TECHNOLOGY

Ashly Pinnington THE BRITISH UNIVERSITY IN DUBAI

Contemporary migration culture is characterized by increasing numbers of people deciding to leave their country seeking for better opportunities abroad. With the establishment of a culture of migration, a specific set of values appear which considers migration as the final goal to be attained (Massey et al. 1998) and migration becomes the habitual action, which encourages others to maintain the same behaviour pattern, as the majority become captivated by the same intent (White, 2016). This paper aims to contribute to knowledge on individuals’ values, based on Schwartz (1992) universal value theory, focusing on their willingness to migrate. In total 1250 respondents participated in the survey, 875 of them completed questionnaires online and 375 completed face-to-face or phone interviews. The data were collected in Lithuania from May to July 2018. We conclude that respondents expressing higher collectivist values prefer to stay in their home country, as they prefer to conform with their current situation, respect traditions and are less likely to strive for adventure and to take risks in migration.

726 GERMAN PROFESSIONAL CHAMBERS AS CORPORATE CULTURAL BOUNDARY SPANNERS IN THE PROCESS OF REFUGEE LABOR

MARKET INTEGRATION

Martina Maletzky UNIVERSITY OF PASSAU

Germany has faced an extraordinary inflow of refugees in recent years. The labor market integration of these is a precondition for the economic and social stability of Germany. Many actors are involved in supporting their labor market integration. As multipliers, the German professional chambers play an important role in this context by spanning the boundaries between their member companies and several actors in order to offer support for integrating refugees effectively. Research on boundary spanning normally focuses on individual actors in MNC. Instead this article focuses on the boundary spanning process of corporate actors. It draws on the example of the German professional chambers' cultural boundary spanning activities in the context of addressing skills shortages via the refugee labor market integration. The article contributes to advance knowledge about the boundary spanning roles of other than individual actors, resp. of intermediary organisations. As a theoretical contribution a model of corporate boundary spanning will be presented.

TRUST, BRAND AND LOYALTY (15:40 - 17:10) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_06 - Market for Society

Chair(s): Laëtitia LETHIELLEUX

Discussant(s): GEORGIA MILIOPOULOU

Paper Presentations:

**202 CSR TOWARDS STAKEHOLDERS AND CUSTOMER LOYALTY:
INVESTIGATING THE ROLES OF TRUST AND CUSTOMER
IDENTIFICATION WITH THE COMPANY**

Niki Glaveli ARISTOLE UNIVERSITY OF THESSALONKI

The aim of this paper is to investigate the relationship between CSR activities oriented to customers, employees and society/environment and customer loyalty by taking into consideration the roles of Customer–Company (C-C) identification and customer trust. The proposed model was tested through the application of SEM analysis, using data from questionnaires completed by a sample of 333 customers of telecommunication companies in Greece. The findings demonstrate that despite the primacy of customer-centric CSR activities in creating positive customer responses, customers seem to evaluate a company also as social actors. More precisely, it was found that CSR initiatives oriented to customers relate to C-C identification and trust and consequently customer loyalty, whilst CSR activities oriented to society/environment positively associate with C-C identification. Moreover, C-C identification advances trust in customers. This study promotes managers understanding of the mechanism that links various CSR actions towards a range of stakeholders to customer loyalty. The findings can assist practitioners in effectively

conceptualizing CSR image from customers' point of view and better designing their company's CSR and communication strategies in order to boost customer positive responses and cultivate strong long-term relationships.

268 BRAND PERSONALITY: A LITERATURE REVIEW FROM THE PERIOD 2014 TO 2018

Lucas Moreno UNIVERSIDADE DE BRASÍLIA
Gisela Demo UNIVERSIDADE DE BRASÍLIA

This paper presents a literature review on brand personality. A survey of the scientific publications in the Web of Science, Scopus and Science Direct databases was conducted in the areas of knowledge Management and Business. Articles published between 2014 and 2018 will be analyzed to embrace the recent state of the art through the meta-analytic approach. Data collection showed that there was a constant increase in the number of publications on the topic during the period considered. It was identified that there are three main fronts of research on brand personality, namely, the development and validation of instruments, the identification of personality of destinations and the investigation of the antecedent and consequent of the construct.

1667 WHAT DETERMINES TOURISM LOYALTY? THE ROLE OF TRUST IN ONLINE PURCHASES OF TOURISM PRODUCTS

Hélia Pereira ISCTE-IUL (LISBON UNIVERSITY INSTITUTE)
Maria de Fátima Salgueiro ISCTE-IUL (LISBON UNIVERSITY INSTITUTE)

The purpose of this research is to investigate the impact of four online purchase determinants (website image perceptions, online routine, website knowledge and innovativeness) on customer loyalty and the mediating effect of customer trust within the context of e-commerce. The research model is tested using data collected from 3188 regular buyers of the national leader in the sector being studied. The statistical analyses were conducted within the Structural Equation Modelling framework. Results show that there is no mediating effect of e-customer trust in the relationship between the online purchase determinants and e-customer loyalty. The research results provide an important insight into how e-companies can pursuit and use delight to highlight customers' loyalty. These results allow for a better understanding of customer specificities, with practical actions aimed at their real needs and expectations.

Voluntary disclosure (15:40 - 17:10) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_02 - Accounting and Control for Sustainability

Chair(s): Anna Pistoni

Discussant(s): Patrizia Tettamanzi

Paper Presentations:

**125 ENVIRONMENTAL REPORTING AND CIRCULAR ECONOMY: THE
ROLE OF INSTITUTIONAL PRESSURES**

Lina Dagiliene KAUNAS UNIVERSITY OF TECHNOLOGY

Maciej Frenzel DEPARTMENT OF ACCOUNTING, FACULTY OF
MANAGEMENT, UNIVERSITY OF ŁÓDŹ, POLAND

Kristina Šutienė FACULTY OF MATHEMATICS AND NATURAL SCIENCES,
KAUNAS UNIVERSITY OF TECHNOLOGY

Tomasz Wnuk-Pel TOMASZ WNUK-PEL DEPARTMENT OF ACCOUNTING,
FACULTY OF MANAGEMENT, UNIVERSITY OF ŁÓDŹ, POLAND.
AFFILIATE PROFESSOR AT LINNAEUS UNIVERSITY, VÄXJÖ, SWEDEN

The paper examines environmental reporting in the context of Circular Economy (CE). Today, economic activity is predominantly characterized by a linear transformation of natural resources to production, consumption, and (ultimately) to waste. The paradigm of CE seeks to overcome this by promoting reduction, reuse, recycling and recovering (the 4R Principle), but its reflection in environmental reporting remains unclear. By applying the neo-institutional theory, we seek to explain how institutional pressures affect environmental reporting from the CE perspective. A content-based methodology is used to provide original empirical evidence from 142 European Union companies of 7 environmentally-sensitive industries. The main findings reveal that coercive and normative mechanisms have a strong impact on CE environmental reporting. Unexpectedly, mimetic environmental isomorphism was not as strong as hypothesized theoretically, and therefore deserves future investigation, constituting an important implication for future research. For CE policy makers and standards settlers, this study offers the whole picture of the state of art of CE environmental reporting in the EU companies that leads to comparing environmental reporting practices at a larger scale.

**520 CARBON EMISSIONS AND ANALYST FORECAST ERRORS: THE
MODERATING ROLE OF BOARD GOVERNANCE**

Weichieh Su NATIONAL CHENGCHI UNIVERSITY

Daniel Hsiao TEXAS A&M UNIVERSITY –COMMERCE

Qunfeng Liao OAKLAND UNIVERSITY

This study suggests that too much nonfinancial information may not necessarily lead to accuracy in analysts' earnings forecasts. Stakeholders generally have a negative impression on corporate carbon emissions. Firms that with a high level of corporate carbon are easily labeled as irresponsible by the media and thus panic relevant stakeholders. Corporate carbon emissions increase corporate environmental liability, which obscures prospects for business operations and thus raises analyst forecast errors. However, we argue that these forecast errors may be mitigated through strong board governance. But the effect of carbon emissions on forecast errors may be amplified if firms have controversial governance practices such as CEO duality and long CEO tenure. Our arguments are supported by a sample of S&P 500 firms that participated in the Carbon Disclosure Project (CDP) during the period from 2007 to 2015.

1448 THE IMPACT OF THE NFI DIRECTIVE ON THE SCOPE AND QUALITY OF FINANCIAL INSTITUTIONS' CSR REPORTING – THE CASE OF THE POLISH BANKING SECTOR'

Justyna Berniak-Woźny VISTULA UNIVERSITY

Magdalena Wójcik-Jurkiewicz CRACOW UNIVERSITY OF ECONOMICS

Till 2017, CSR reporting in most of the EU countries, including Poland, was on a voluntary basis and was not regulated by the State. However, companies (especially large, listed, or public trust companies) used to make additional voluntary disclosures on non-financial information regarding CSR issues, in different ways. The EU's Directive on the disclosure of non-financial and diversity information (Directive 2014/95/EU applicable from the 1st of January, 2017) obliged over 6,000 to report on non-financial information. The aim of the paper is to investigate how the implementation of the Directive 2014/95/EU impacted upon the scope and the quality of financial institutions' CSR reporting practices, using the example of the Polish banking sector. The nature of the study is descriptive and based solely on information from secondary data sources of banking companies. The analysis in this study covered the content of non-financial disclosure of 10 biggest Polish banks listed on the WIG Banks, sub-index of the Warsaw Stock Exchange.

Wisdom and Virtue in leadership (15:40 - 17:10) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Massimiliano Pellegrini

Discussant(s): Lamberto Zollo

Paper Presentations:

1409 PRACTICAL WISDOM: A VIRTUE FOR LEADERS. A DIALOGUE BETWEEN AQUINAS AND AUTHENTIC LEADERSHIP

Ignacio Ferrero UNIVERSIDAD DE NAVARRA

Marta Rocchi DCU BUSINESS SCHOOL

Massimiliano Pellegrini UNIVERSITY OF ROME "TOR VERGATA"

Elizabeth Reichter UNIVERSITY OF SANCTA CROCE (ROME, ITALY)

This paper analyzes in detail the virtue of practical wisdom as described by Thomas Aquinas, and on this basis it develops a comprehensive framework to read the *Authentic Leadership* literature, establishing practical wisdom as foundational for the authentic leader's character development. The goal of the paper is twofold; first, it seeks to fill the void identified by many scholars on the role of virtues—and in particular practical wisdom—applied to business leadership. Second, this paper aims to show how cultivating the virtue of practical wisdom as described by Aquinas

promotes the development of exactly those traits that are characteristic of an authentic leader.

567 VIRTUOUS LANGUAGE IN LEADERSHIP AND BUSINESS

Marcel Meyer UNIVERSITY OF NAVARRA
Matthias Hühn SAINT VINCENT COLLEGE

Language is essential when it comes to provide a vision or develop a strategy. Being a good communicator is crucial for leadership. Leadership effectiveness is thus in no small part a matter of communication. New findings derived from a recent study by the Boston Consulting Group (BCG) support this, demonstrating that the way a firm uses language influences multiple performance parameters. Curiously, the findings show that companies using language representing moral aspirations outperform companies using a more business centred language. In this article, we first reconstruct the above-mentioned study and then set out to explain its thought-provoking results by drawing on two interconnected streams of research: neo-Aristotelian leadership and Positive Leadership. Then, we critically discuss the advantages and challenges of using the language of virtue in a business context, linking back the employed theories to the practices explored. Finally, we present conclusions and outline future research questions.

218 ECOLOGICAL CRISIS, LEADERSHIP, AND WISDOM: A METATHEORETICAL PERSPECTIVE

Roberto Biloslavo UNIVERSITY OF PRIMORSKA, FACULTY OF MANAGEMENT
Bernard McKenna UNIVERSITY OF QUEENSLAND BUSINESS SCHOOL, THE UNIVERSITY OF QUEENSLAND
Mark Edwards BUSINESS SCHOOL, THE UNIVERSITY OF WESTERN AUSTRALIA,

The importance of organizational and leadership wisdom is increasingly apparent as contemporary ecological crises mount. However, although wisdom has emerged as a valid field of study in leadership and management studies, there is little consensus on how to conceptualize wisdom within organizational and leadership contexts. Although this is unsurprising given wisdom's complex and multidimensional nature, it is important to reach a kind of differentiated understanding of wisdom that can accommodate multiple perspectives. The limitations of an undifferentiated approach can be overcome using a metatheoretical approach to wisdom that is both systematic and pluralistic. By combining a linguistic analysis of the organizational wisdom literature with a thematic analysis we identify core conceptual elements to create a pluralistic framework accommodating multiple perspectives. We then apply this flexible framework and its explanatory lenses to explore and propose new lines of research. In conclusion we discuss the potentials and limitations of integral pluralism for studies of wise leadership in time of ecological crisis.

Chill out Break (17:10 - 17:30) - F/B Area Tent ([Top](#))

1st EURAM General Assembly (17:30 - 18:30) - ISCTE - Building II/Room Grande Auditório ([Top](#))

27 June 2019, Thursday

Registration (08:00 - 18:30) - Registration Desk - ISCTE Building II Foyer ([Top](#))

Accounting practices in public and nonprofit (09:00 - 10:30) - ISCTE - Building II/Room C4.06 ([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Andrea Bonomi Savignon

Paper Presentations:

1910 RECURSIVE CHANGES IN HEALTHCARE MANAGEMENT ACCOUNTING AND CONTROVERSE ACCOUNTABILITY IMPLICATIONS. LESSON LEARNED FROM PRACTICES IN A CASE STUDY

Salvatore Russo CA' FOSCARI UNIVERSITY VENICE

The paper draws on consolidated theories that support the importance of management accounting within organizations and its ability to influence the organizational change. In particular, the analysis focuses on a case study built by a 3-years observation of an Italian Healthcare Regional Authority and its group of Healthcare Units and Hospitals in the construction and implementation phases of a standardized model of management accounting. The analysis shows the implications regarding technical criticism, controllers' involvement, and outcome.

874 UNINTENDED CONSEQUENCES OF THE ADOPTION OF ACCRUAL ACCOUNTING IN PUBLIC ORGANIZATIONS: A SYSTEMATIC LITERATURE REVIEW

Elisa Bonollo UNIVERSITY OF GENOA

Since the mid-1980s, governments worldwide have been implementing the move from cash to accrual accounting . At first, scholars considered the appropriateness of this accounting reform to be 'self-evident', whereas, especially in recent years, they have expressed critical views. Therefore, via a systematic literature review of articles published in international academic journals between 1990 and 2017, this paper aims to answer the following question: "What are the negative effects of the adoption of accrual accounting in the public sector?". The findings suggest that the major issues are linked to external accountability and organizational impacts.

579 ACCURACY OR RULE OF THUMB? TAKING STOCK OF CURRENT VALUE ESTIMATION PRACTICES FOR GFS REPORTING PURPOSE

Pascal Horni ZHAW ZURICH UNIVERSITY OF APPLIED SCIENCES
Andreas Bergmann ZHAW ZURICH UNIVERSITY OF APPLIED SCIENCES

There are some major conceptual differences between government financial statistics (GFS) and public sector accounting, since both Public Financial Management (PFM) instruments fulfil different reporting purposes and cover different user needs. Nevertheless, GFS is dependent on data input from accounting. In that view, GFS data quality is often deemed to be adversely affected by the prevalence of heterogeneous accounting practices and the application of different bases, as it makes different material adjustments necessary in the data compiling process (Dabbicco, 2013). However, even under IPSAS compliant accrual accounting, GFS data accuracy could be limited due to conceptual differences related to the measurement of stock positions, which shall be valued at market value according to the GFS Manual 2014 (GFSM2014). On the contrary, IPSAS allow to account for assets by using historic costs, which might leads to some discrepancies between the two PFM reporting instruments, making bridging adjustments indispensable even under the regime of accrual accounting. This paper aims to contribute to the overarching discourse on GFS data accuracy by conceptually discussing different current value estimation practices and assessing a sample of OECD countries current bridging adjustment techniques based on a qualitative survey.

Aligning knowledge, value propositions and data for service innovation (09:00 - 10:30) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_06 - Managing for Service Innovation

Chair(s): Julia Jonas

Paper Presentations:

624 KNOWLEDGE MANAGEMENT IN IOT ECOSYSTEMS

Erika Ikeda UNINOVE - UNIVERSIDADE NOVE DE JULHO
Luciano Silva UNINOVE - UNIVERSIDADE NOVE DE JULHO
Paulo Sergio de Oliveira UNIVERSIDADE ANHEMBI MORUMBI
Cristina Dai Prá Martens UNINOVE - NOVE DE JULHO UNIVERSITY – BRAZIL

Digital transformation is impacting more and more the society and business with the greater interaction between humans and things coming from the evolution of Internet of Things (IoT) and other emergent technologies such as Artificial Intelligence (AI), Big Data, Cloud Computing, Blockchain etc. There are many researches in these fields in the recent years, but most of them are focused on technical perspectives and challenges of the digital transformation. We still have gaps in the literature related to governance, management and integration of technologies in order to create value for users and organizations. In this context, this paper aims debating how Knowledge Management (KM) generate intelligence in IoT Ecosystems to enable a digital business and society transformation. This kind of transformation must consider an interactive and dynamic

relationship among data, information and knowledge that feedback continuously the process. The organizations do not only have the role of observing and recording the behavior of users, but as well to stimulate the interaction with users and objects in context to learn about them. This continuous interaction allows the creation of an ecosystem capable of learning and responding to demands, but also changing behaviors, or even making the people lives easier. Therefore, we proposed a model that shows how Knowledge Management processes and its enablers can work with IoT elements and complementary technologies as IA, to generate smart IoT ecosystems for users and organizations. In the IoT Ecosystem, everything can work together to generate higher Connectivity and Intelligence, among people, machines and others things interacting by a learning spiral in a network of data, information and knowledge.

**183 MY DATA – MY PRECIOUS: TEARING DOWN BARRIERS TO DATA-DRIVEN
2 BUSINESS MODEL INNOVATION**

Tim Mosig HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Claudia Lehmann HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Data-driven business model innovation (DDBMI) is facing a large variety of challenges. As we already know barriers to business model innovation in general, this study aims to examine barriers which are specific for DDBMI. In a second step, we are examining a potential way to overcome some aspects of the barriers identified before by changing the firm's perspective from a firm-centred towards a business ecosystem view. Considering the different relationships among the entities which are part of the ecosystem, their and its own company's role, and focus on the competencies each entity is contributing to the ecosystem is a promising approach.

**194 ALIGNING VALUE PROPOSITIONS FOR SERVICE ECOSYSTEM
1 ORCHESTRATION**

Julian Boha FAU ERLANGEN-NÜRNBERG

Julia Jonas FAU ERLANGEN-NÜRNBERG

Kathrin Moeslein FRIEDRICH-ALEXANDER-UNIVERSITÄT ERLANGEN-NÜRNBERG (FAU) & HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

The importance of the value proposition concept has been understood in many different domains. Little attention, however, has been paid to the value proposition concept from the viewpoint of an ecosystem that incorporates a wide array of actors and reaches beyond dyadic B2C relationships. This paper researches the meaning and application of value propositions in service ecosystems from the perspective of a service ecosystem orchestrator. Applying an embedded case study of 23 companies, this exploratory research reveals how value propositions are key to service ecosystem orchestration. First, this paper extends the current understanding of value propositions by categorizing them in a) operational value propositions, b)

solution
value propositions c) market value propositions and d) economic value propositions;
Further,
the paper finds that value proposition alignment
of different actors in service ecosystem is
constituted by seven practices starting with 1) ecosystem assessment, 2) actor
identification, 3)
initial value proposition design, 4) identification of ecosystem constraints and benefits 5)
value
proposition communication and 6) value proposition assessment to 7) value proposition
evaluation and adaptation. This affirms and extends the reciprocal nature of value
propositions
and provides insights in to the antecedents of service ecosystem collaboration.

Antecedents of Dynamic Capabilities (09:00 - 10:30) - ISCTE - Building II/Room C2.05
([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Gerardus Lucas

Paper Presentations:

92 DOES LOCATION MATTER? TAKING STOCK AND CONCEPTUALIZING THE ROLE OF LOCATION IN DYNAMIC CAPABILITIES

Oliver Silbernagel EBS UNIVERSITÄT FÜR WIRTSCHAFT UND RECHT
Christian Landau EBS UNIVERSITÄT FÜR WIRTSCHAFT UND RECHT

This article discusses the relevance of location in the dynamic capabilities perspective. No prior article has reflected on location in the dynamic capabilities literature from a meta-level. In a systematic review, we identify 66 articles that implicitly address location factors shaping the development and deployment of dynamic capabilities. Therefore, our review strengthens the assumption that location matters. Yet, we identify a need to go beyond by explaining how. We develop a conceptual model arguing that firms differ in their ability to value, access, and integrate location factors shaping dynamic capabilities. We understand this location factor internalization as a second-order dynamic capability. Furthermore, we explain the different roles of location factors that help to build or deploy dynamic capabilities. Finally, we propose that the relevance of location factor internalization relies on market dynamism.

183 VRIO FRAMEWORK - STATIC OR DYNAMIC?

Rita Geraldes NA

Renato Lopes da Costa PHD
João Geraldes PHD

During the 1980s, the principal concern of theorists in what regarded strategic management was linked to the analysis of the external environment.

However, many researchers defend that considering the turbulence of today's business environment with the technology' advancement, the ever-changing industries and with an ever continually-increasing reduction in the time-frame of competitive advantage, a resource-based view has been gaining its own space regarding strategic formulation.

Despite of the model's capability, the theory has received diverse criticism during the last years, which we believe that some of these criticisms deserve to be analyzed. Therefore, the present article intends to illustrate a new theoretical basis for the analysis of the resources and capabilities in order to explain the advantages of applying a conceptual model that articulates the VRIO framework, initially developed by Barney (1991) with a new conceptual model that allow companies to perceive the dynamism of the company's competitive advantage through the inclusion of the values, dynamic capabilities and governance concepts from the VDS acronym.

The article is subdivided into six parts, the first part is referent to the theoretical exploitation of the RBV dematerialized in the creation of the VRIO model. The second part presents the main criticisms existent in the literature regarding the model and its limitations. The third, fourth and fifth parts refer to the approach in order to achieve the articulation between the VRIO model and the three additional parameters. In the sixth part, the new model will be presented and lastly, some considerations will be presented regarding this subject.

244 **THE ROLE AND IMPACT OF SECOND-ORDER DYNAMIC CAPABILITIES
IN DEVELOPING FIRST-ORDER DYNAMIC CAPABILITIES: AN
EMPIRICAL INVESTIGATION**

Gulsun Altintas UNIVERSITÉ POLYTECHNIQUE HAUTS-DE-FRANCE
Véronique Ambrosini MONASH UNIVERSITY

This qualitative case study illuminates how second-order dynamic capabilities enable the formation and deployment of first-order dynamic capabilities, capabilities that allow the modification of the resource base. Contrary to many studies that have concentrated on the formation of dynamic capabilities, we explore both the formation and deployment of first-order dynamic capabilities. We reveal that second-order dynamic capabilities enable the formation and deployment of first-order dynamic capabilities through four mechanisms: information-gathering, strategic analysis, capacity to experiment and implementation of strategic practices. We also highlight that the formation and deployment of first-order dynamic capabilities reinforce these four components of second-order dynamic capabilities. These findings allow us to contribute to the literature by providing a nuanced understanding of both the dynamic capability hierarchy and second-order dynamic capabilities.

Applications of theory (09:00 - 10:30) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Huiping Xian

Paper Presentations:

71 AN INTEGRAL SYSTEMS THEORY PERSPECTIVE OF INTERDISCIPLINARY COLLABORATION: THE EXAMPLE OF CATCH, A CAPTURE-BASED AQUACULTURE RESEARCH PROJECT FOR QUALITY NORWEGIAN COD PRODUCTS

Cheryl Cordeiro NORWEGIAN INSTITUTE OF FOOD, FISHERIES AND AQUACULTURE RESEARCH (NOFIMA)

Geir Sogn-Grundvåg NORWEGIAN INSTITUTE OF FOOD, FISHERIES AND AQUACULTURE RESEARCH (NOFIMA)

Due to the increasing complexity of the global development challenges that need solving, the past thirty years have seen interdisciplinary research (IDR) and university-industry collaboration developing into its own subject of research. While there have been numerous studies on defining and evaluating IDR, what remains under-researched is a unifying or integral perspective in IDR theoretical framing and conceptualisation much due to the nature of the multiple disciplines that constitute IDR. This study takes an integral systems theory perspective in address of the knowledge-gap in IDR, using the example of the project CATCH, a capture-based aquaculture research project funded by the Research Council of Norway and industry partners, for improved Norwegian cod products to local and global markets. The purpose of this study is to investigate and uncover the management strategies of the project CATCH, with the goal of illustrating how elements of such a management strategy can be mapped onto a four-quadrant integral systems theory model towards a unified perspective of an IDR project. The United Nations Food and Agriculture Organization (FAO) has projected a 20% growth in global fish production and consumption by 2030. CATCH, which is situated in the field of fisheries and aquaculture research, makes for a timely and interesting example of how an inherently IDR project is managed and executed by multiple stakeholders from academic institutions as well as industry partners. The contribution of this study is twofold, (i) working towards the consolidation of the theoretical foundations of IDR, and (ii) developing empirical insights into the management processes and strategy of an IDR project.

981 RESEARCH IMPLICATIONS OF USING STRONG STRUCTURATION THEORY TO INFORM INTERNATIONALISATION PROCESS RESEARCH

Aileen Kennedy TECHNOLOGICAL UNIVERSITY DUBLIN (AUNGIER STREET CAMPUS)

Colm O'Gorman DUBLIN CITY UNIVERSITY

As SMEs are increasingly active in international markets, it is important, from both a research and a managerial perspective, to understand the activities and processes surrounding their internationalisation. This paper presents, discusses, and illustrates strong structuration theory as a theoretical framework, and methodology, for researching the internationalisation process of the smaller firm. Although the use of Giddens' original structuration theory has been rare to date within internationalisation research, the ontological developments underpinning strong structuration, and captured in the 'quadripartite nature of structuration framework' open up new research directions and opportunities. Describing Stones' (2005) 'quadripartite nature of structuration framework' as a method, as well as operationalising it through an illustrative case study demonstrates the analytical value of the theory's developments to researchers at the empirical level of firm research. The methodological implications of the frameworks' use offer significant potential to enhance and augment the knowledge of firm internationalisation processes, and many opportunities exist for the theory to inform how future studies are theorised and conducted. Positioned at the intersection of sociology and internationalisation literatures, this paper demonstrates the potential value of interdisciplinary research in advancing knowledge of firm processes.

1021 LINKING ORGANISATIONAL THEORIES TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT LITERATURE IN THE CONTEXT OF BLOCKCHAIN: IDENTIFYING NEW RESEARCH QUESTIONS AND DIRECTIONS

Mario Dobrovnik VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

David Herold GRIFFITH UNIVERSITY

Jasmin Mikl VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Marko Hribernik VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Sebastian Kummer VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Potential blockchain applications for logistics and supply chain management (SCM) have gained increasing attention within both academia and industry. As the literature grows, finding new directions by critically evaluating the research and identifying future directions becomes important in advancing knowledge for the field. Using organisational theories to help categorise the literature provides opportunities to address both the objectives of understanding where the field currently stands and identifying research opportunities and directions. After providing a background discussion on the nexus between blockchain and SCM, we categorise and review recent SCM literature using the eight most common organisational theories, namely game theory, information theory, institutional theory, network theory, path-dependency theory, resource-based view, stakeholder theory and transaction cost economics, to identify potential blockchain-specific research questions that are worthy of investigation.

Betterment of human conditions (09:00 - 10:30) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Brian Berkey

Discussant(s): Deborah Gervasi

Paper Presentations:

- 950 THE CONTRIBUTION OF CIRCULAR ECONOMY TO HUMAN BETTERMENT: MORAL IMAGINATION AND TELEOLOGICAL ETHICS**
Giancarlo Ianulardo UNIVERSITY OF EXETER
Roberta De Angelis UNIVERSITY OF EXETER BUSINESS SCHOOL

The circular economy has recently acquired a considerable visibility within academic journals, national and international institutions and the corporate arena. However, the academic literature on the circular economy still needs conceptual and theoretical development and only few scholars have started to investigate its ethical dimension. In this article, we aim at discussing the circular economy within an ethical framework which shows the potentiality of the circular economy to enhance human betterment in its integral dimension. We start by providing a brief description of the circular economy and how it relates to the concept of sustainability. Next, we show that given its nature and recent developments, it would be best seen within the context of moral imagination and system thinking as outlined in some pioneering contributions by Werhane. We also embed the notion of the circular economy within the humanistic paradigm which highlights the role of human dignity and human betterment, recovering a neglected contribution by Boulding. We conclude by showing that if the circular economy approach is viewed as a moral vision that enhances human betterment by recalling that resources are limited and should be used but not abused, then this approach can lead to a larger view of “human flourishing”, where the latter is no longer confined to good social relationships, but includes also the ecological relationship between persons and nature.

- 2005 SWEATSHOPS, STRUCTURAL INJUSTICE, AND THE WRONG OF EXPLOITATION: WHY MULTINATIONAL CORPORATIONS HAVE POSITIVE DUTIES TO THE GLOBAL POOR**
Brian Berkey UNIVERSITY OF PENNSYLVANIA

It is commonly thought that firms that employ workers in “sweatshop” conditions wrongfully exploit them, and that they in particular are wronged by this exploitation. These claims can seem especially compelling given that sweatshop workers are disadvantaged by unjust institutional arrangements – that is, they are victims of structural injustice. In this article, I argue that although we should reject the view that sweatshop workers are wronged, some firms (in particular wealthy MNCs) that employ sweatshop labor are guilty of wrongful exploitation, since their failure to benefit the global poor more constitutes a violation of positive duties possessed by all agents capable of helping those in need. I also argue that while the fact that sweatshop workers are victims of structural injustice can strengthen the case for thinking that firms’ duties are extensive, we should reject the view that only victims of structural injustice can be wrongfully exploited in employment.

Business Model 4 (09:00 - 10:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Kristel Miller

Discussant(s): Henk Volberda

Paper Presentations:

780 INCUBATOR BUSINESS MODEL INNOVATION –THE RCOV MODEL CONTRIBUTION

Amandine MAUS UNIVERSITY OF MONTPELLIER, MONTPELLIER
MANAGEMENT INSTITUT

Sylvie SAMMUT UNIVERSITY OF MONTPELLIER, MONTPELLIER
MANAGEMENT INSTITUT

Over the past decade, increased competition, coupled with reduced public funding and a lack of interest from entrepreneurs, has forced incubators to create innovative business models. The literature has identified and described these new business models (acceleration, coworking, pre-acceleration, etc.). However, a comprehensive approach to their emergence is lacking. In order to understand how this type of innovation develops, we used the Demil and Lecocq (2010, 2015)'s RCOV model. This model is anchored in Penrose's (1959) view of the firm. The interest is to propose a dynamic approach to dealing with business model innovation. We adapted the RCOV model to incubators in a multiple and longitudinal case study. This study, carried out between 2016 and 2018, reveals the transformation of two-sided incubator business models into multi-sided hybrid business models. At the origin of this evolution, the incubator manager and public or private funders generate a collective innovation process. For this reason, a first contribution of this paper is to highlight a specific driving force of the business model innovation process: this collective entrepreneurial dynamic specific to incubators. A second theoretical contribution is to highlight that these entrepreneurial processes show that incubators are firms like any other.

864 CORPORATE ACCELERATORS AND START-UP PERFORMANCE – EVIDENCE FROM GERMANY

Patrick Haslanger UNIVERSITY OF AUGSBURG

Erik Lehmann UNIVERSITY OF AUGSBURG

Nikolaus Seitz UNIVERSITY OF AUGSBURG

Corporate accelerators are a rapidly growing institutional phenomenon in start-up ecosystems. This paper studies the performance of corporate accelerator programs. Corporate accelerators (CA) are agile innovation units offering start-ups fixed-term coaching programs that are supposed to provide benefits for both start-ups and

established companies. Although the proliferation of CAs is highly evident, little is known about the efficacy of these programs, and what are the drivers. Analyzing a hand-collected and novel data set containing more than 200 start-ups across 15 CA programs located throughout Germany, our results suggest that start-ups benefit from small, specialized and industry-specific programs through synergizes and economies of scale and scope; but increasing specialization generates several disadvantages for the accelerated start-ups. Partner specificity and the hold-up problem may make it difficult to raise venture capital and follow-up financing after leaving the accelerator program.

- 1379 BUSINESS MODEL LOGICS IN CORPORATE INCUBATORS: NEW INSIGHTS ON COGNITIVE SCHEMAS AND COGNITIVE SCRIPTS**
Vivek Velamuri HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT
Mirjam Roessler HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT
Anne Huff DUBLIN CITY UNIVERSITY BUSINESS SCHOOL

Behavioral theory suggests that organizational routines and related cognitive models of managers originate in past experiences. This theoretic argument as well as direct experience supports the inference that managers of established and emergent entrepreneurial firms will substantially differ from each other in the cognitive schemas they use when designing new business models. In-depth interviews with 66 participants in 31 corporate entrepreneurship initiatives provide more detailed evidence about these differences, but also reveal instances of cross-influence. Specifically, our analysis generates five manifestations, i.e. cognitive scripts, of the dominant logic of corporations and the emergent logic of entrepreneurial firms that guide the design of new business models in the research context.

Career Management II (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Ying Lu

Paper Presentations:

- 1956 NEWCOMERS' CAREER ADJUSTMENTS: HOW DOES ORGANIZATIONAL SUPPORT WORK FOR PROTEAN INDIVIDUALS?**
Norihiko Takeuchi WASEDA UNIVERSITY
Tomokazu Takeuchi GAKUSHUIN UNIVERSITY
Yuhee Jung GAKUSHUIN UNIVERSITY

The present research has attempted to document the key mechanism linking organizational support to newcomer adjustment from a self-directed career match perspective among graduate newcomers. Specifically, this research investigated models wherein (a) a perceived match of individual and organizational career plans mediates the relationship between newcomers' perceived organizational support (POS) and their adjustment outcomes, and (b) career self-directedness moderates the

anticipated positive relationship between POS and perceived career match, and thus conditions the mediation. Our analyses of time-lagged data collected from graduate newcomers generally supported the predicted effects. These findings offer new understanding, complementing existing socialization research by demonstrating the adjustment process for newcomers transitioning from school in view of a career match. This research also contributes to the career management literature by illuminating the adaptive and proactive nature of career self-directedness that strengthens the POS-career match link of graduate newcomers, thus ameliorating their adjustment process.

601 ON THE MEANINGS OF PRESENTEEISM: A CONCEPTUAL AND THEORETICAL EXTENSION

Nosheen Sarwat BAHAUDDIN ZAKARIYA UNIVERSITY, PAKISTAN
Vishwanath Baba MCMaster UNIVERSITY

In this study we explore the meanings of presenteeism and extend the literature on presenteeism to its full conceptual potential. In addition to the value loss usually associated with presenteeism, we explore potential value gain in terms of creativity and innovation. We offer a theoretical model of presenteeism that separates negative presenteeism from positive presenteeism accounting for value loss and value gain respectively. We suggest in a sequential fashion that higher-level goals influence one's psychological contract, which on evaluation determines person-organization fit. Assessment of fit influences the nature of one's motivation at work. Social and task characteristics of the job moderate this relationship. When the motivation is extrinsic and is exacerbated by individual and organizational constraints, there is potential for negative presenteeism leading to value loss. On the other hand, when the motivation is intrinsic and is facilitated by social and task characteristics of the job, it can lead to two things: one, the individual is job involved leading to traditional value gain; two, the individual is work engaged and becomes creative adding to innovative value gain. Our broad purpose here is to provide a theoretical push to expand managerial optic about presenteeism from one of control to one of value.

1820 CONTEXT OF CAREER: DOES PLANNING TRANSLATE INTO SUCCESS?

Hui Hui Teow MONASH UNIVERSITY MALAYSIA
Wee Chan Au MONASH UNIVERSITY MALAYSIA

Drawing upon the Theory of Planned Behavior, this research was to examine the effects of parenting styles, self-efficacy, and career outcome expectation on career exploration behavior among working adults. This study also investigated the effects of career exploration on career planning and the subsequent subjective career success. A survey study was conducted among working adults ($N = 315$) in Malaysia. Results indicated that parents exert influences on individuals' lifelong career success through enhancing their self-efficacy and career outcome expectations. In particular, authoritative parenting style was found to positively relate to self-efficacy and career outcome expectation, which in turn positively predict career exploration behavior among working adults. Furthermore, individuals who engage extensively in career exploration are more likely to plan their career, which eventually enables them to

perceive higher sense of subjective success with their careers. These findings carry implications for Theory of Planned Behavior and career counseling practices.

Change, adaptation and transformation (09:00 - 10:30) - ISCTE - Building II/Room C2.01
([Top](#))

Track: T13_10 - Strategic Responsiveness and Organizational Adaptation

Chair(s): Torben Juul Andersen

Paper Presentations:

**586 NOTHING ENDURES BUT CHANGE: A STUDY OF CHANGES IN
INDUSTRY CHOICE AND DETERMINISM OVER TIME**

Jerry Sheppard SIMON FRASER UNIVERSITY
Shamsud Chowdhury DALHOUSIE UNIVERSITY

When the environment changes what happens to the population? In this research, we look for changes in the degree of choice and determinism in organizational task environments to investigate the aggregate impact of proactive and reactive population efforts related to such change. With data from the NBER-CES Manufacturing Industry Database, we study changes in strategic choice and population ecology for a sample of 190 industries for years 1958 to 2007. We arrive at two important conclusions. One, population corrections are not the only method by which overshooting environmental carrying capacity can be addressed; concentration and location changes also have roles as responses to environmental change and as precursors to it. Two, environments are more stable than expected. The study's implications are given.

**901 ADAPTIVE RESPONSIVENESS: THE ROLE OF AUTONOMOUS
STRATEGY-MAKING AND INTERACTIVE CONTROLS**

Torben Andersen COPENHAGEN BUSINESS SCHOOL
Simon Torp UNIVERSITY OF AARHUS

The dual importance of centrally induced strategic intent and the ability to engage in autonomous strategic initiatives has been demonstrated in both qualitative and quantitative empirical studies over past decades. However, the particular mechanisms required to facilitate the interaction between these strategy-making approaches and achieve better corporate performance is less clear. We argue that the commonly conceived but rarely examined role of the strategic control process is essential to the implied adaptive performance dynamic. Whereas strategic control typically is conceived as the diagnostic monitoring of outcomes, we contend that an interactive control mechanism is conducive to superior performance outcomes. To examine this, we use the extant strategy literature to generate the basic hypothesized relationships and conduct an empirical study based on a large corporate sample to uncover the intricate strategy-making model. The analyses show that adherence to interactive

controls is an essential mediator for positive combined effects from strategic planning and autonomous strategy-making.

1477 THE AGILITY TRANSFORMER MODEL - IDENTIFYING DECISION-MAKING BEYOND SPEED

Christiane Prange TONGJI UNIVERSITY

‘Agility’ has become a buzzword in the recent management discourse. But despite the attention it receives, there is little clarity of what the construct actually means and how companies can launch agile transformation projects. This article clarifies that the construct of agility involves far more than high speed and flexibility; it is the capacity for decision-making that involves reflection, resilience, and slowness as survival parameters in uncertain environments. Based on a review of the literature and interviews with managers from different industries, a conceptual model (Agility Transformer) is developed that extends current notions of strategic agility by integrating the idea of ‘slowness’ as a competitive advantage. The model specifies agility on three levels (resilient, versatile, transformational) and provides a systematic framework for further research on agility. In addition, it offers guidance for managers to define how much agility their companies require when facing different environmental scenarios.

Coopetition in practice (09:00 - 10:30) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Frédéric Le Roy

Discussant(s): Elio Shijaku

Paper Presentations:

773 DEALING WITH THE DARK SIDE OF COOPETITION

Tatbeeq Raza-Ullah UMEÅ UNIVERSITY

Maria Bengtsson UMEÅ SCHOOL OF BUSINESS, STATISTICS & ECONOMICS

Devi Gnyawali PAMPLIN COLLEGE OF BUSINESS, VIRGINIA TECH

The coopetition research shows rather contradictory results related to whether or not competition enhances firm performance. Some scholars have noted that coopetition is paradoxical and filled with tensions and that heightened paradoxical tension experienced by managers may be responsible for lower performance. Others have stressed that coopetition outcomes depend on a firm’s ability to navigate the simultaneity of cooperation and competition. However, little empirical research has examined conditions that may help alleviate the negative effects of tension on performance outcomes. To address this gap, we theorize coopetition capability as a three-dimensional construct and empirically test its moderating effect on the relationship between experienced paradoxical tension and firm performance. We use

two data sources to test our hypothesized relationships, which are broadly supported. Results show that paradoxical tension negatively affects performance and cooperation capability largely moderates this relationship.

1876 DEALING WITH INTERPRETIVE UNCERTAINTY IN COOPETITION: A SIGNALLING THEORY PERSPECTIVE

Angelos Kostis UMEÅ UNIVERSITY

Interfirm relationships involving cooperation have been acknowledged as beneficial yet uncertain endeavours. Prior research has discussed the double-edged sword nature of cooperation in relation to the notion of partner opportunism and uncertainty has mainly been attributed to transaction characteristics. In this paper, I adopt a cognitive perspective to enrich the understanding of the uncertain nature of cooperation. In particular, I place emphasis on interpretive uncertainty, which stems from relational characteristics and the partners' misaligned cognitive frames. I suggest that depending on what type or situation of cooperation is observed (i.e., horizontal and direct, vertical and direct, and vertical and indirect), the level of interpretive uncertainty (i.e., similar frames, dissimilar compatible frames and dissimilar incompatible frames) and the required frame alignment strategies differ. Drawing upon signalling theory, I argue that digital artefacts facilitate the pursuit of three distinct frame alignment strategies, as they communicate three different types of signals by serving as process-oriented, boundary and epistemic objects.

1256 BUILDING ON PROXIMITIES FOR COOPETITION: A CASE OF FRENCH SMALL WINEGROWERS

Alexandre Asselineau BURGUNDY SCHOOL OF BUSINESS

Anne ALBERT-CROMARIAS GROUPE ESC CLERMONT / CLERMA

This paper focuses on the structuring of cooperative relations amongst small businesses within a territory, which as a result will increase in value for the benefit of all. The literature on cooperation may well have grown considerably over the past ten years, but it has yet to show much interest in the territory's role in cooperation despite its being essential to many SMEs, which are characterized, amongst other features, by territorial proximity. The research here thus proposes to analyse cooperation through the lens of proximities, based on the study of a recently established group of small winegrowers.

The case of the Loire Valley winegrowers' group called 'Ici commence la Loire' shows the prominent role played by proximities in cooperative relations amongst winegrowers – first in its geographical dimension, but also in its coordination and resource dimensions, which are based on socioeconomic proximity.

Corporate Investments, Financial Markets, and Financialization (09:00 - 10:30) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Shann Turnbull

Paper Presentations:

155 **CORPORATE FINANCIALISATION: THE TIP OF THE ICEBERG**

Sylvie Berthelot UNIVERSITÉ DE SHERBROOKE
Michel Coulmont UNIVERSITÉ DE SHERBROOKE
Aufrey-Ann Bourret UNIVERSITÉ DE SHERBROOKE

For a number of years now, many firms' business models have been moving toward financialisation. To the detriment of their industrial and commercial activities, companies are focusing more and more on financial transactions that increase their value. Some researchers attribute this trend to executive compensation plans that are changing executives' role from "industrial manager" to "financial player". Others see it as the result of certain investors seeking greater financial returns. Lastly, others view it as the development of a corporate governance paradigm whose primary goal is to maximize shareholder value. Although the trend has been identified and begun to be documented, studies that concretely examine its ends and results remain few. Yet more and more companies and some of their stakeholders are having to bear its impact. Sears Canada is just one example. Sears Canada was a large retailer that began operations under the Simpson-Sears banner in 1953. At that time, it was the first to distribute a catalogue to 300,000 households across Canada and developed its mail order business Canada-wide. It also extended its activities to department stores and mall outlets, selling clothing, furniture and appliances, automobile-related services, floor covering, electronics, etc. In 2001, its revenues totalled CAN\$6.7 billion, making that year a landmark in the company's growth. In the summer of 2017, Sears Canada sought protection under the Companies' Creditors Arrangement Act. The story of Sears Canada provides the opportunity to focus attention on the players involved in this financialisation and their related actions. The company's official documents were analysed, revealing that over an 18-year period, while its sales were plummeting, Sears Canada disinvested and paid out close to CAN\$3.4 billion in dividends to its shareholders. Analysis of the key financial events impacting the firm in recent years will shed light on the circumstances leading to this type of financial collapse. These circumstances should be of particular interest to regulatory bodies in countries where corporate financialisation is becoming increasingly widespread.

588 **DO COMPANIES WITH BETTER REPUTATION INVEST MORE?**

Mirian Chimirri UNIVERSITY OF SAO PAULO
Luiz Ricardo Kabbach de Castro UNIVERSIDADE DE SAO PAULO
Aquiles Kalatzis UNIVERSIDADE DE SAO PAULO

This study aims to verify how reputation affects the investment decisions of firms. There is already a consensus in the literature that a good reputation contributes to the firm's financial performance, but there are few recent studies that examine the relationship between corporate reputation and investment decisions. The data are formed by 180 Spanish firms between 2000 and 2015 in an unbalanced panel. The model has as dependent variable the rate of investment of the firm and as explanatory the reputation and other financial variables. The estimation is done using GMM-sys. Models are also estimated considering the financial constraint of the firm and its size.

The results show that reputation positively interferes with firms' investments and also contributes to the reduction of information asymmetry. However, reputation is not significant to explain the investment in the presence of financial constraints.

1581

RISKS OF GIVING WALL STREET WHAT IT EXPECTS

Guilhem Bascle CATHOLIC UNIVERSITY OF LOUVAIN

Jiwook Jung UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

In this study, we revisit the important thesis in institutional theory that organizations can strategically manage external expectations while maintaining decision-making autonomy. Taking as a case in point U.S. listed firms' strategic behavior towards external expectations developed in the stock market, we develop predictions on the dynamic effects of firms' strategic behavior. We test our hypotheses using data from a sample of 650 large publicly-traded U.S. firms, and generally find support for our predictions. We discuss the contributions of our theory and findings to the literatures on strategic response to institutionalized expectations, quantification, and valuation judgments in the stock market.

Creating Meaningful Work (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.29 ([Top](#))

Track: T09_05 - Meanings, Meaningfulness and Mindfulness: Cognitive, Social and Emotional Approaches to Management

Chair(s): Donna Morrow

Paper Presentations:

695

CHANGE IN MEANING AND MEANINGFULNESS OF WORK FOCUSING ON CRITICAL EVENTS

Klaudia Szóts-Kováts CENTRE OF CULTURE AND HUMAN RESOURCE & ORGANIZATION DEVELOPMENT, CORVINUS UNIVERSITY OF BUDAPEST, BUDAPEST, HUNGARY

Despite the existence of a substantial body of empirical literature on meaningful work and possible meanings of work, little research has focused on how the meaning and meaningfulness of work can change. In this qualitative study, I analysed 25 cases focusing on particular critical incidents which affected the meaning of work, drawing on interview data collected from eleven Human Resource managers. Based on this research, I was able to analyse the different characteristics of the change in work meaning and meaningfulness. Regarding the permanency of the change, beside permanent change in meaning of work I found several examples of temporary changes. I also found that the direction of change is not always one-way. In some cases critical incidents have led to change which consisted of two phases: a decrease in the meaningfulness of work, which followed an increase in it. Analysing the magnitude of change in meaningfulness I have recognized that there is a personal sort of ranking among the mechanisms that make work meaningful, and the most important mechanism worked as an anchor. Concerning the magnitude of the change

of meaning, it revealed that individuals are thinking about work in hierarchically embedded perceptual and interpretational frameworks, which enables us to better understand the extent and interdependence of the change.

849 **EMPLOYEE COMPETENCE DEVELOPMENT IN CORPORATE VOLUNTEERING**

Aldona Glinska-Newes NICOLAUS COPERNICUS UNIVERSITY
Akram Hatami UNIVERSITY OF OULU, OULU BUSINESS SCHOOL
Jan Hermes UNIVERSITY OF OULU, OULU BUSINESS SCHOOL
Anne Keränen UNIVERSITY OF OULU, OULU BUSINESS SCHOOL
Pauliina Ulkuniemi UNIVERSITY OF OULU, OULU BUSINESS SCHOOL

Corporate volunteering has been argued to positively influence the development of employee competencies. Of importance, thereby, has been the relation between volunteering employees and the beneficiaries of employees' volunteering activities. We maintain that particularly the proximity as well as the intensity of contact between employees and beneficiaries influences the development of employees' competencies in diverse ways. Based on an empirical study including 11 companies located in Poland we find that in corporate volunteering projects that focus on beneficiaries related to local community, more intensive contact enables a wider set of diverse competencies to be generated. In projects that address an issue connected to society in general, more direct and intensive contact with beneficiaries seems to allow employees to become more aware of the social issues and how they should be addressed. Our study contributes to the corporate volunteering discussion within the larger field of meaningfulness of work.

1742 **WEEKLY JOB CRAFTING AND WEEKLY MEANINGFUL WORK. A DIARY STUDY.**

Nelesh Dhanpat UNIVERSITY OF JOHANNESBURG, DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT
Roslyn De Braine UNIVERSITY OF JOHANNESBURG, DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT
Madelyn Geldenhuys UNIVERSITY OF JOHANNESBURG, DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT

Scholars have implied that job crafting is essential in achieving positive outcomes for employees. The present study established weekly job crafting (task crafting and cognitive crafting) as a predictor of weekly meaningfulness and gauges lagged effects of job crafting and meaningful work. Data was collected from employees in a higher education institution ($n = 54 \times 4 \text{ weeks} = 216 \text{ occasions}$). The study used a weekly diary design. At the end of the work week, employees reported on job crafting and meaningful work. The results of the study revealed staff that cognitively craft their work are likely to experience meaning in their work. It was further established that cognitive crafting is able to predict meaningfulness in subsequent weeks. It was further noted that task crafting did not predict meaningful work. This suggests that employees who engage in cognitive crafting will maintain or increase the meaning they experience in their work over a period of time.

Creativity for Innovation Processes (09:00 - 10:30) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Hannele Väyrynen

Discussant(s): Hannele Väyrynen

Paper Presentations:

220 STRATEGIC AMBIDEXTERITY DEVELOPMENT IN A PUBLIC SERVICE CONTEXT: CHANGING THE FOCUS ON SHORT-TERM IMPROVEMENTS AND LONG-TERM INNOVATION IN A MULTI-CAMPUS UNIVERSITY

Elena Krause FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NUREMBERG

Angela Roth FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NUREMBERG

Christian Schaller BADEN-WUERTTEMBERG COOPERATIVE STATE UNIVERSITY STUTTGART

In this paper, we report the results of a longitudinal ethnographic study of a company-wide strategic development initiative in a multi-divisional organization in the tertiary higher education sector (one-year observation). This paper adopts a dynamic view on ambidexterity (i.e., the capacity to explore and exploit at the same time) and suggests that organizations constantly change and improve their current investment in exploration and exploitation to find the ideal combination in the specific contexts facing the firm. The objective of this paper is to explain how ambidexterity change happens in a divisionalized organization that is facing the challenge to improve its focus on short-term improvements and long-term innovation. To understand the dynamics involved, we develop a processual understanding of how organizations implicitly and explicitly change ambidexterity and what mechanisms enable its development in the specific context of a divisionalized organization. Our results show that the strategic development of ambidexterity is enabled by four crucial mechanisms of energizing, reflecting, framing and reconfiguring. We also show the dialogical dynamics regarding the interplay between the central and decentral levels.

373 PRODUCT DEVELOPMENT DURING INTERNATIONALIZATION – EXAPTIVE AND ADAPTIVE PATTERNS

Päivi Aaltonen LAPPEENRANTA UNIVERSITY OF TECHNOLOGY

Lasse Torkkeli LAPPEENRANTA UNIVERSITY OF TECHNOLOGY

Organizational behavioral theories have built on top of evolutionary perspectives for decades, yet until recently non-linear developmental patterns have not been coherently addressed. Exaptation describes unpredictable developmental shifts, such as the emergence of wings on dinosaurs from this perspective, offering also a tool to analyze patterns of creativity development in organizations. In humans, exaptation is limited

and enabled by cognitive functions and social interactions, recently suggested to offer novel lens through which unpredictable business behavior can be explained, explaining the emergence of novelty. However, the empirical results are nascent. This study responds to this omission in literature, through a longitudinal empirical study that illustrates how unpredictable environments, such as foreign markets, increase exaptation. Specifically, the study illustrates how the simultaneous utilization of exaptive strategies takes place in product development of internationally operating enterprises. The results suggest that exaptations are a strategy that helps explain how internationalization and unforeseen usage of the limited resources develops. The study thus contributes to the understanding of cross-cultural creativity creation in internationalization, to the nascent literature of exaptation in internationalization, and to illustrate non-linear patterns in evolutionary internationalization process.

**1123 MANAGING THE EMERGENCE OF CONCEPTS IN FUZZY FRONT END:
A FRAMEWORK OF STRATEGIC PERFORMANCE AND EMERGING
PROCESS OF INNOVATION BRIEFS**

Sophie Hooge MINES PARISTECH PSL RESEARCH UNIVERSITY - CGS
Milena Klasing Chen SNCF / TMCi CHAIR
Dominique Laousse SNCF / DTMI CHAIR

Despite the importance of *new concept development* (NCD) literature, the variety and evolution of concepts generated in the fuzzy front end and that lead to the concepts that will be design briefs for new product, technology and radical innovation projects is still misunderstood. In this paper, we propose to address this issue of multiplicity and coherence of emerging concept descriptions in the fuzzy front end at three levels of analysis — cognitive, managerial and strategic — in order to describe the dynamics of conceptual works. We rely on a longitudinal study (8 years) of the innovation capability management in a large established firm, SNCF, the French railroad company. Our main results are i) to give a typology of emerging concept formulations; ii) to elicit a structured process of building a “desirable unknown” for both the firm and involved individuals, that gather three dimensions: cognitive generative power, collaborative attractiveness for new organizations experimentation, and strategic positioning renewal of the firm in quickly evolving environments; and iii) to explicit specific patterns of emerging concept that can improve the performance of design briefs. We thereby contribute to guide practitioners involved in NCD work to reach their innovation goals.

Culture and Climate I (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Carla Curado

Discussant(s): Arina Tsirkuleva

Paper Presentations:

103 CONFIGURATIONS OF ORGANIZATIONAL CULTURE CONDITIONS LEADING TO KNOWLEDGE SHARING

Carla Curado ADVANCE/CSG ISEG, UNIVERSIDADE DE LISBOA, RUA DO QUELHAS, 6, 1200-109 LISBOA, PORTUGAL

Natalia Martsenyuk ISEG - LISBON SCHOOL OF ECONOMICS & MANAGEMENT, UNIVERSIDADE DE LISBOA

Andrea Balle PUCRS, ESCOLA DE NEGÓCIOS

Mírian Oliveira PUCRS AND ADVANCE/CSG, ISEG, UNIVERSIDADE DE LISBOA

One of the biggest challenges in organizations is knowledge sharing. The present study investigates knowledge management and identifies the configurations leading to its existence and its absence. We use conditions from the three levels of Schein's organizational culture (2004): human resources management and organizational structure (artefacts), ethical climate (beliefs and values) and organizational citizenship behaviors (premises) and empirically relate them to knowledge sharing. The data used to test the two models (knowledge sharing and its absence) were collected using a survey. We worked with a sample of 131 services sector companies operating in Portugal. We analyzed data using fuzzy set Qualitative Comparative Analysis - fsQCA. Results show, there is a single configuration leading to knowledge sharing involving the four conditions from organizational culture and the age and academic training level of employees. On the other hand, there were 11 sufficient causal configurations leading to the absence of knowledge sharing among employees. Findings confirm the literature on knowledge sharing being difficult to achieve. Limitations related to generalization apply, due to the qualitative essence of this study.

625 AN INVESTIGATION OF THE EFFECT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE MANAGEMENT; MEDIATING ROLE OF SOCIAL CAPITAL

Leila Afshari LA TROBE UNIVERSITY

Ali Hadiannasab UNIVERSITY OF GUILAN

The purpose of this study is to examine the mechanisms through which organizational culture leads to knowledge management. We examined the mediating role of social capital on the relationship between organizational culture and knowledge management. Data were obtained from the employees of Mellat bank branches in Guilan province in Iran. After a screening process, the final sample of 127 employees was used to outline a mediation model. Structural equation modeling (SEM) was employed to test the model. The results indicated that organizational culture had a significant effect on knowledge management and social capital. Furthermore, social capital had a significant effect on knowledge management. The mediating role of social capital was confirmed given the significance of the relationships. The current research contributes to the knowledge management literature by exploring a plausible explanation for the strong relationships between organizational culture and knowledge management. Our findings suggest that organizations must strive to boost social

capital and mutual trust among employees in order to develop effective knowledge management.

961 SINGING IN OR OUT OF TUNE? LEITMOTIFS OF THE CENTRAL BANKS IN THE EURO AREA

Arina Tsirkuleva CA' FOSCARI UNIVERSITY OF VENICE

In the paper we present an account of sociological institutionalism on the integrative intent in the framework of the European Monetary Union. Drawing on isomorphic premise, we explore evolution of the institutional context of the European central banking, affected the most by the institutional pressures due to the integration focus on the monetary policy. We ask if central banks systematically convey agenda in a similar way looking for legitimacy in the field. Over a period of 20 years we explore regular legitimating accounts of the central banks, annual reports, assessing their thematic similarity based on topic modeling. We find that initial institutional arrangements did not trigger isomorphic dynamics, while an exogenous event, the financial crisis, enabled a robust convergence among central bankers on necessity of a shared action framework and advancing institutional arrangements led to assimilation of the institutional narratives. We conclude with analysis of the institutional process, emphasizing importance of an institutional fit to trigger cultural isomorphic dynamics, which implies absorption of a part of organizational legitimation context at the institutional level and emergence of a shared action framework, adjusting integrative means.

Digital innovation, platforms and ecosystems (09:00 - 10:30) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Chair(s): Uta Wilkens

Discussant(s): Valérie MERINDOL

Paper Presentations:

1306 PLATFORM ORGANIZATIONS AS ECOSYSTEMS: A SYSTEMATIC LITERATURE REVIEW

Sven Niederhöfer UNIVERSITÄT HAMBURG

Recent platform literature undergoes several shifts, considering platforms as organizations embedded in larger infrastructures. There has been a surge in research using the ecosystem concept to study the emergence and evolution of platform organizations. The ecosystem concept provides a fresh perspective to study innovation-related organizations, as it draws attention to the ecology of dynamics that occur as interdependent actors cooperate to achieve common goals, while concurrently compete to realize their own objectives. Furthermore, the rather narrow platform ecosystem concept does not capture all interactions. Accordingly, the article

conducts a systematic literature review addressing two related questions: What cooperative interactions and dynamics occur within and across platform ecosystems? How can the business, innovation, and service ecosystem lenses contribute to platform research? The review uncovers interactions across different conceptual layers, ranging from dyadic to inter-platform interactions, and across different platform management dimensions, including governance, architecture, pricing, and platform strategy. Based on the analysis it derives issues for future research: the conceptual consideration of platform ecosystems as sociotechnical systems evolving through the confluence of different dynamics, a multi-layered conceptualization of platform ecosystems, and the complementary use of other ecosystem lenses to study larger ecosystems and their environment.

1767 MULTIDIMENSIONAL PLATFORM DIGITAL INNOVATION: THE RUSSIAN CONTEXT

Sergey Yablonsky ASSOCIATE PROFESSOR

The purpose of the work is to determine the level of maturity of Russian innovative markets within the National Technology Initiative (NTI) directions. In order to assess their maturity, it was necessary to solve such tasks as formulation of the desired state of these markets, identification/creation of a suitable framework for evaluation, identification of key parameters and barriers, data collection, qualitative analysis of the collected data. As a result, it was determined that all NTI markets are currently in transition from the introduction to the growth stage, but one of them, the 3D printing market, exists longer than the others and demonstrates a much more mature state in the consumer segment, whereas in industrial 3D printing there are currently barriers prevail over opportunities. The blockchain market is growing actively despite significant regulatory barriers, and is mostly represented by a number of online platforms, but respondents are not familiar with the concept of the platform and its business model. The drone market, just like the 3D printing market, is developing very unevenly and is at the initial stage of development. The consumer segment is growing faster than the industrial segment, and barriers, both technological and regulatory, are significantly slowing down growth of the whole market

1921 KNOWLEDGE POLICIES IN A DIGITAL INNOVATION ECOSYSTEM: THE BARCELONA 22@ CASE

Carolina Campalans OPEN UNIVERSITY OF CATALONIA
Agusti CANALS UNIVERSITAT OBERTA DE CANALUNYA

In the last two decades and as a result of a multi-level governance policy, the city of Barcelona has positioned itself as an exponent of a urban digital innovation ecosystem that tries to operationalize a quadruple helix model. One of the main features of the new type of innovation cluster is that they are knowledge-oriented and make an intensive use of digital information technologies. In this paper we advance a qualitative text analysis on knowledge and innovation multi-level public policies. We focus on the governance of knowledge dynamics and analyze the institutional strategies to build the basis for a new governance model in an digital innovation cluster. As a conclusion of our analysis we observe that the quadruple helix presents a low level of institutionalization at least in our case study.

Digital Strategy and Servitization (09:00 - 10:30) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: T13_09 - Digital Strategy and Industry 4.0

Chair(s): Anne-Katrin Neyer

Discussant(s): GUIDO BORTOLUZZI, Mantas Vilkas, Marco Paiola

Paper Presentations:

998 THE INTERPLAY BETWEEN INDUSTRY 4.0 TECHNOLOGIES, SERVITIZATION STRATEGIES AND PERFORMANCE. EVIDENCE FROM B2B SMES

GUIDO BORTOLUZZI UNIVERSITY OF TRIESTE
MARIA CHIARVESIO UNIVERSITY OF UDINE
RUBINA ROMANELLO UNIVERSITY OF UDINE
RAFFAELLA TABACCO UNIVERSITY OF UDINE

The adoption of Industry 4.0 technologies is spreading in the manufacturing context. One of the expected benefits relates to new value-added services offered to customers, which, in some cases, could encourage a shift towards a servitization strategy. However, extant evidence has not fully investigated whether a direct relationship between Industry 4.0 technologies and servitization exists, and to what extent, eventually, their combination impacts on performance. This mixed method research aims at providing a first empirical evidence on the relationships existing between Industry 4.0 technologies, servitization strategies and SMEs' performance in the mechanical sector. Future research directions and practical implications are discussed.

1422 REVISITING TAXONOMY OF MANUFACTURING FIRMS: AGILE, LEAN AND SERVICES-ORIENTED PERFORMERS

Beata Šeinauskienė KAUNAS UNIVERSITY OF TECHNOLOGY
Ausra Rutelione KAUNAS UNIVERSITY OF TECHNOLOGY
Mantas Vilkas KAUNAS UNIVERSITY OF TECHNOLOGY
Rimantas Rauleckas KAUNAS UNIVERSITY OF TECHNOLOGY
Inga Stankevičė KAUNAS UNIVERSITY OF TECHNOLOGY

Organizations adhere to the templates of organizing adopting a coherent set of strategic priorities and organizing practices expecting to develop certain performance capabilities. The most prevalent templates of organizing of manufacturing organizations are Lean and Agile templates. However, recent advances in digital technologies provide a fertile context for the emergence of new templates of organizing. There is a broad agreement that digital technologies facilitate the service innovation of manufacturing organizations. However, it is still not confirmed whether Services-oriented templates occur with any degree of regularity among manufacturing firms. The clustering of the performance dimensions of service, cost, flexibility, and digitalization of manufacturing organizations enable us to identify three types of

organizations: Lean, Agile and Services-oriented performers. The identified types of organizations are profiled in terms of competitive priorities and organizing practices.

1528 FROM INDUSTRY 4.0 TO DIGITAL TRANSFORMATION: NEW SERVICE-ORIENTED BUSINESS MODELS IN ITALIAN BTOB MANUFACTURING FIRMS

Marco Paiola UNIVERSITY OF PADOVA

Nowadays, the fourth industrial revolution is posing a serious challenge to manufacturers. Technologies like the Internet of Things are forcing firms to create entirely new business models, migrating from the conventional product-centric approaches to (digitally-based) service-oriented ones. This paper – following a qualitative research method - aims at describing the impact of digital technologies on firms' business models, with a particular focus on problems, challenges and opportunities for BtoB manufacturing firms.

Digital transformation is a quite recent research stream, and to date scarce attention has been devoted to the topic with specific attention to its impact on service-oriented business models in manufacturing firms. The paper contributes in this research stream in different ways. From the theoretical point of view, we acknowledge and contribute to the emergent research effort that crosses the strategic themes of digital transformation and service orientation in the context of manufacturing firms. From the managerial perspective, we propose a Business Model Transition Map that helps in systematizing the strategic transitions caused by digital technologies in BtoB manufacturing firms, and describes main challenges and opportunities that new digitally-charged service-oriented value propositions pose to firms' business models.

Disability and Work (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Sharon Roberts, Ph.D.

Paper Presentations:

311 BETWEEN INVISIBLE DESABILITY AND HIDDEN RESOURCES: THE DIFFICULT DEVELOPMENT OF THE SINGULAR SKILLS OF DYSLEXIC WORKERS

Damien AIMAR PSL PARIS DAUPHINE

If the resource approach is largely dominated by a manager-centered analysis in the classical "RBV" theory, the work developed by the researchers on negative resources (Weppe, Warnier, Lecocq, 2013) and the neglected resources (Ranjatoelina Tantely and Zaoual, 2016) open new perspectives, especially for the invisible disability. The challenge of this research is to ask, in what way does an attentive and nuanced

management contribute to valorize in the organization the idiosyncratic skills of the dyslexic worker despite the invisible or hidden nature of this type of resource?

Conscious of the often negative perception of disability in organizations, dyslexic workers hide theirs, which makes it difficult to value their unique skills. The integration of this category of human resources, based on extensive resources (Weppe, Warnier, Lecocq, 2013), reveals other key dimensions and favors the identification of the characteristic factors of the hidden resources of the organization.

The shortage of hidden resource elements has forced the choice of grounded theory to grasp the terrain and a focus on praxis advocated by micro-foundations (Barney and Felin, 2013). The interest of this research for strategic management is the highlighting of hidden human resources. The first results reveal the importance of the stigma that pushes the individuals concerned to hide their difference, favoring a denial of their skills.

418 "IT'S TIME TO LEAVE THE NEST, BUT DON'T FALL!" DISABLED INDIVIDUALS DEALING WITH THE "LIMBO RISK" WHEN TRANSITIONING FROM STUDENT TO WORK LIFE

francois grima UNIVERSITY OF PARIS CRÉTEIL
Sarah Richard EM STRASBOURG BUSINESS SCHOOL

A qualitative study based on 20 semi-structured interviews is used to examine the disabled individual liminal experience of transitioning from school to work life. In a context where disabled people are discriminated against, this study intends to highlight how students with disability deal with the limbo risk, which consists in being stuck in a "*no more a student but never a professional*" state, when intending to integrate the workplace. Students in transition were interviewed to relate their transitioning experience. The findings reveal that disabled individuals in transition use four strategies to counterfeit the limbo risk. Strategies consist in claiming their disabled identity, alternating between disabled and valid identity, concealing or finding a disability congruent environment. The displayed strategies include identity threat mechanisms such as identity protection and identity restructuring responses. This research contributes to the liminality literature by extending recent works introducing the "limbo" concept and shows disabled individuals' reaction to that risk. It also contributes to the identity threat literature showing how disabled individuals combine several identity threat responses and use them as resources to fight against the limbo.

1182 AN EXPLORATION OF THE DIVERSITY PERSPECTIVES UNDERPINNING AN AUTISM EMPLOYMENT PROGRAM

Jennifer Spoor LA TROBE UNIVERSITY
Darren Hedley OLGA TENNISON AUTISM RESEARCH CENTRE, LA TROBE UNIVERSITY
Emily Canton OLGA TENNISON AUTISM RESEARCH CENTRE, LA TROBE UNIVERSITY
Ru Ying Cai RMIT UNIVERSITY

Cheryl Dissanayake OLGA TENNISON AUTISM RESEARCH CENTRE, LA TROBE UNIVERSITY

Individuals on the autism spectrum are likely to be unemployed or underemployed, even relative to individuals with other forms of disability (e.g, Cimera and Cowan, 2009). Several multinational enterprises have targeted employment programs that employ individuals on the autism spectrum in technology roles. Although these programs positively affect the individuals on the autism spectrum, their impact on the organisation's diversity climate and employees' perceptions of autism has not been examined. Drawing on Ely and Thomas' (2001) diversity perspectives, we explored the implementation and impact of an Australian-based autism employment program via focus groups with current employees. Employees reported many positive aspects of the employment program, including greater knowledge of autism, positive opportunities for individuals on the autism spectrum, and improved attitudes toward their organisation. Employees also reported that the program had an impact on their own workload, in both positive and negative ways. However, some negative themes emerged, including some conflicts with individuals on the autism spectrum due to rigidity, concerns over whether management interest was genuine, and concerns over relatively little interaction between the trainees on the autism spectrum and more general organisation staff. Employee recommendations for improving the program centred on increased integration and improved communication about the program. Despite good intentions, the diversity perspective around this program seems to have fallen short of integration-and-learning.

**Entrepreneurial Finance: Literature Analyses (09:00 - 10:30) - ISCTE - Building II/
Auditório B1.03 ([Top](#))**

Track: ST03_04 - Entrepreneurial Finance

Chair(s): josanco floreani

Paper Presentations:

**185 A LITERATURE REVIEW AND CONCEPTUAL INTEGRATION OF
FINANCE, ENTREPRENEURSHIP AND REGIONAL DEVELOPMENT**
Tore Frimanslund WESTERN NORWAY UNIVERSITY OF APPLIED
SCIENCES

The purpose of this study is to review the literature of entrepreneurial finance, to determine the factors influencing the availability and performance of entrepreneurial capital, and address the role of finance on entrepreneurial system performance. The article aims to address the lack of financial focus in regional development and to nuance the theory of entrepreneurial Ecosystems (EE) by conceptualising key concepts and interrelations. The literature on capital acquisition and performance in predominantly finance, entrepreneurship and regional development is seen in context. The review provides an overview of common theories, contexts, methods and

relationships between the conceptual elements, and highlight under-studied or missing links. The study further contributes to an integration of the respective fields concerning finance, further legitimation to the new subfield of EE, and a better understanding of the role of finance in a well-functioning ecosystem.

1382 MAY THE SOURCE BE WITH YOU: A SYSTEMATIC REVIEW AND FRAMEWORK OF STARTUP FUNDING OPTIONS

Dustin Bauer UNIVERSITY OF ERLANGEN-NUREMBERG
Sebastian Junge UNIVERSITY OF ERLANGEN-NUREMBERG

The funding landscape for startups has significantly changed in recent years. Not only new funding partners have emerged, also established funding partners show a behavioral shift. Startups have now the choice between the different sources and ask for more than just a monetary investment, e.g., guidance and coaching. However, research struggles to keep up with the practical developments. While numerous articles investigate different funding partners, offered funding instruments, and different startup needs, the combination and integration of those perspectives have been neglected in literature so far. Which funding partner is most adequate for a startup, depending on the startup's life-cycle stage and the resulting startup's needs? To answer this question, we conduct a systematic literature review, analyze and synthesize our findings, and finally propose a more holistic framework that mirrors the startup's needs with the funding partner's offering. Along our framework, we point towards existing research gaps and hope to inspire future studies. We theoretical contribute to the entrepreneurial and finance literature by combining so far independently investigated research streams. Furthermore, we aim to provide practical guidance for startups to help to collaborate with the right funding partner.

339 SUSTAINABLE BEHAVIOURS OF SMES AND FINANCIAL PERFORMANCE: A BIBLIOMETRIC AND SYSTEMATIC LITERATURE REVIEW

Francesca Bartolacci UNIVERSITY OF MACERATA
Andrea Caputo UNIVERSITY OF LINCOLN
Michela Soverchia UNIVERSITY OF MACERATA

This paper investigates the relationship between sustainability and financial performances in SMEs. A bibliometric and systematic literature review method was employed and resulted in 62 articles published between 1999 and 2018. The results reveal the existence of three themes of research: innovation & entrepreneurship and their role for sustainability in SMEs (cluster 1); CSR in the context of SMEs (cluster 2); and, green management and environmental issues for SMEs (cluster 3). Main insights from the analysis of the papers are discussed and future research directions for the field are provided.

Entrepreneurship Education (09:00 - 10:30) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Birgit Jevnaker

Paper Presentations:

505 **COMBINING EFFECTUATION AND CAUSATION IN ENTREPRENEURSHIP EDUCATION**

Anastasios (Tasos) Sioukas LOS ANGELES VALLEY COLLEGE, BUSINESS ADMINISTRATION

Effectuation, the set of principles used by experts when starting new businesses, has taken center stage in entrepreneurship education and research. Yet research demonstrates that not only effectuation, but also causation, with its emphasis on business planning, is positively related to venture performance. Most importantly combining effectuation and causation has been shown to further enhance venture performance. This study synthesizes a new model of entrepreneurship education that combines effectuation and causation and puts it to the test through a process course for undergraduate students interested in starting their own businesses. Overall evidence shows that students embraced effectuation, causation, and their joint use and produced satisfactory results. The data also indicate three barriers that prevent students from committing to the entrepreneurial process: low entrepreneurship readiness, the weaker structure of process courses, and perceived lack of outside resources. Implications for entrepreneurship education and future directions are also discussed.

1435 **'COMPREHENDING' AS GUIDING DIRECTION IN SOCIAL ENTREPRENEURSHIP AND INNOVATION EDUCATION: - EXPERTS' INSIGHTS**

Marzena Starnawska UNIVERSITY OF WARSAW

The aim of this paper is to provide insights into the views of SE and SI experts for development of education in these two fields. SEE[1] has gained significant interest following development of the research field. The research is based on the SE and SI ecosystem development projects run by two neighbouring cities in Poland. However, literature is scarce in this area, and the empirical work on SEE is almost nonexistent. In vein of inductive approach, the author presents qualitative data from focus group discussions and semi-structured interviews among experts from different settings. Grounded theory methods are used to generate key categories representing educational guidelines in SEE and SIE development in experts' views. Based on review of literature and analysis of gathered data, the author provides key guiding directions for SEE and SIE development. First, their main features emerging from literature are presented. Next, the research design and key findings are presented. Five third order codes are identified: diversifying, constructing contextually, engaging, relationship building, 'boosting', which in the end are encompassed by the main category of 'comprehending'. The findings show that SEE cannot be limited to business school environment and should extend to other fields. This includes the incorporation of experts and academics from other disciplines. Also, educational model should be constantly redefined to respond to local stakeholders' needs and problems and academia should include community and other stakeholders. The engaging approach in educational setting draws attention to university contexts,

expose SEE to local problems and construct them accordingly. Also, SEE requires significant efforts in promoting SE phenomenon and the education itself, to gain legitimacy and engage dedicated individuals and organizations.

[1] In this paper, although the author refers to following acronyms: social entrepreneurship (SE), social entrepreneurship education (SEE), social innovation (SI), social innovation education (SIE).

1212 BRAZILIAN AND SCOTTISH PRACTICES ON ENTREPRENEURIAL EDUCATION: A DESCRIPTIVE STUDY

Adriano Stadler UNIVERSIDADE DO VALE DO ITAJAÍ

Anete Alberton UNIVALI

Anne Smith GLASGOW CALEDONIAN UNIVERSITY

Flavio Ramos UNIVERSIDADE DO VALE DO ITAJAÍ

The importance of Entrepreneurial Education (EE) has never been more acknowledged worldwide as it is evidenced by its embedment in many levels of contemporary education. The main goal of EE is to equipping students with the skills and mindsets to ensure their future employability in a labour market of constantly changing needs. Brazil is not an exception among the nations that acknowledge the key role of EE in increasing the employment prospects of its population. However, the EE model practiced in Brazil since the 1980's is not efficient in terms of placing the students at high level positions in corporations (Kuenzer 2007). In this scenario, the objective this study is to describe the Brazilian and Scottish practices on Entrepreneurial Education in order to get insights into which ways the model applied in Brazil can be improved to better address the needs and meet the expectations of the students. This study, which is essentially qualitative, was performed in two stages. First, twelve managers and instructors (stakeholders) from two Brazilian and two Scottish educational institutions were interviewed. The script of these interviews was developed based on the identification categories and themes that arose from an extensive literature review. The themes related with Vocational Education (VE) were: human training, program, and graduate profile; and those related with for EE were: macro-environmental level, institutional level, entrepreneurial learning level. The second stage of this investigation consisted in interviewing ten entrepreneurs graduated from VE of these institutions. The scrip of these interviews was based on the information provided by the people interviewed in the first stage of this study. The method used to analyze the gathered data was the Interpretative Phenomenological Analysis (IPA) (Smith, 1996, 2011; Smith, Flowers & Larking, 2009). Results indicate that in Scotland, there are well-defined government policies, agencies to support and monitor the provision of EE, and well-structured VE institutions. In Brazil, there are no government bodies or policies to regulate the provision of EE. It is the educational institution themselves that define the content of the subjects, methods, and teaching strategies. In Scotland, the graduated entrepreneurs report as positive their experience with EE. In Brazil, what was reported by students were: the

methodological deficiencies, the poor infrastructures of the educational institutions and lack of practical and experiential learning activities.

Entrepreneurship, Regions & Regional Development (09:00 - 10:30) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: ST03_05 - Entrepreneurship, Regions & Regional Development

Chair(s): Alexis Catanzaro

Paper Presentations:

238 AN INTERNATIONAL MODELLING OF THE ENTREPRENEURIAL ECOSYSTEM

Christina Theodoraki TOULOUSE BUSINESS SCHOOL
Alexis Catanzaro UNIVERSITY OF LYON

Previous studies have demonstrated the complex nature of entrepreneurial ecosystems. To overcome related criticism defending that the entrepreneurial ecosystem is nothing more than a cluster or network, some authors emphasize its local perspective by highlighting its specificities. In complementarity to these studies, we propose to deepen our understanding of the entrepreneurial ecosystem through the implementation of the international perspective. This study combines two currents of research: that on the entrepreneurial ecosystem and that on international support. We conducted an exploratory study with 20 French international support actors, both public and private. They adopt a global perspective combining adaptation to local specificities and global integration (the “glo-cal” model). Our results provide a structuring of the literature on the entrepreneurial ecosystem and a global modeling using the international perspective. Our contributions focus on both research streams and provide useful highlights for theory and practice, especially for decision-makers and support organizations.

318 THE RELATIONSHIP BETWEEN NEW VENTURES AND INCUBATORS: HOW CAN NEW VENTURES OBTAIN AND MAINTAIN LEGITIMACY THROUGH INCUBATORS?

Ying Cheng CHONGQING UNIVERSITY, CHINA
Yanyan Liu CHONGQING UNIVERSITY, CHINA

Prior research suggests that incubators can help new ventures gain legitimacy, but did not specify how new ventures utilize incubator’s resources, networks and opportunities to constantly manage their legitimacy. Relying on in-depth interviews of 10 new ventures in 7 incubators located in Chongqing, the municipality located in western China, we analyse the interactions between incubators and the incubatees, before and after the incubatees are admitted to the incubators. We demonstrate that obtaining and maintaining legitimacy is one of the core propositions of the interactions between new ventures and incubators and that new ventures’ legitimacy management process includes three sub sets of interactive activities: the interactions

that focus on the ventures' normative legitimacy which often involve the joint effort on improving the ventures' capabilities; the interactions that focus on the ventures' cognitive legitimacy which often involve the joint effort on establishing the ventures' corporate image and reputations; the interactions that focus on the ventures' regulative legitimacy which often involve the joint effort of two parties on investing resources in the ventures. Our study adds to the incubation literature by exploring of how new ventures can take the full advantages of incubators, in order to obtain and maintain their legitimacy.

383 TRANSFORMING WATER INTO WINE: ENVIRONMENTAL BRICOLAGE FOR ENTREPRENEURS.

Chiara De Bernardi UNIVERSITÀ CATTOLICA DEL SACRO CUORE - MILANO

Matteo Pedrini UNIVERSITÀ CATTOLICA DEL SACRO CUORE - MILANO

Application of bricolage in the entrepreneurial realm requires further refinement and development in unexplored entrepreneurial contexts. Our analysis puts bricolage, already analysed in traditional and social entrepreneurship, into the hands of environmental entrepreneurs and shows how they can acquire resources in a natural resource-scarce environment. We thus shed light not only on basic constructs that belong to bricolage literature – making do, refusal to enact by limitation and improvisation – but also on three further processes associated with environmental entrepreneurship: environmental value creation, sensibilisation and network establishment. Using data from a qualitative study, we argue the existence of a specific bricolage framework: environmental bricolage.

Expatriate Management 3: Risky Expatriation (09:00 - 10:30) - INDEG Building/Room 1.18 ([Top](#))

Track: ST07_01 - Expatriate Management

Chair(s): Mila Lazarova

Paper Presentations:

77 THE ANGRY EXPAT: THE ROLE OF EXPATRIATES' ANGRY TEMPERAMENT IN THE PROACTIVE PERSONALITY-PERFORMANCE LINK

Sebastian Stoermer UNIVERSITY OF GOETTINGEN

Jakob Lauring AARHUS UNIVERSITY

Jan Selmer AARHUS UNIVERSITY

Personal proactivity and emotional self-regulation have been shown to be central aspects in a successful international relocation process. However, we do not know how these elements function in combination. Drawing from the proactive motivation model, we examine if and how low emotional self-regulation, in the form of angry temperament, interacts with proactive personality in the prediction of expatriate

performance outcomes. Results from regression analyses based on a sample of 531 business expatriates in East Asia confirm our proposed moderated mediation model. Thus, findings indicate that angry temperament compromises the beneficial effects of proactive personality on time to proficiency on the job, and that the indirect association between proactive personality and performance that is mediated via time to proficiency is conditional. We finally discuss the implications of our findings in relation to performance management activities in the domain of international human resource management.

1544 WATCH THE STEPS! TOWARDS THE UNDERSTANDING OF UNWELCOMING EXPATRIATE WORK ENVIRONMENTS

Monique Raupp CRANFIELD UNIVERSITY
Michael Dickmann CRANFIELD UNIVERSITY
Emma Parry CRANFIELD UNIVERSITY

The topic of different types of hostilities faced by global workers has been increasingly drawing the attention of many. These negative situations that not only affect expatriates and its organizations, but also governments, societies, and entire nations, can go from more apparent and physical scenarios such as involving terrorism and natural disasters to more intrinsic and psychological hostilities such as involving cultural and social conflicts. Given this wide spread of approaches and the fact that this can still be considered as an under studied topic, this paper consists on the beginning of a literature review about Unwelcoming Environments (UEs), where the authors propose a framework addressing the main types of Expatriate Work Environments (EWEs), both Welcoming and Unwelcoming. This will not only help with the further development of a Systematic Literature Review (SLR) on the topic, but will also start calling attention from the aforementioned agents to this important but still blurry research area. From a social constructivist epistemology, the literature is critically addressed in a way that not only emphasizes the already mentioned problems in the field, but that especially look at them through new lenses, and generates new questions to be further explored by academics and practitioners.

64 FIT-DEPENDENT EXPATRIATE CRISIS EVENTS: TRIGGERS, CAUSES AND OUTCOMES

Yvonne McNulty SINGAPORE UNIVERSITY OF SOCIAL SCIENCES (SINGAPORE)
Jakob Lauring AARHUS UNIVERSITY
Charlotte Jonasson AARHUS UNIVERSITY
Jan Selmer AARHUS UNIVERSITY

Purpose: The aim of this article is to develop a conceptual model for expatriate crises focusing on the occurrence of fit-dependent crises which is when the crisis is triggered by maladjustment or acculturation stress in the new country. We also provide suggestions of how different internal and external stakeholders can assist the expatriates before, during, and after the crisis occurs.

Design/Method/Approach: The article is conceptual.

Findings: By use of literature on crises and expatriation, we outline a theoretical model depicting four domains in which expatriate crises may develop: the personal, family, organizational and host national domains. Furthermore, we discuss how actors in the organization and in the network can support the

expatriate directly or indirectly through the involvement of external specialists in the form of embassies, lawyers, medical professionals and so on.

Originality/value: The main contribution of our study is the discussion of four domains in which expatriate crises can originate and how different actors can assist the expatriate at different stages of the crisis.

1086 IS IT WORTH THE ADVENTURE? INSIGHTS INTO EXPATRIATES' WORRIES IN HOSTILE ENVIRONMENTS.

Pia Faeth UNIVERSITY OF STIRLING

Markus Kittler MCI MANAGEMENT CENTER INNSBRUCK

Expatriates in hostile environments report unique learning experiences and valuable opportunities for skills development, with individuals often perceiving such assignments as career boosting. However, the benefits often seem outweighed by increased stress abroad due safety concerns and extremely demanding working and living conditions. Applying the logic of the Job Demands-Resources (JD-R) model (Demerouti et al., 2001), this paper extends the acknowledged role of job characteristics with personal demands. Personal demands are understood as interferences and impacts of the assignment on an expatriate's personal situation. Insights from 42 in-depth interviews suggest four main challenges that expatriates assigned to hostile environments experience in their private life: Relationship challenges, professional challenges, financial challenges and identity challenges. The presence and importance of these challenges are discussed and related to existing literature, leading into the outlining of practical implications and avenues for future research.

**Family business governance in emerging economies (09:00 - 10:30) - INDEG
Building/Room 1.06 ([Top](#))**

Track: T04_03 - Family Business in Emerging, Developing, and Transitional Economies

Chair(s): Allan Discua

Discussant(s): Poh Yen Ng

Paper Presentations:

111 CORPORATE GOVERNANCE AT THE LARGEST FAMILY FIRMS IN LATIN AMERICA

Pedro Vazquez IAE BUSINESS SCHOOL & FCE UNIVERSIDAD AUSTRAL

Alejandro Carrera IAE BUSINESS SCHOOL

Magdalena Cornejo UTDT

While corporate governance is one of the most researched topics in the organizational field, little is known about governance of large private and public family firms in developing

economies.

This fact-based study explores governance dimensions of the largest family firms in Latin

America with the aim to identify differences within the region, with other developed regions,

and between firms with different type of control. It also intends to understand the relationships among governance dimensions and how these influence some characteristics of

the boards of directors.

Our findings suggest that local context, regional context, and type of control shape some

governance characteristics in particular ways. We also provide insights about some elements

behind specific characteristics of boards of directors and propose avenues for further research.

215 DOUBLE JEOPARDY: STRIVING FOR DUAL LEGITIMACY IN RUSSIAN FAMILY FIRMS

Alexander Lascaux RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY

Irina Kolesnikova RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY

Veronika Kotsoyeva RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY

Drawing on the findings from the interviews with owners/managers of Russian family ventures, we suggest a multilevel framework of the family firm legitimation activities. Due to a constellation of structural and cultural factors, family firms in Russia are simultaneously induced to achieve professional legitimacy in their relationships with immediate stakeholders and institutional legitimacy in their interactions with broader societal norms and beliefs. We investigate the cross-level legitimation effects arising at the intersection of the professional and institutional dimensions of legitimacy-seeking activities. We isolate a number of generic strategies employed by Russian family firms to earn professional and institutional legitimacy.

1260 ON THE USE OF MA TECHNIQUES IN MICRO AND SMALL BUSINESS IN MEXICO. AN EXPLORATORY QUALITATIVE ANALYSIS

Tonatiuh Najera Ruiz GRENOBLE ECOLE DE MANAGEMENT

Pablo Collazzo LAUDER BUSINESS SCHOOL, UNIVERSITY OF APPLIED SCIENCES

Use of management accounting (MA) tools in micro and small firms has been under-researched despite their importance in the economy. Micro and small enterprises are highly dependent on the skills of the owners-managers, so they are usually managed in a very intuitive and informal way, in addition to having a very limited and basic use of accounting-financial information and control mechanisms. In addition, micro and small companies tend to pursue objectives different to those of making profits. The objective of this paper is to explore whether micro and small enterprises utilize,

somehow, management accounting techniques. Specifically, the research question is how do micro and small firms utilize management accounting tools? A qualitative exploratory study using in-depth interviews is made on 36 micro and small business in Mexico to analyze the use of several MA techniques. Findings show that micro and small companies, contrary to general belief, do use, consistently, these tools in several different ways. Most of these businesses have some sort of planning, set objectives, have a costing system. However, budgeting is not common, and most of them use one or two metrics to monitor performance, being sales the most widely used indicator. This paper highlights the importance to keep researching this type of enterprises in order to understand their decision-making process.

Family matters: the role of family on female entrepreneurship (09:00 - 10:30) - ISCTE - Building II/Room C5.07 ([Top](#))

Track: T03_10 - Female entrepreneurship

Chair(s): Katherina Kuschel

Discussant(s): Maria Carmen Laudano, Rachid Jabbouri

Paper Presentations:

674 FAMILY TRANSITION AND ENTREPRENEURSHIP : A NEW GENERATION OF YOUNG ENTREPRENEURS IN FRANCE
Marina Bourgain GROUPE ESC-CLERMONT, CLERMA – CLERMONT
RECHERCHE MANAGEMENT

The purpose of this paper is to examine how young entrepreneurs face parenthood. The distinctive contribution to the female entrepreneurship literature is threefold: a constructivist posture and inductive approach to analyze life histories, a male/female contrasted sample, and an emergent topic on family transition and its impact on entrepreneurship. Our qualitative exploratory design builds on 10 in-depth interviews with parent-entrepreneurs in dual-earner couples. Following an inductive approach, 4 dimensions emerge from the discourse: regular time-off to care for dependent children and couple arrangements, homeworking and flexible working patterns taking into account the temporality of the business creation on gendered-differentiated patterns. Our results show that all entrepreneurs in our sample deem important for their well-being to spend sufficient time with their child(ren). All of them use different forms of flextime and flexspace (homeworking) and most of them have arranged a regular weektime to stay with their small child(ren). Generally, when the decision to create a business is synchronized with the arrival of a child (not necessarily but often the first one), entrepreneurship is seen as an opportunity to combine strong professional and family aspirations ; inversely, when the decision is a-synchronized with parenthood, family concerns may be deferred. In our sample, that synchronization clearly differs between men and women.

764 WORK-FAMILY CONFLICTS: AN INTEGRATIVE MODEL BASED ON ITALIAN WOMEN ENTREPRENEURS

Sara Poggesi TOR VERGATA UNIVERSITY
Michela Mari TOR VERGATA UNIVERSITY
Luisa De Vita LA SAPIENZA UNIVERSITY

This paper aims at verifying a comprehensive work-family conflict (WFC) model, empirically analysing the experiences of 511 women entrepreneurs. Both within- and cross-domain hypotheses in relation to the WFC antecedents and the matching and cross-domain hypotheses in relation to the WFC consequences experienced by women entrepreneurs have been hypothesized and empirically verified. Results support the within-domain hypothesis in relation to the antecedents while both the matching hypothesis and the cross-domain hypothesis are verified in relation to the consequences. The paper is grounded on Italy, a country with one of the lowest value in women employment rate and one of the highest rates of women entrepreneurship in Europe.

Flexible Work Arrangements (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Alissa Hankache

Paper Presentations:

81 FROM NONSTANDARD TO WORSE: NONSTANDARD WORK SCHEDULES, RESOURCE SHORTFALLS, WORK-FAMILY CONFLICT, STRAIN, AND PARENTING QUALITY

Victor Haines UNIVERSITY OF MONTREAL
Pascal Doray-Demers CONCORDIA UNIVERSITY
Sylvie Guerrero UNIVERSITÉ DU QUÉBEC À MONTRÉAL
Emilie Genin UNIVERSITY OF MONTREAL

Drawing from conservation of resources theory, we hypothesized that working nonstandard schedules engages individuals in a loss spiral involving resource shortfalls associated with work-family conflict, strain, health, and parenting outcomes. Based on a sample of 9,150 employed parents with at least one young child, the analysis provided support for the predicted negative associations between nonstandard work schedules and the availability of work-life balance policies and social support outside the workplace. In turn, these resources within and outside the workplace were both negatively associated with work-family conflict. The association between work-family conflict and strain was positive and the final installments of the loss sequence conveyed higher strain, and lower self-reported health and parenting quality. Significant indirect associations further contributed to our understanding of the mechanisms through which nonstandard work schedules may lead to a succession of deleterious outcomes affecting individual and family functioning.

WHY AND WHEN DOES WORKING FROM HOME RESULT IN LOW PERFORMANCE RATINGS FROM SUPERVISORS? TEST OF AN INTEGRATIVE MODEL

Maral Darouei LEIDEN UNIVERSITY

Helen Pluut LEIDEN UNIVERSITY

Clare Kelliher CRANFIELD UNIVERSITY

While flexible working practices have ostensibly been introduced as a tool to allow for a better work-life balance and to enable job performance and careers, recent research suggests that employees may sometimes find their careers to be negatively affected. In the present paper, we identify mechanisms that could account for this tension. In two vignette studies, 149 university students (Study I) and 320 managers (Study II) were presented with one of eight scenarios describing an employee working either from home on a regular basis or at the office. Participants were asked to assume the role of a manager in a consultancy company and rate the employee's job performance. Study I provides strong support for the hypothesis that employees working at the office are perceived as better performers than those working from home on a regular basis, through managers' perception of employees' high work centrality and organizational commitment. In addition, we show that employee parental status, supervisor gender, and the supervisor's own working from home habit act as boundary conditions of the mediation model. Employees without children who work from home on a regular basis are viewed less favorably compared to parents (Study II). Moreover, the negative effects of working from home are stronger when the supervisor is a man and never works from home himself (Study II). This paper contributes to the flexible working literature by investigating psychological factors and boundary conditions that explain why and when employees working from home are perceived as low performers. We recommend managers to become aware of their biases in assessing employees who work from home regularly and ensure they do not discourage the use of flexible working practices among their employees.

203 THE MEDIATING EFFECT OF WORK FAMILY BALANCE ON SOCIAL SUPPORT AND WORK ATTITUDES

Padmavadee Thanacoody THE UNIVERSITY OF NOTTINGHAM

This study investigates the impact of social support (from organization, supervisors, co-workers, and family) on organizational commitment and turnover intentions through work family balance. This study fills a gap by explaining how various types of support within and across domains (work and family) impact turnover intentions and organizational commitment. Using a sample of 304 healthcare employees, the findings show that work family balance plays a mediating role in the relationships between social support, organizational commitment and turnover intentions, respectively. Evidence indicates that employees experience greater role balance due to support from family and supervisor and that support from colleagues was directly associated with organizational commitment and turnover intentions. Implications along with future research directions are discussed.

GENDER DIVERSITY IMPACTING ORGANIZATIONS (09:00 - 10:30) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: ST02_03 - Corporate Governance and Diversity

Paper Presentations:

1176 FEMALE CEO, FEMALE REPRESENTATION IN TMT, AND FIRM INNOVATION: THE ROLE OF CEO SELF-EFFICACY AND INDUSTRY GROWTH

Liqun Wei HKBU

Drawing on both gender literature and CEO-TMT research, this study examines the determinant role of CEO gender on the female representation in top management teams (TMTs) as well as the moderating role of CEO efficacy in the relationship between female representation in TMT and firm innovation, with the further moderating effect from industry growth examined as well. Findings from a sample of 304 Chinese firms indicate that female CEOs are more likely to recruit female TMT members, but the positive female CEO-female representation in TMT is weaker for female CEOs who are higher in self-efficacy. Moreover, as predicted, CEO self-efficacy negatively moderates the relationship between female representation in TMT and firm innovation and this moderating effect is especially salient for firms with female CEOs. Finally, the three-way interaction analysis indicates that the relationship between female representation in TMT and firm innovation is the highest when both CEO self-efficacy and industry growth are high.

709 DOES WOMEN PRESENCE ON CORPORATE BOARDS IMPACT CORPORATE VENTURE CAPITAL INVESTMENTS? THE MODERATING EFFECT OF INDEPENDENCE AND MANAGEMENT SKILLS

Sabrina KHEMIRI LÉONARD DE VINCI PÔLE UNIVERSITAIRE, RESEARCH CENTER

Souad BRINETTE EDC PARIS BUSINESS SCHOOL, OCRE
Ramzi BENKRAIEM AUDENCIA BUSINESS SCHOOL
Anthony Miloudi LA ROCHELLE BUSINESS SCHOOL - EXCELIA GROUP -
CRIIM & CRIEF UNIVERSITY OF POITIERS

In this paper, we aim to empirically assess the impact of board feminization on the decision to make a corporate venture capital (CVC) strategy. Our study is carried out all French firms that adopted a corporate venture capital (CVC) strategy between 2000 and 2017. The empirical results show that after controlling for board size and independence, ownership concentration, shareholders profile and firm's specific resources, there is no statistically significant relationship between board feminization and CVC strategy. However, this result does not hold when the independence and background of female directors are taken into account, thus showing that the decision to adopt CVC strategy require particular skills, in particular, an educational background in management as well as being independent.

26 **LINKING BOARD COMPOSITION AND DIFFERENT TYPES OF NON-FINANCIAL DISCLOSURES. EVIDENCE FROM EARLY ADOPTION OF THE EU DIRECTIVE IN CEE**

Dorota Dobija KOZMINSKI UNIVERSITY
Joanna Krasodomska CRACOW UNIVERSITY OF ECONOMICS
Puławska Karolina KOZMINSKI UNIVERSITY
Justyna Dyduch AGH UNIVERSITY OF SCIENCE AND TECHNOLOGY

This study comprehensively examines the relationship between board composition and non-financial disclosure (NFD) in the context of a dual corporate governance system. In particular, the paper addresses the incentives for various groups of supervisory board members to provide NFD in annual reports. Furthermore, it provides evidence on the association of the overall NFD and its components.

Our sample is 100 Polish companies listed on the Warsaw Stock Exchange between 2014 and 2016; we evaluate their NFD using a disclosure index. The items included in the index are determined according to the requirements established by Directive 2014/95/EU.

The results of the study provide support for the importance of including independent members as well as female members on boards. However, when analyzing different types of NFD, the inclusion of female board members may have the opposite effect when forward-looking information is concerned and in the case of small firms. We also find a generally negative effect of the inclusion of international experts on boards on the NFD level. The relationship is statistically significant when the level of forward-looking information is considered and for big companies. On the other hand, the presence of international members for small firms and in service sectors may improve the NFD level. We also find that, in general, the inclusion of accounting and finance experts has no effect on NFD. The only exception is the case of small firms, where such experts seem to have a positive and significant influence on the level of NFD.

Governance and internationalization in family business (09:00 - 10:30) - INDEG Building/Room 1.05 ([Top](#))

Track: ST04_01 - Strategy, Entrepreneurship and Innovation in Family Business

Chair(s): Andrea Calabrò

Discussant(s): Elham Kalhor

Paper Presentations:

394 FAMILY SMES INTERNATIONALIZATION: AN ANALYSIS OF GLOBAL MARKETS/EXPORT PERFORMANCE RELATIONSHIP.

Alfredo D'Angelo UNIVERSITÀ CATTOLICA DEL SACRO CUORE MILANO
Maria Cristina Sestu UNIVERSITÀ DI PAVIA

Building on a transaction cost economics (TCE) approach this study aims to study the relationship between global market scope and export performance in family SMEs. Using a sample of European firms our empirical analysis supports that family SMEs carry an inverted U-shaped relationship between geographic scope and export performance. Moreover, we find that external managers and outside ownership influence this relationship.

427 ANALYZING THE INTERNATIONALIZATION OF FAMILY FIRMS: IDENTIFICATION WITH THE FIRM AND CORPORATE GOVERNANCE IMPLICATIONS

Mikel Alayo UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU)
Andrea Calabrò IPAG BUSINESS SCHOOL
Amaia Maseda UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU)
Txomin Iturralde UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU)

When dealing with strategic choices in the context of family firms it is more and more considered to be important to take into account the impact that non-financial goals and the preservation of socioemotional wealth (SEW) could have on their strategic-making processes. Despite of this awareness, and the increasing use of SEW to investigate family firms internationalization strategies, findings are still inconclusive. The aim of this paper is to push the discussion further by integrating within the SEW framework arguments from organizational identity and stewardship theory and specifically focus on one SEW dimension, i.e. *the identification of family members with the firm*, and its effect on the degree of internationalization. Furthermore, we also investigate differences within family firms by looking at the moderating role of family involvement in the board of directors and CEO tenure assuming that governance features are important intervening factors. Results highlight that the identification of family members with the firm has a negative effect on firm internationalization. However, this negative effect turns into positive with the moderation of family involvement in the board and CEO tenure.

651 ALONE OR TOGETHER? THE IMPACT OF SOCIOEMOTIONAL WEALTH AND VULNERABILITIES ON FAMILY FIRMS' SUBSIDIARY OWNERSHIP CHOICES

Claudia Pongelli LUISS UNIVERSITY
Andrea Calabrò IPAG BUSINESS SCHOOL
Alessandro Minichilli BOCCONI UNIVERSITY
Fabio Quarato BOCCONI UNIVERSITY
Guido Corbetta BOCCONI UNIVERSITY

Established research in the field of family business asserts a predominant preference of family decision-makers for strategic actions avoiding socioemotional wealth (SEW) losses. However, scholars are increasingly depicting a more granular approach of risk preferences in family firms considering the contingency-based nature of SEW. By providing theoretical and empirical evidence in the context of subsidiary ownership choices (i.e. the decision between either entering the foreign market through a wholly owned subsidiary or a joint venture) and considering the role of SEW endowment, internal as well as external vulnerability conditions as antecedents of this choice, we add to this newly-emerged academic debate. Our main findings show that family firms with high SEW endowment and suffering performance below aspirations (internal vulnerability) exhibit a lower likelihood to enter foreign markets through a wholly-owned subsidiary (WOS). Interestingly, this is not true when experiencing high cultural distance between the home and the host country (external vulnerability) as in that case family firms with high SEW endowment and performance below aspirations prefer to enter foreign markets through a WOS.

Human Resources Management (I) (09:00 - 10:30) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Rebecca Chunghee Kim

Discussant(s): Christian Hauser

Paper Presentations:

329 THE ROLE OF HUMAN RESOURCE MANAGEMENT IN THE RELATIONSHIP BETWEEN ENVIRONMENTAL MANAGEMENT, COMPETITIVENESS AND PERFORMANCE IN THE HOTEL INDUSTRY

María D. López-Gamero UNIVERSITY OF ALICANTE
Jorge Pereira-Moliner ASSOCIATE PROFESSOR
José F. Molina-Azorín ASSISTANT PROFESSOR
Juan José Tarí PROFESSOR
Eva M. Pertusa-Ortega ASSOCIATE PROFESSOR

There is an intense debate around the impact of environmental management on competitiveness and performance. While some studies indicate a significant and

positive relationship, others find a not significant or negative link. This paper suggests that the effect of the environmental management on performance may be better understood if it takes into account Human Resource Management (HRM).

Specifically, in the hotel industry, which is an intensive-labor industry. This research simultaneously examines the influence of HRM on environmental management, and the impact of this environmental management on competitiveness and performance. The joint analysis of causes (HRM) and consequences (cost and differentiation competitive advantages and performance) of environmental management is a theoretical model that has not been explored in the hotel industry by the literature. The study applies a structural equations analysis to test these relationships using empirical data from 217 hotels in Spain. Findings support theoretical suggestions in the literature that HRM may improve not only the environmental management, but also the differentiation competitive advantages and performance. Academic and managerial implications, limitations and future lines of research are also showed.

659 HEALTH SELF-MANAGEMENT APPLICATIONS IN THE WORK ENVIRONMENT: THE EFFECTS ON EMPLOYEE AUTONOMY

Anne Bonvanie-Lenferink UNIVERSITY OF GRONINGEN

Manda Broekhuis UNIVERSITY OF GRONINGEN

Onne Janssen UNIVERSITY OF GRONINGEN

Els Maeckelberghe UNIVERSITY MEDICAL CENTRE GRONINGEN

Hans Wortmann UNIVERSITY OF GRONINGEN

Organizations increasingly provide Health Self-Management Applications (HSMAs) that provide feedback information to their employees so that they can self-regulate a healthy lifestyle. Building upon Self-Determination Theory, this paper empirically investigates the basic assumption of HSMA use and feedback information, i.e., the provision of perceived autonomy in self-regulating healthy behavior. The two-phase experimental study contained a four-week HSMA intervention with a feedback factor and pretest and posttest measurements of participants' perceived autonomy.

Following the experiment, interviews were conducted with users to gain an in-depth understanding of the findings and in particular the influence of BMI, as a proxy for health condition. Findings reveal that the use of an HSMA does not significantly increase perceived autonomy, and may even reduce it under certain conditions.

Providing additional developmental feedback generated more positive results than performance feedback alone. Employees with high BMI sensed a greater loss of autonomy than employees with lower BMI, which is explained by them assigning greater value to general norms, negative emotions when those norms are not met, and increased awareness of their limitations in the environment that hinder their pursuit of health-related behavioral goals.

1227 EMPLOYEE MENTAL HEALTH AND SUICIDE: STAKEHOLDERS' HYPOCRISY IN THE AUSTRALIAN MINING SECTOR

Grant Michelson MACQUARIE UNIVERSITY

John Burgess RMIT UNIVERSITY

Subas Dhakal CURTIN UNIVERSITY

Cases of employee mental health and suicide have previously been highlighted by some well-known international examples e.g. Telecom in France and Foxconn in China. The issue of employee suicide has also recently attracted attention in the Australian mining sector. In this latter context, the relevant state government called a public inquiry in response to claims that the fly-in, fly-out nature of remote-location mining work had contributed to the employee suicides. The public inquiry received 133 written submissions from a range of different stakeholders including mining employers, trade unions, government and public sector organisations, and a range of community groups/organisations. The central question that this paper asks is: ‘what insights can be generated from the written submissions made to the public inquiry into mental health and suicides of fly-in, fly-out mining workers?’ This research involves a content analysis – using Leximancer – of submission data to the government inquiry into employee mental health/suicides in mining in the state of Western Australia. Drawing on a discussion of hypocrisy, self-presentation theory and legitimacy arguments we show how ‘scripted roles’ played by two major stakeholders – employers and trade unions – played out in the public arena in terms of framing or reframing the issue, attempts to deny and/or shift blame, report exaggeration and even counter actions. We therefore eschewed the moral perspective on hypocrisy, preferring instead to highlight the performativity function of organisational hypocrisy. In doing so, our analysis showed that employers avoided any assumption of responsibility of employee suicides and the solutions proposed by employer and trade union stakeholders were also different. Finally, we consider the role of government as important because the public inquiry served as an important state-initiated platform or stage on which different business stakeholders could act out and legitimate their roles.

Identity in family business (09:00 - 10:30) - INDEG Building/Room 1.02 ([Top](#))

Track: GT04_00 - Family Business Research General Track

Chair(s): Daniel Pittino

Discussant(s): Sara Bentebbaa

Paper Presentations:

1607 HOW DOES THE MEDIA INFLUENCE PERCEPTIONS OF REPUTATION IN FAMILY BUSINESSES? A TEXT MINING APPROACH

Gabor Neumann BIELEFELD UNIVERSITY
Frank Grimm CITEC UNIVERSITY OF BIELEFELD
Christina Hoon BIELEFELD UNIVERSITY
Philipp Cimiano CITEC UNIVERSITY OF BIELEFELD

Modern businesses are often perceived through the lens of media. We investigate how family businesses are covered and what dimensions influence the reporting. We applied a text mining approach to examine the media coverage and its influence on

corporate reputation of family firms. Pairing computational-algorithms with the research domain of family business generate novel insights in the influence of the media on corporate reputation of family firms. We build on the media research and the concept of media coverage to examine how family firms are covered in the media and what the content of media output is. Furthermore, we measured the effect of the topics covered in the articles mentioned. We find empirical support for five topics which are particularly relevant for the articles influence: *Governance, Government, Market, Investor, and Family*. Our results demonstrate that topics like family and governance have a positive effect on the perception of media coverage. Topics dealing with the government are more like to have a negative effect on the media coverage. By applying computational methods, our work contributes to the family business literature and the concept of reputation as well as to the research methodology in the domain of family business research.

**1794 AN OMNITEMPORAL FOCUS ON FAMILY-OWNED LUXURY BRANDS
LEVERAGING CORPORATE HERITAGE TO COMMAND A
COMPETITIVE ADVANTAGE**

Ana Roncha LONDON COLLEGE OF FASHION, UNIVERSITY OF THE ARTS
Bethan Alexander LONDON COLLEGE OF FASHION, UNIVERSITY OF THE ARTS

The purpose of this study is to assess the impact of corporate heritage in leveraging strategic brand positioning within family-owned luxury fashion brands. It also aims to examine to what extent these businesses best activate and promote authenticity, country and brand of origin in the process of brand management. In doing so, it elucidates the importance of the family-owned businesses in accelerating and communicating a long-term orientation strategy as well clarify how competitive advantage is acquired through adopting an omnitemporal approach.

Taking a multiple case study qualitative approach, a systematic literature review followed by interviews with senior executives with strategic decision-making roles within family owned UK and French luxury brands, were conducted. This study also draws on the analysis of documents and non-participant observations.

Manual cross-case thematic analysis was applied, facilitating the interaction between data, emerging concepts, and extant literature.

The analysis elucidates (a) the importance of corporate heritage and authenticity in shaping brand origin perception as part of the brand management process, (b) the drivers of country of origin (COO) and brand origin (BO) and its strategic use by family-owned luxury brands (c) the dynamics of possessing a heritage footprint and its role within an omnitemporal approach in delivering brand value (d) how corporate heritage can command a competitive edge for family-owned luxury brands throughout past, present and future.

This paper makes valuable contributions to the understanding of theory and practices of corporate heritage in family-owned businesses and its omnitemporal dimension in

terms of positioning and perception construction – which are revealed to have a saliency for managers and decision makers. The study also reveals how luxury brands adopt COO and BO and offers approaches regarding its strategic use.

Further investigation needs to allow for generalization and a requisite for research replication in a contrasting setting to allow for wider implications to be drawn.

Identity, orientation and performance (09:00 - 10:30) - ISCTE - Building II/Room C5.09
([Top](#))

Track: ST03_06 - Social Entrepreneurship and Societal Change

Chair(s): Marianne Brodersen

Paper Presentations:

- 217 SOCIAL ENTERPRISES' PERFORMANCE AND SOCIAL ENTREPRENEURSHIP ORIENTATION**
HSING-ER LIN NATIONAL SUN YAT-SEN UNIVERSITY
Cheng-Chieh Lu NATIONAL SUN YAT-SEN UNIVERSITY DEPARTMENT OF BUSINESS MANAGEMENT
Chihyuan Wang NATIONAL SUN YAT-SEN UNIVERSITY DEPARTMENT OF BUSINESS MANAGEMENT

The primary purpose of this research is to define the nature of social entrepreneurial orientation (SEO) construct for investigating the contribution from SEO to social enterprises' performances, namely, financial performance and social performance. We first propose and explore the dimensions of SEO and discuss the usefulness of viewing a firm's SEO as a multidimensional construct. Then, address from current social entrepreneurial literature, we propose a model for testing the SEO-social enterprises' performance relationship.

- 423 THE ROLE OF ENTREPRENEURIAL IDENTITY IN MANAGING SOCIAL-BUSINESS TENSIONS BY SOCIAL ENTREPRENEURS**
Agnieszka Żur CRACOW UNIVERSITY OF ECONOMICS

This study addresses the phenomena related to managing social enterprises, which function at the intersection of markets and civil society. Working within different institutional logics, value systems, rules and institutional practices can stem managerial tensions inherent when organizations attempt to pursue commercial and social objectives at the same time. This study aims to explore the role of entrepreneurial social identity in social entrepreneurs' decision making in the context of managing social-business tensions. While a significant amount of research has been devoted to the study of ways in which social entrepreneurs manage these tensions, we know very little on what determines the ways that social entrepreneurs manage the competing logics of their organizations. Building on Fauchart and Gruber's classification of the three pure types of entrepreneurial social identities the study

applies a qualitative approach to six cases from three countries to examine how different types of entrepreneurs handle the tensions stemming from rival stakeholder demands and rival organizational goals. The findings reveal that the self-perceived identity can determine how social entrepreneurs handle social-business tensions. Also, the study suggests that a certain degree of Darwinian identity leads social entrepreneurs to proactively resolve tensions and harmoniously blend social and financial goals. The contribution of this study lies in bringing two streams of entrepreneurship theory together to advance our understanding of the determinants shaping social entrepreneurs' choices and their managerial practices.

927 ENTREPRENEURIAL PASSION FOR SOCIAL MISSION: MEASUREMENT AND ANTECEDENT

Corinna Gerleve TU DORTMUND

Tessa Flatten TU DORTMUND

Passion is known to be one of the most important motivational forces for entrepreneurs. However, knowledge about pathways to passion is limited and different types of passion, especially in other domains such as social entrepreneurship, have not been explored so far. In our study, we transfer the concept of entrepreneurial passion to the domain of social entrepreneurship. Based on broaden-and-build theory and identity theory we extend existing research on entrepreneurial passion for inventing, founding, and developing by conceptualizing and measuring a new source of entrepreneurial passion for social mission. Furthermore, we investigate how psychological capital, a positive intangible resource comprised of hope, efficacy, resilience, and optimism, drives all four types of entrepreneurial passion. Structural equation modeling of responses from 177 award-winning social entrepreneurs offers support that social entrepreneurs exhibit passion for social mission which is measurable and distinct from other forms of passion. Likewise, social entrepreneurs experience passion for the entrepreneurial process. In addition, our study identifies psychological capital as an important antecedent to all types of entrepreneurial passion. Our findings contribute to passion literature by conceptualizing and measuring a new source of passion for social mission and in addition introducing a positive pathway to passion. Moreover, this research adds to social entrepreneurship literature by introducing passion as a motivational force, thereby offering practical implications, as passion might encourage social entrepreneurs to persist in their endeavor to alleviate social problems.

Individual capabilities reconfiguration (09:00 - 10:30) - ISCTE - Building II/Room C2.02
([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Daniel Alonso-Martinez

Discussant(s): Mariateresa Torchia

Paper Presentations:

259 FANTASTIC FOUR: HOW MIDDLE MANAGERS OF FOUR HYPERMARKET RETAILERS ADDRESS PARADOX

Seong-Young Kim RENNES SCHOOL OF BUSINESS

Han Wu RENNES SCHOOL OF BUSINESS

Jie XIONG RENNES SCHOOL OF BUSINESS

Organizations successfully addressing exploiting existing competencies and exploring new ones are ambidextrous. Current research indicated four tensions in ambidexterity research: differentiation VS integration, individual VS organizational, static VS dynamic and knowledge acquisition internally VS externally. However, there is little conceptual synthesis of how organizations can use mixed mechanisms, such as differentiation VS integration and knowledge acquisition internally VS externally to reach ambidexterity from at middle management level. Based on in-depth semi-structured interviews and field observations, we implement comparative case studies of four hypermarket retailers to address this issue. This study focuses the evolution process of four diversified hypermarket retailer in China, namely Carrefour, Walmart, Vanguard and RT-Mart, from 1995 to 2011. We study the mechanisms middle managers implement to solve the paradox and acquire knowledge, which facilitate organizational ambidexterity. Our results show that middle managers are key persons who implement interchangeable mechanisms to reach organizational ambidexterity, before and after the market liberalization.

1538 TEAM'S COLLABORATION CAPABILITIES AS DRIVERS OF TECHNOLOGY-BASED STARTUP'S INNOVATION PERFORMANCE: THE SPANISH CASE.

Anna K. López-Hernandez INGENIO (CSIC-UPV), UNIVERSITAT POLITÈCNICA DE VALÈNCIA

ANABEL Fernández-Mesa UNIVERSITY OF VALENCIA

Mónica Edwards-Schachter INGENIO (CSIC-UPV), UNIVERSITAT POLITÈCNICA DE VALÈNCIA

This study introduces the role of team collaboration capabilities as intra-organizational conditions for strategic capabilities building in technology-based startups. The conceptual framework roots in Dynamic Capabilities and links innovation management and entrepreneurship approaches to understand the nature of technology-based startups. The team's members' interaction represents strategic intra-organizational conditions and work as essential drivers for organizational survival. In this paper we present the concept team collaboration capabilities contribute to the understanding of internal conditions that origin new capabilities configuration for increasing innovation performance.

484 STRATEGIC RENEWAL AND SALESFORCE AMBIDEXTERITY

Peter Fuzes CORVINUS UNIVERSITY BUDAPEST

Salesforce of business-to-business companies plays an important role in strategic renewal. As the main interface to customers, they have a crucial role in revenue generation of strategically new products, which is the firm's explorative activity. Simultaneously, they need to exploit revenue from traditional products, to maintain

cash flow and profitability. The reluctance of the salesforce to sell the new strategic products can undermine the success of the renewal. In our research, we observe the tools the top management can use to move the focus of attention of a contextually ambidextrous salesforce to explorative activities during renewal. Based on a case study research of a global IT company we conclude that personal benefits, managerial communication, training, and coherent internal processes and support systems have a strong positive impact on salesforce attention towards explorative activities. Market and customer readiness influences salesforce attitude toward the sale of radically new products.

Individual Characteristics and Strategic Decision-Making (09:00 - 10:30) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

Track: ST13_02 - Behavioral Strategy

Chair(s): Philip Meissner

Paper Presentations:

236 THE ROLE OF RESILIENCE IN STRATEGIC DECISION MAKING

Sina Kiegler PHILIPPS UNIVERSITY MARBURG

Torsten Wulf UNIVERSITY OF MARBURG

Philip Meissner ESCP EUROPE

A large body of research has explored individual-level antecedents that negatively impact strategic decision-making processes and strategic decision outcomes. However, comparably little attention has been devoted to personality attributes that positively affect strategic decision-making processes and strategic decision outcomes. Drawing on positive psychology, we introduce resilience as a personality attribute that improves both strategic decision-making processes and strategic decision outcomes. Based on a quasi-experimental field study involving 54 managers who undertook a computerized strategic decision-making task, we show that resilience improves strategic decision-making processes by increasing strategic decision comprehensiveness and improves strategic decision outcomes. We contribute to strategic decision-making research by integrating resilience as a positive, individual-level antecedent of strategic decision-making. In addition, we add to research on the relationship between strategic decision-making processes and outcomes by introducing resilience as an underlying factor that might help explain the ambiguous findings in this field.

652 NEED FOR COGNITION AND INFORMATION SEARCH IN STRATEGIC DECISION MAKING: HOW DO DECISION MAKERS NAVIGATE THEIR SOCIAL NETWORK?

Rob Jansen TILBURG UNIVERSITY

Petru Curseu BABES BOLYAI UNIVERSITY CLUJ-NAPOCA ROMANIA &

OPEN UNIVERSITY OF THE NETHERLANDS
Patrick Vermeulen RADOUD UNIVERSITY NIJMEGEN

The effect of type of decision maker and cognitive motivation (as an individual attribute describing one's tendency to engage in and enjoy effortful cognitive activities) on information search behavior in strategic decisions is studied in this paper. More specifically, we look at how the type of decision maker and cognitive motivation impact on which part of decision makers' social network is used while making strategic decisions. In a sample of 293 Dutch respondents (49% managers, 51% entrepreneurs), we find that cognitive motivation is a significant predictor for information search behavior in distal (organizational, external) rather than proximal (private) social networks, whereas type of decision maker is a significant predictor for information search behavior in the proximal social network for entrepreneurs and in the organizational social network for managers.

**1716 WHAT I DO OR HOW I DO IT - THE EFFECT OF ACCOUNTABILITY
FOCUS ON INDIVIDUAL EXPLORATION**

Bart Verwaeren UNIVERSITY OF GRONINGEN
Bernard Nijstad UNIVERSITY OF GRONINGEN

Organizations want to pursue a balance between exploration and exploitation, but managers often struggle to change their routines. Current theorizing in the strategy literature suggests that under conditions of uncertainty about work processes (e.g., when designing organizational strategies or pursuing exploratory behaviors) control mechanisms should emphasize work results, instead of work processes, because the latter are unknown. In this paper, we challenge this dominant logic about how management control mechanisms should be designed to stimulate individuals to show explorative, as opposed to exploitative, behavior. Integrating the distinction between outcome and process-based control from the strategy literature with theoretical and empirical insights from the psychological accountability literature, we distinguish between outcome and process accountability. We hypothesize that process accountability may in fact be able to increase individuals' tendency to explore new ways of working, whereas outcome accountability would likely stimulate a quick switch to exploiting 'old' ways of working. The results of an experimental simulation with 211 participants overall support our hypotheses. Implications for management control, innovation and ambidexterity are discussed.

Innovation in Major / Mega Projects (09:00 - 10:30) - ISCTE - Building II/Room C4.02
([Top](#))

Track: T10_04 - The Bounded Manageability of Major Projects

Chair(s): Nathalie Drouin

Paper Presentations:

191 NURTURING INNOVATION ON THE VICTORIAN AUSTRALIAN LEVEL CROSSING REMOVAL PROGRAM ALLIANCE PACKAGE 1

Derek Walker RMIT UNIVERSITY

Juri Matinheikki AALTO UNIVERSITY

Tayyab Maqsood RMIT UNIVERSITY

The Level Crossing Removal Program (LXRP) is a major infrastructure investment undertaken by the Government of Victoria through the purposefully established Level Crossing Removal Authority (LXRA). The program comprises 11 alliance work packages that in turn delivers an \$8.3 billion integrated program of projects as of July 2017.

The purpose of this case study is to explore *how* the Alliance Work Package 1 delivery process fostered innovation. More specifically, we focus on one particular example that encompassed a suite of innovations that demonstrates how innovations were more generally delivered both from a process and product perspective on this project. The alliance innovation performance on this first alliance package is largely attributed to the way that the project owner participant (OP) and the design team, contractor and operator non-owner participants (NOPs) collaborated as an effective integrated project delivery (IPD) team adopting a one-team mindset. This collaboration enabled process and technical product innovation to flourish and be diffused both within the alliance project package but also for diffusion to the other alliance project packages in the LXRP. Specifically, the focus for this paper, is the successful 37-days^[1] rail line shut down to lower the rail line, redevelop rail stations and construct a bridge over the rail line.

[1] Refer to

https://levelcrossings.vic.gov.au/data/assets/pdf_file/0004/216256/Community-Update-NMC_9_09_web.pdf for a LXRA published update newsletter ISSUE #09 AUGUST 2016.

283 HOW CRITICAL COMPONENTS ANALYSIS (CCA) CAN IMPROVE THE SUCCESS OF HIGHLY COMPLEX PROJECTS

Ori Orhof TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY

Vered Holzmann THE ACADEMIC COLLEGE OF TEL AVIV YAFFO

Aaron Shenhar DIAMOND LEADERSHIP INSTITUTE

As one of the most challenging tasks of any modern organization, projects typically require integrating different professions, different stakeholders and a variety of tasks. With today's increased project complexity, the challenge is even higher and is demonstrated by extensive overruns, misunderstanding of expectations, or both, in many of these projects (Flyvbjerg, 2014). It seems that the project management profession has not yet addressed all the challenges of highly complex projects. The aim of this paper is to address one of those challenges by showing how an extension

of classical structural contingency to internal project components may improve the likelihood of success. The method is called Critical Components Analysis (CCA), and it may eliminate many of the pitfalls often leading to complex project failures. The paper shows that individual components in each project could be distinguished by two major variables: Challenge and Vitality. Challenge represents the difficulty to successfully complete the component, and Vitality, the importance of the component to the final product success. A component is considered critical when at least one of these variables is high, and the second is at least medium. The paper uses complex project cases to analyze the construct and demonstrate how projects and subprojects contingency planning can be integrated into established project planning processes.

960 IMPROVING THE MANAGEMENT OF INFRASTRUCTURE MAJOR PROJECTS: A DUAL PERSPECTIVE ON ORGANIZATIONAL AND PROJECTS ASSESSMENTS

Maude Brunet HEC MONTRÉAL

Monique Aubry UNIVERSITÉ DU QUÉBEC À MONTRÉAL

Sofiane Baba UNIVERSITÉ DE SHERBROOKE

Sanaa El Boukri UNIVERSITÉ DU QUÉBEC À MONTRÉAL

Marie-Douce Primeau UNIVERSITÉ DU QUÉBEC À MONTRÉAL

Project management scholars have tended to focus primarily on the evaluation of individual projects, whereby consideration of the broader setting of organizational processes, which includes major projects management, has fallen by the wayside. In this article, we point to the importance of this organizational-level process insofar as it can both influence and be influenced by ongoing projects. This study thus focuses on the dynamic relationship between the evaluation of organizational processes and the evaluation of ongoing project management. Building on a longitudinal multi-case study of ten complex projects, which we situate in a broader trajectory of the evaluation of organizational processes, we use a story-telling approach to describe how organizational actors engage in conducting normative assessment in a complex public organization undertaking major projects. In so doing, we gain a better understanding of how normative assessment might be conducted and discuss how learning occurs through this process. Our analysis builds on previous research on major projects, adds to research on project management from an organizational process evaluation perspective and has implications on studies of the normative assessment of projects.

Institutional Forces and Hybrid Organizations' Functioning (09:00 - 10:30) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Francesca Capo

Paper Presentations:

1534

HOW DIGITAL IDENTITY AND LEGITIMATION STRATEGIES OF SOCIAL VENTURES AFFECT STAKEHOLDER PERCEPTIONS OF MORAL LEGITIMACY AND ORGANIZATIONAL CREDIBILITY: INSIGHTS FROM TWO CROSS-COUNTRY EXPERIMENTS

Felix Ostertag HEINRICH HEINE UNIVERSITY DÜSSELDORF

Aline Pereira Pündrich ECOLE DE MANAGEMENT DE STRASBOURG - HUMANIS

Alicia Prochotta UNIVERSITY OF HOHENHEIM

New social business hybrids (NSBHs) are promising vehicles for social and economic value creation. With their business models they have shown to be effective in addressing longstanding societal issues, like poverty and long-term unemployment, while at the same time earning money. Yet, such organizations encounter several challenges. The lack of credibility due to limited information available on these businesses often causes stakeholders to doubt NSBHs' legitimacy. However, because all NSBHs follow a social and/or environmental mission, being evaluated as morally legitimate is particularly relevant for such businesses' success. A promising way to become perceived as credible and legitimate is to provide stakeholders with information on the businesses' identity, for example, via their internet presence. Building on established theoretical concepts of founder and organizational identity, legitimate distinctiveness, and organizational credibility, our study investigates how different forms of NSBHs' identities and legitimation-seeking behaviors affect stakeholder evaluations of such businesses credibility and legitimacy. We investigate our research questions with (a) a vignette study and (b) an online experiment with a 2 x 2 factorial design. Our results show that NSBHs' moral legitimacy highly depends on well-orchestrated identity components that give meaning to the NSBH while proving credibility to their stakeholders. The pursuit of credibility, furthermore, demands leaders of NSBHs for a delicate balance between emphasizing their ability to act like a conventional for-profit entrepreneur in order to be perceived as competent, while at the same time being forced to meet the constant stakeholder expectation of reaching the company's social objectives and to avoid mission drifts to remain trustworthy. Finally, our study shows that NSBHs can and should not only be distinguished from another theoretically, but also empirically.

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BEYOND MARKET AND SOCIAL WELFARE LOGICS: HOW SOCIAL ENTERPRISES NAVIGATE INSTITUTIONAL COMPLEXITY IN AN AUTHORITARIAN STATE

Jiawei Fu RUTGERS UNIVERSITY

Shipeng Yan CITY UNIVERSITY OF HONG KONG

Social enterprises have emerged throughout the world as a promising solution to grand challenges such as poverty, environmental degradation, and human rights violations. Although these issues tend to be more acute in authoritarian regimes where the state plays a dominant role, little research has systematically examined how social enterprises perceive and manage the unique institutional complexity in those contexts. Drawing from rich qualitative data on 42 social enterprises in China, we find that the dominant state logic shapes a distinctive form of institutional complexity: the key

tensions arise from the state and social welfare logics and the state logic can shift the relationships between market and social welfare logics. We also uncover three strategies that Chinese social enterprises employ—conformity, engagement, and evasion—to manage the conflict between state and social welfare logics. In particular, we find that the engagement strategy was most favored by social enterprises to help develop mutually beneficial relations with the state. This study makes three contributions to research on institutional complexity, social enterprises, and hybrid organizing.

510 WHEN IMMIGRANTS BECOME SOCIAL ENTREPRENEURS: MANAGING ORGANIZATIONAL TENSIONS WITH CROSS-CULTURAL EXPERIENCE

Nkosana Mafico UNIVERSITY OF QUEENSLAND

Anna Krzeminska MACQUARIE UNIVERSITY

Charmine Hartel THE UNIVERSITY OF QUEENSLAND

This article explores how exposure to contrasting national culture dimensions might inform organizing within hybrid organizations. At the individual level, we draw on the acculturation literature to understand the strategies people use to manage contrasting national culture dimensions. At the organizational level, we draw on the hybrid organization literature to explore the organizing mechanisms that enable leaders of hybrid organizations to manage competing logics. Through 18 case studies of black African immigrant social entrepreneurs, we reveal three ways in which the dominant strategy a social entrepreneur uses to manage contrasting national culture dimensions in their personal lives corresponds with the dominant hybrid organizing mechanism they, in turn, use to manage competing logics within their social enterprises. Based on our findings, we develop a conceptual model that articulates the theoretical role of acculturation in hybrid organizing. We furthermore identify and discuss specific instances in which exposure to contrasting national culture dimensions might evoke a mindset that influences the hybrid organizing mechanisms used by social entrepreneurs and consequential skillset developed for managing competing social and market logics.

Integrated reporting: determinants (09:00 - 10:30) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_02 - Accounting and Control for Sustainability

Chair(s): Pierre Baret

Discussant(s): Federico Barnabè

Paper Presentations:

290 DETERMINANTS OF MATERIALITY DISCLOSURE QUALITY IN INTEGRATED REPORTING: EMPIRICAL EVIDENCE FROM AN INTERNATIONAL SETTING

Othar Kordsachia LEUPHANA UNIVERSITY LÜNEBURG

Jannik Gerwanski LEUPHANA UNIVERSITY LÜNEBURG
Patrick Velte LEUPHANA UNIVERSITY LÜNEBURG

This study examines determinants of materiality disclosure quality (MDQ) in integrated reporting (IR) in an international setting. To this purpose, we constructed a novel, hand-collected MDQ score in line with the guiding principles introduced by the International Integrated Reporting Council (IIRC). Based on a cross-national sample consisting of 359 firm-year observations between 2013 and 2016, we find that MDQ is positively associated with learning effects, gender diversity and the assurance of non-financial information in the integrated report. On the other hand, we find that IR readability, listing in the Dow Jones Sustainability Index (DJSI) and earnings management do not affect MDQ. Our results are robust to different statistical models. We expand on earlier empirical findings on IR disclosure quality and provide valuable insights for research, practice and standard setting.

793 THE IMPACT OF NATIONAL CULTURE ON INTEGRATED REPORTING QUALITY

Filippo Vitolla LUM JEAN MONNET UNIVERSITY
Nicola Raimo LUM JEAN MONNET UNIVERSITY
Michele Rubino LUM JEAN MONNET UNIVERSITY
Antonello Garzoni LUM JEAN MONNET UNIVERSITY

Integrated reporting (IR) is a new form of corporate reporting that aims to provide a holistic picture of an organization's performance. It is considered a natural evolution of the corporate reporting movement. A critical aspect of integrated reporting is the quality of the reports. Although there are several studies regarding integrated reporting, few contributions focus on the quality. This study investigates the impact of the national culture on integrated reporting quality. The findings show that the integrated reporting quality is related to five of the six Hofstede's dimensions. Specifically, results of this study indicate that power distance, individualism, masculinity and indulgence negatively affect integrated reporting quality, while uncertainty avoidance is positively related to the quality of the reports. This study contributes to relevant literature by analysing an additional factor that influences the quality of corporate reports specifically, the national culture. This is the first study that investigates national culture as a determinant of the quality of integrated reporting.

1699 INTEGRATED REPORTING QUALITY AND BOARD OF DIRECTORS CHARACTERISTICS: AN EMPIRICAL ANALYSIS

Valentina Minutiello LIUC - CATTANEO UNIVERSITY
Patrizia Tettamanzi LIUC, CATTANEO UNIVERSITY- CASTELLANZA
Anna Pistoni UNIVERSITY OF INSUBRIA
Lucrezia Songini UNIVERSITY OF EASTERN PIEDMONT

Integrated Reporting (IR hereafter) can be considered as the most recent progress in attempts over years to expand non-financial reporting and accountability, and to include also social and environmental impacts of business. Although the literature concerning the IR has grown over the last few years and

particular attention has been paid to the variables which can play a role in the adoption of the IR, few studies focused precisely on the IR quality and its determinants. Overall, the most relevant drivers which have been pointed out by researchers as determinants of IR quality are: firm size, industry, national context, firm performance (profitability, leverage), assurance, and to a lesser extent, corporate governance and companies' ownership structure.

Therefore, with the aim of shedding light on these facets, this paper tries to understand the impact of Board of Directors' features on the quality of IR. IR quality is evaluated in terms of compliance's degree between the IR content and the guidelines suggested in the IR framework presented by the International Integrated Reporting Council (IIRC). Board's characteristics considered are size, composition and diversity, with regard to Bod members' gender, age, level and field of education. 54 companies have been taken into consideration, from year 2013 to 2016, for a total amount of 216 integrated reports. Six research hypotheses have been developed. Univariate and multivariate analysis are in progress.

International Management 2: Subsidiary Perspectives (09:00 - 10:30) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Deepak Datta

Discussant(s): Valentina Fani

Paper Presentations:

- 978 THE TRANSFER OF HEALTH MANAGEMENT PRACTICES WITHIN FRENCH MNCs: EVIDENCE FROM CHINESE SUBSIDIARIES**
Cuiling JIANG KEDGE BUSINESS SCHOOL

This paper presents a theoretical framework of managing employee well-being in multinational companies (MNCs) in China. The study explores the crucial yet underdeveloped issue related to hybridization of health management practices. Drawing on the institutionalism theory and in-depth case studies, the results of the analysis explain how foreign subsidiaries adapt the headquarters' management practices to meet the host country legitimacy and what hybridization exists during this knowledge transfer process. We further discuss the efficient and inefficient aspects of MNCs' workplace health management in China, explaining what factors may impede Chinese subsidiaries' more engagement in employee well-being management through the dynamics of hybridization. Implications and directions for future research are finally suggested.

- 1619 FROM NON-DISCLOSURE TO INITIATIVE SELLING: MANAGING HEADQUARTERS ATTENTION IN TRANSLATING ASSUMED AUTONOMY INTO SUBSIDIARY EVOLUTION**
Andrew Cavanagh MONASH UNIVERSITY

Paul Kalfadellis MONASH UNIVERSITY
Susan Freeman UNIVERSITY OF SOUTH AUSTRALIA

Adopting the attention-based view of the firm as our principal theoretical lens, we explore the mechanisms by which subsidiaries manage headquarters attention in translating assumed autonomy into subsidiary evolution. To this end, our study utilizes qualitative data from subsidiary and headquarters perspectives in a multiple case study design. Our study makes a number of key contributions. First, we introduce the notion of subsidiary non-disclosure, which enables subsidiaries to avoid negative headquarters attention when assuming autonomy. Second, we highlight the value of initiative selling in attracting positive headquarters attention; in particular, we identify the unique selling requirements of sustained financial success and corporate alignment. Finally, we reveal the importance of timing in balancing the competing dual requirements of non-disclosure and initiative selling.

1944 DIFFERENTIATED EFFECTS OF FORMAL AND INFORMAL INSTITUTIONS IN SUBNATIONAL REGIONS ON FOREIGN SUBSIDIARY PERFORMANCE: FOREIGN INSTITUTIONAL INVESTORS IN CHINA

Yu Jia WUHAN UNIVERSITY
Tao Wang WUHAN UNIVERSITY
Min Liu SOUTHWEST UNIVERSITY
Zhuang Ma XI'AN JIAOTONG-LIVERPOOL UNIVERSITY

The relationship between subnational institutions and foreign subsidiary performance is conceptually incomplete and empirically unspecified. At a subnational (regional) level, this study compares the effects of formal and informal institutions on foreign subsidiary performance, and the possible boundaries (moderators) of such effects. We used a seven-year data (2008-2014) of foreign venture capital and private equity subsidiaries in China. Our probit regression led to four findings: 1), formal institution (market institution) and informal institution (social trust) at regional level positively affect foreign subsidiary performance; 2), social trust has a stronger positive effect on foreign subsidiary performance than market institution does; 3), investment experience negatively moderates the impacts of regional market institution quality and social trust level on foreign subsidiary performance; and 4), investment scale positively moderates the impacts of regional market institution quality and social trust level on foreign subsidiary performance. Our study presents practical implications for foreign subsidiaries operating in host countries with heterogeneous subnational institutions, especially for those operating in emerging markets.

Knowledge and relationships (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: GT14_00 - Conference General Track

Paper Presentations:

- 977 **WHEN AN ELEPHANT BRINGS INFORMAL INTERACTIONS IN A BANK**
Delphine Minchella ECOLE DE MANAGEMENT DE NORMANDIE
Jean Denis Culie EM NORMANDIE

The purpose of this paper is to better understand why informal interactions occur in certain organizational settings and not in others. More precisely, we investigate the relevance of social affordances theory. This theory posits that three factors foster informal interactions: propinquity, privacy and social designation. Through a longitudinal single case study undertaken at the headquarters of a large bank, we suggest that only the criteria of propinquity and privacy are still appropriate. In addition to these criteria, our new framework suggests that informal relations are likely to occur in places that are not restricted and that can be invested by employees to let a lived place (in the sense of Lefebvre) emerge.

- 1140 **AN EMPIRICAL INVESTIGATION OF CRITICAL FACTORS AFFECTING KNOWLEDGE SHARING FAILURE: THE ROLE OF IGNORANCE**
Evangelia Siachou HELLENIC AMERICAN UNIVERSITY
John Israilidis NOTTINGHAM TRENT UNIVERSITY

Although knowledge sharing can help organizations to succeed, it can also prevent cascading failures which might affect both organizations' and individuals' effectiveness. As such failures may be linked to employee ignorance, knowledge-gaps followed by both cost-ineffective and resource-wasteful consequences can be generated. Based on the case study of a multinational organization and using both qualitative and quantitative data, we identified six critical failure factors (CFFs) with an impact on knowledge sharing. At the same time, we also revealed the underline role of employee ignorance as a failure control mechanism. The study provides insights into the importance of identifying these failures when companies share knowledge and proposes how organizations can mitigate such failures. Suggestions are further made regarding managing employee ignorance, whilst implications for both theory and practice are also discussed.

- 1848 **PSYCHOLOGICAL CAPITAL AND LEARNING: THE MODERATING ROLE OF THE TEAM STRUCTURE**
Rosa Lutete Geremias HIGHER INSTITUTE OF SOCIAL AND POLITICAL SCIENCES-PORTUGAL
Miguel Lopes UNIVERSITY OF LISBON (PORTUGAL)
André Escórcio Soares COVENTRY UNIVERSITY

Abstract

Theoretical research points out that the learning process contributes to the development of various fields of knowledge, including organisational behavior. However, the understanding of variables that are positively related to the learning process remains limited. Thus, the present study aims to analyze the moderating role of the team structure in the relationship between positive psychological capital and learning (internal and external). The data were collected in 3 Higher Education

Institutions in Angola. The sample includes 480 university students from 13 undergraduate courses distributed in 22 classes of the selected Institutions.

Structural equation modeling analysis using the Amos software was used to analyse the moderating role of the team structure in the relationship between positive psychological capital and both internal and external learning. The results show that psychological capital has a positive and statistically significant influence on internal and external learning. However, the result of the analysis performed does not confirm the moderating effect of the team structure on the relationship between psychological capital and internal and external learning.

Keywords: psychological capital, team structure, internal learning, external learning

Knowledge Transfer in Start-ups (09:00 - 10:30) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: T03_12 - Knowledge Management and Knowledge Transfer in Start-ups and SMEs

Chair(s): Irene Ingardi

Paper Presentations:

118 KNOWLEDGE TRANSFER IN STRATEGIC ALLIANCES BETWEEN STARTUPS AND INCUMBENTS – A STARTUP’S PERSPECTIVE

Lilian Izsak PADERBORN UNIVERSITY
Rüdiger Kabst PADERBORN UNIVERSITY

The need for external knowledge has fostered the emergence of learning alliances between startups and incumbents. In bringing together organizations with different knowledge bases unique learning opportunities are created for both partners. The present study investigates which knowledge type is transferred in strategic alliances between startups and incumbents. To address this, we draw on seven in-depth interviews to determine the knowledge transferred. The findings reveal preliminary evidence that social knowledge, procedural knowledge, market and technology knowledge are transferred.

424 THE ROLE OF COMPLEMENTARY ASSETS IN THE SURVIVAL OF SMALL BUSINESSES

Luiz Guerrazzi UNIVERSIDADE NOVE DE JULHO
Fernando Serra UNIVERSIDADE NOVE DE JULHO
Manuel Ferreira UNIVERSIDADE NOVE DE JULHO
Vanessa Scaciotta FUNDAÇÃO GETULIO VARGAS

Understanding how business incubators affect firms survival after their graduation is of high interest for both academicists and practitioners. Although there is a broad literature on incubators, the impact of the incubation period on the graduated ventures life cycle remains unclear. Focusing on the complementary assets provided by the incubators, this study aims to delve on the effects of these assets in mitigating threats

of novitiate and size, through the constructs of the liabilities of newness and smallness, after the incubation period. We propose the new firms were imprinted with these assets strengthening their survival. We used a sample of graduated ventures for a maximum of 3 years from 109 brazilian technological business incubators. Our findings reveal that the complementary assets they had access to, played a key hole in their survival, mainly for the specialized complementary assets such as those shaping legitimacy and reputation. Furthermore, these effects are stronger in environments less likely in entrepreneurial activities. The results contribute by providing insights for scholars due to the enhancing the role of complementary assets, for the managing of business incubators and startups and for innovation policy makers.

1279 ENTREPRENEURIAL ACCELERATION AND DOMINANT STAKEHOLDERS: A RESOURCE EXCHANGE THEORY LENS

Carlos DaSilva HEG SCHOOL OF MANAGEMENT FRIBOURG / HES-SO // UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND, CARLOS.DASILVA@HEFR.CH
Jonas Gabrielsson HALMSTAD UNIVERSITY

Entrepreneurial acceleration is a fast-emerging form of intensive, highly structured, and temporally compressed programs of enterprise-oriented training and networking linking innovative start-ups to resources for growth. A central feature of acceleration programs is the value created via the exchange of resources among stakeholders involved in the accelerator. While sharing common structural elements and components, however, the type of resource exchange offered by acceleration programs differ widely depending on the stakeholder setting. Specifically, this study uses resource exchange theory to analyze four dominant stakeholder-settings for entrepreneurial acceleration; namely investor-based, corporate-based, university-based and government-based acceleration programs, and we identify six major characterizing variables that express peculiarities in the exchange process. Our findings open-up opportunities for understanding the multifaceted exchange of resources across different types of acceleration programs, as well as the value adding role of acceleration in the entrepreneurial ecosystem.

Leadership and Career (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.26 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Morgan Sherrer

Paper Presentations:

180 A SCOPING REVIEW ON THE USE AND EFFECTIVENESS OF LEADERSHIP COACHING IN SUCCESSION PLANNING

Morgan Sherrer UNIVERSITY OF GUELPH
Davar Rezania UNIVERSITY OF GUELPH

In this literature review, we explore leadership coaching for succession planning. Succession planning and leadership coaching have been studied in the literature independently, however there is little research to ascertain if these concepts have been studied together. This study used a scoping review protocol to determine to what extent these concepts have been studied together. The research question was: What does the literature tell us about the use and effectiveness of leadership coaching in a company's succession planning process? The objectives of this study were to better understand the types of research available on leadership coaching related to succession planning, identify gaps in the literature and outline future research areas. The Joanna Briggs Institute Scoping Review Protocol was used. We found 22 articles that studied these concepts together. Results indicated that the literature focused on the use of coaching, not its effectiveness in relation to succession planning and was mainly qualitative and descriptive in nature. The majority of measured outcomes related to leadership coaching and succession focused only on the perceptions of those in the articles, not tangible outcomes.

263 IDENTIFYING LEADERSHIP SKILLS REQUIRED IN THE DIGITAL AGE

Milan Klus UNIVERSITY OF MÜNSTER

Julia Müller UNIVERSITY OF MÜNSTER

Is leadership changing in an increasingly digitalised work environment? This question arises in corporate practice, societal debates, and in business management research. The evolution of digital technologies changes working environments considerably and creates new challenges for executives. So far, however, only little research has been conducted on how these challenges and technology-driven changes are associated with altered requirements for the skill set needed by executives. In this paper we bridge that gap by applying a three-stage research design. First, we develop a novel conceptual framework in which we categorise leadership skills and associate them with tasks, management level, and leadership experience. Building on this, we conduct semi-structured interviews with executives and systematically investigate job advertisements at the management level. Our interview results show that communication skills, subject-specific knowledge, self-organisation skills, and self-reflection skills are considered particularly relevant in times of rapid technology-driven change. Furthermore, many interview participants identify empathy and an open-mindedness towards the new as crucial personal traits. Our job advertisement analysis further reveals that executives need to be able to speak English, have IT skills, and be flexible, motivated, and stress tolerant.

656 IMPORTANCE OF LEADERSHIP IN SUPPORTING EMPLOYEE CAREER SELF-MANAGEMENT

Narelle Hess MACQUARIE UNIVERSITY

Denise Jepsen MACQUARIE UNIVERSITY

Employees are increasingly required to take responsibility for their career development whilst organisations are required to design organisational career management (OCM) systems that facilitate career self-management. In this survey study of 618 residential aged care employees, the social cognitive model of career self-management is adapted to examine both the individual and contextual factors that

enable adaptive career behaviours. Beyond age, gender, education level and personality factors, results demonstrated that self-efficacy and leader-member exchange (LMX) are direct predictors of career planning, proactive skill development, network building, and career consultation. Career change intention moderated the direct relationship between LMX and career planning, career consultation, and network building. These findings demonstrate the social cognitive model of career self-management is a useful framework for the design of strategic OCM systems and highlight the importance of the leader in supporting employee career self-management in this system.

Leadership and HRM in public organizations (09:00 - 10:30) - ISCTE - Building II/Room C4.08 ([Top](#))

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Piervito Bianchi

Paper Presentations:

- 23 THE PUBLIC ADMINISTRATION OF JUSTICE IN PORTUGAL: RELATIONSHIP BETWEEN SENIORITY AND LABOR COMMITMENT, AND IMPLICATIONS FOR EMPLOYEE TURNOVER RISK**
Pedro Correia INSTITUTO SUPERIOR DE CIÊNCIAS SOCIAIS E POLÍTICAS DA UNIVERSIDADE DE LISBOA
Mariana Dias INSTITUTO SUPERIOR DE CIÊNCIAS SOCIAIS E POLÍTICAS DA UNIVERSIDADE DE LISBOA
Inês Filipe INSTITUTO SUPERIOR DE CIÊNCIAS SOCIAIS E POLÍTICAS DA UNIVERSIDADE DE LISBOA

The relationship between labor commitment and an employee's intention of leaving a given organization is a recurrent theme in the literature on public and private administration. In the case of the public administration of Justice, the process of retaining Employees is a complex phenomenon with multiple variables. This article seeks to ascertain whether statistical evidence exists for a hypothetical relationship between two variables, "seniority" and "labor commitment" among Employees of the Portuguese Ministry of Justice, with a view to analyzing the implications of that relationship for the turnover risk. The empirical research adopted a quantitative approach based on the Kruskal-Wallis non-parametric test (due to the lack of normality), and the survey technique used to collect data was a questionnaire. It was concluded that the group of Employees with the highest level of "seniority" presents lower levels of perception of "labor commitment", which may be reflected in a greater turnover risk.

- 453 TRANSFORMATIONAL LEADERSHIP AND INNOVATIVE SERVICE BEHAVIOR IN THE PUBLIC SECTORS: THE ROLE OF ORGANIZATIONAL IDENTIFICATION AND EMPLOYEE SERVICE CLIMATE PERCEPTION**

HUIRU Lin DEPARTMENT OF LABOR RELATIONS NATIONAL CHUNG CHENG UNIVERSITY

HUIJING LIN INSTITUTE OF HUMAN RESOURCE MANAGEMENT, NATIONAL SUN YAT-SEN UNIVERSITY, TAIWAN

Ting Wu MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY, SCHOOL OF BUSINESS

Liang-Chih Huang NATIONAL CHUNG CHENG UNIVERSITY

Shyh-Jer Chen NATIONAL SUN YAT-SEN UNIVERSITY

Amber Yun-Ping Lee DEPT. OF PUBLIC ADMINISTRATION AND MANAGEMENT, NATIONAL UNIVERSITY OF TAINAN

Shu-Yuan Chen DEPT. OF BUSINESS MANAGEMENT NATIONAL UNITED UNIVERSITY

This study investigates the role of transformational leadership on employee innovative service behavior in the public sectors in Taiwan. It specifically investigates the mediating role of organizational identification in-between transformational leadership and employee innovative behaviors. It examines whether employee service climate perception moderates the effect of transformational leadership on employee innovative behaviors through organizational identification. Data were collected from 440 frontline employees of 25 units and analyzed by Mplus 7.4. Results show that organizational identification fully mediates the relationship between transformational leadership and innovative service behavior. Results also show that employee service climate perception strengthens the effect of leadership on employee service climate perception through organizational identification. The study enriches knowledge for public service management about why and under what circumstances employees perform for better public sector effectiveness and performance.

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RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT, EMPLOYEE ENGAGEMENT AND ORGANISATIONAL JUSTICE IN THE PUBLIC SECTOR

Živilė Stankevičiūtė KAUNAS UNIVERSITY OF TECHNOLOGY

Asta Savanevičienė KAUNAS UNIVERSITY OF TECHNOLOGY

Recently, performance management has gained increasing attention. It is argued that the performance management revised by broadening its scope from performance appraisal to goal setting, performance monitoring and feedback provision can reap the benefits for the organisations in terms of enhanced employee attitudes and behaviour. However, the empirical support of the impact of performance management on employee attitudes is still scarce, especially in the public sector. The purpose of the paper is to reveal the linkage between performance management, employee engagement and organisational justice in the public sector. The current paper limits its focus on two components of performance management, namely the goal setting and feedback. The paper proposes the mediating role of organisational justice in the linkage of performance management and employee engagement. The quantitative data were collected from employees working in the public sector using a survey (299 responses). The findings show that goal setting and feedback has a significant and positive effect on employee engagement, supporting the theoretical notion that well-

designed performance management promotes engagement. As it was expected, goal setting and feedback has a positive effect on organisational justice; meanwhile, organisational justice significantly and positively predicts employee engagement. The paper was designed to explore the mechanism by which performance management influences a particular employee attitude. As it was supposed, organisational justice partly mediates the relationships between goal setting and employee engagement and fully mediates between feedback and employee engagement.

Lean Concepts and the Application of New Knowledge in Healthcare (09:00 - 10:30) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Bernardo Ramirez

Discussant(s): Olena Mazurenko

Paper Presentations:

374 SAME SAME BUT DIFFERENT – A LITERATURE REVIEW ON THE LEAN IMPROVEMENT CONCEPTS IN OPERATING ROOMS SETTINGS

Alfred Angerer ZURICH UNIVERSITY OF APPLIED SCIENCES

Tim Brand ZURICH UNIVERSITY OF APPLIED SCIENCES

Sina Berger ZURICH UNIVERSITY OF APPLIED SCIENCES

Background

The operating room (OR) is characterized by highly specialized processes and high demands on quality and safety concerning patient treatment. This makes the OR the most expensive department of a typical hospital. As at the same time, the OR generates the biggest revenue stream, efficiency is of paramount importance. While this need for both quality and efficiency has already led to Lean initiatives in hospital wards over the last number of years, the Lean optimizations in OR settings are rarely discussed.

Objectives

The aim of this paper is to assess the current state of knowledge on OR improvement approaches to highlight research gaps within the field of Lean health research and thus determine future research opportunities.

Method

We conducted an extensive literature research on OR improvement and categorized the relevant literature according to research approaches. Further, we applied the Proficiency-Willingness-Empowerment (PWE) framework to understand the topics

discussed. Finally, we categorized the Lean tools/principles found and compared them to the ones used in Lean optimizations outside the OR.

Results

The majority of papers shows methodological deficits, as they often lack robust generalizable evidence or are purely mathematical models without real evidence of applicability in practice. Further, many papers focus on the hard factors of OR optimizations, while very few deal with soft factors like change management and team culture. The single most discussed tool/principle of OR optimization concerns scheduling, while other typical aspects of Lean optimizations such as standardization and security procedures receive minor attention.

Research Proposition

Based on the review, we identified three research propositions. First, researchers should combine deductive and inductive approaches to better understand practitioners' challenges in OR settings. Second, the management research community should emphasize more the soft factors of OR transformations and focus on leadership's role and required competences in OR optimization settings. Third, as the research on OR optimization tools/principles is still in its early stages, we need to develop a Lean-OR specific toolbox and transformation concept to facilitate future OR improving initiatives.

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LEAN THINKING, SERVICE THEORY AND PUBLIC VALUE: A CASE OF MANAGEMENT INNOVATION IN THE HEALTHCARE SECTOR

Federico Barnabè UNIVERSITY OF SIENA

Maria Cleofe Giorgino UNIVERSITY OF SIENA

Pasquale Ruggiero UNIVERSITY OF SIENA AND BRIGHTON BUSINESS SCHOOL

Purpose: The introduction of managerial innovations in the public sector has been a basic idea of the New Public Management. This innovation process happens mostly by transferring private management tools in public sector organizations. The purpose of this article is to discuss the application of a service-dominant theory to the implementation of Lean Thinking projects in healthcare sectors. It stimulates scholars and practitioners to rethink and customize Lean Thinking taking into consideration public sector features. In this way, this article provides hints for drawing a map of future theoretical and empirical researches.

Design/methodology/approach: Utilizing concepts from Lean Thinking and Public management, the article provides a detailed presentation and discussion of a case study in the Italian healthcare sector. Coherently with the theoretical perspective adopted, the case study has been developed adopting an action research approach. It then considers how the theoretical concepts adopted could contribute to understanding the transferability of Lean Thinking in the public sector.

Findings: According to New Public Management Theory, the implementation of innovations in the public sector aims mainly to reach a higher level of efficiency. Because of this objective, scholars and practitioners have focused their attention mainly on technical aspects and economic value. This study highlights the importance of enlarging the concept of value to be produced through Lean projects and the necessity to consider not only end-users but also other subjects whose values need to be taken into consideration in designing and implementing management innovations, such as Lean Thinking projects.

Originality/value: This article gives a contribution to understanding the applicability of a service-dominant theory to management innovations in the public sector. Furthermore, the article suggests the use of jointly using Lean Thinking and public value theory for increasing value creation in the public sector.

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**RETHINKING KNOWLEDGE MANAGEMENT IN HEALTHCARE:
LEVERAGING EXPERIENCE KNOWLEDGE**

Negar Monazam Tabrizi UNIVERSITY OF MANCHESTER
Kelechi Ekuma UNIVERSITY OF MANCHESTER

It is widely known that relationships and social interactions are critical in promoting successful knowledge management. Yet, little research has explored how relationality influences knowledge sharing in public sector and particularly in healthcare. Adopting a qualitative case study approach and utilizing semi-structured interviews, we assess the relational dimensions influencing experience knowledge sharing in the health sector, using the example of the NHS. Our evidence shows that experience knowledge sharing in the health sector are essentially a relational exercise and clinicians are motivated to engage in knowledge sharing mainly for different professional and personal reasons and also the need to promote patient safety. We argue therefore, for the promotion of positive relationships that encourage open communication within workgroups. The essay advances new insights in the understanding of knowledge sharing in the public sector from a relational perspective.

Negotiation (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Ilias Kapoutsis

Discussant(s): ECE TUNCEL

Paper Presentations:

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**FACE THREAT SENSITIVITY IN DISTRIBUTIVE NEGOTIATIONS:
EFFECTS ON NEGOTIATOR SELF-ESTEEM AND DEMANDS**

ECE TUNCEL WEBSTER UNIVERSITY
DEJUN TONY KONG UNIVERSITY OF HOUSTON

JUDI MCLEAN PARKS WASHINGTON UNIVERSITY IN ST. LOUIS
GERBEN VAN KLEEF UNIVERSITY OF AMSTERDAM

Face threat sensitivity (FTS) is defined as reactive sensitivity to face threats, including competitive behavior in negotiations. We developed and tested the argument that individuals high in face threat sensitivity, when negotiating with a competitive (vs. cooperative) counterpart), exhibit psychological responses that inhibit them from claiming value in distributive negotiations. Study 1 revealed that higher counterpart competitiveness was negatively associated with high (but not low) FTS negotiators' global self-esteem, which in turn led them to be less demanding and obtain worse negotiation outcomes. In Study 2, we manipulated counterpart's behavior (cooperative vs. competitive) to establish causality, and examined specific aspects of negotiator self-esteem that may account for the effect. We found that the effect of counterpart's competitiveness on high FTS negotiators' demand levels was mediated by their performance self-esteem, but not by their social self-esteem. In Study 3, we manipulated performance self-esteem to establish it as a causal underlying psychological mechanism. For high FTS negotiators, when performance self-esteem was low, demand levels were significantly lower with a competitive (vs. cooperative) counterpart. However, when performance self-esteem was high, there was no significant difference in demand levels depending on counterpart's behavior. This finding suggests that negotiating with a competitive (vs. cooperative) counterpart reduces high FTS negotiators' performance self-esteem, which in turn leads them to make lower demands. The implications of these findings are discussed.

1062 CONCILIATION AS A RESPONSE TO ORGANIZATIONAL TENSIONS: A CASE STUDY IN NUCLEAR MEDICINE

Romain Loncint IMT ATLANTIQUE

The research deals with the management of organizational tensions from the perspective of conciliation of heterogenous and contradictory logics. We therefore aim to explore conciliation as a response to organizational tensions through the analyze of its context of implementation and the mechanisms by which conciliation takes place. Based on a qualitative study combining in situ observations and semi-structured interviews in a nuclear medicine center, the research focuses on the tensions between patient care and self-protection against radioactivity. The results show both the responses in terms of conciliation but also the responses to tensions implemented by health professionals when conciliation fails. The research thus contributes to the management of organizational tensions through the conciliation, emphasizing that it depends on the resources of the situation.

1566 THE INITIATION OF NEGOTIATIONS: UNDERSTANDING AND MANAGING FIVE SOURCES OF MOTIVATION

Ilias Kapoutsis ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS
Antonia Lampaki ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS
Roger Volkema KOGOD SCHOOL OF BUSINESS, AMERICAN UNIVERSITY

The ability to negotiate effectively is key to personal and professional success. Negotiation researchers have started to pay more attention to all the stages of the

negotiation process, including the initial stage wherein individuals perceive situations as ripe for negotiation and act on those perceptions. The aim of this paper is to identify and integrate different motives of individuals for engaging, making a suboptimal request, and/or optimizing a request. Towards this end, we discuss current advances on negotiation initiation research and organize them into five sources of motivation: a) socialization/acculturation, b) role definition/responsibility, c) rationalization, d) vicarious inspiration, and e) personal characteristics/traits. We also emphasize important, yet overlooked, issues, offer examples of the forms that these sources can take, discuss their effects on the three phases of initiation, and the interrelationships between these sources. Finally, we conclude by suggesting practical ways to manage these motivations. Such an account will enrich our understanding about the beginning of a negotiation and will complement what is already known about the negotiation process.

Organising for resilience in extreme contexts - Extreme Contexts (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): David Denyer

Paper Presentations:

1441 THE MAPPING OF MEASURES OF ORGANIZATIONAL RESILIENCE

Xun Yang RMIT

Kosmas Smyrnios RMIT UNIVERSITY

In the face of challenging conditions, resilience capabilities are essential for organizational survival and sustainability. Despite significant academic interest and practical utility of this construct, an apparent operational ambiguity predominates. This paper concerns a series of content analyses of measures of organizational resilience obtained from a systematic search during the period 1988-2016, in order to explore the operationalized meaning and the reliability of this construct. This paper involves two interrelated studies. Study 1 textually analyzes all measures of organizational resilience during the period 1988-2016, decomposing measures to pinpoint dominant components. Study 2 examines the operationalized evolution of organizational resilience clustered across three periods: 1988-2007, 2008-2012, and 2013-2016 to ascertain whether the prominence of those components from Study 1 varies in tandem with the change of periods. Overall, findings reveal that organizational resilience comprises micro-foundational components including leadership, social capital, and human resources. The prominence of these components does not vary in tandem with the time period.

1453 BORED ON MOUNT EVEREST: FILLING VOIDS WITH ORGANIZATIONAL ROUTINES

Markus Hällgren UMEÅ SCHOOL OF BUSINESS & ECONOMICS

This article set out to conceptualize the notion of in-between routines in organizations, and their role for organizing. To do this I turned to an ethnography of a Mount Everest expedition as an example of an extreme contexts that has received surprisingly little attention despite the reliance on routines. I find that during the expedition several in-between routines were developed on the basis of common practices. These in-between routines helped to manage the boredom that otherwise is known to create frustration and adverse processes. Insights are applicable to every organisation and useful to anyone interested in organization studies.

1487 COMPREHENSIVE APPROACHES TO COLLABORATION NETWORKS FOR ORGANISATIONAL RESILIENCE IN THE ARCTIC

Harri Ruoslahti LAUREA UNIVERSITY OF APPLIED SCIENCES,
UNIVERSITY OF JYVÄSKYLÄ

Cooperation on the Arctic domain between Russia, the United States, Canada, Denmark, Iceland, Norway, Sweden, and Finland has been quite peaceful with little geopolitical tension (Pezard et al., 2017). Plans to prospect Arctic natural resources (Haftendorn, 2016) however raise challenges and uncertainty among security organisations on this domain. Reforms to global governance systems have been attempted, but new bodies mainly focus on specific challenges and remain in silos. Thus, coherence and constructive collaboration among global and regional policies, actors and institutions on all levels are needed in order to build resilience. We argue that effective multilevel networks for knowledge and information sharing by all stakeholders, policy makers, academics and education providers, authorities, non-state actors, and successful collaboration between these networks, can contribute to resilience in the context of Arctic safety and security. RQ1: How can Arctic collaboration networks build resilience among safety and security organizations? RQ2: How can collaboration networks co-create knowledge and share information on organizational resilience to promote Arctic safety and security?

The research methods of this study include triangulation of participatory observation and expert interviews collected between years 2015 to 2018. First, understanding the dynamics and trends in the Arctic domain provides background for designing new solutions to build resilience organizations in the Arctic including co-creation and collaboration can support best practices that support the adoption of a new solution. Developing multilevel and effective information sharing networks, can promote better situational awareness and decision-making to benefit organizational resilience building in the Arctic domain.

Practice and behavioral perspectives (09:00 - 10:30) - ISCTE - Building II/Room C3.02
([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Catherine Killen

Discussant(s): Gabriela Fernandes

Paper Presentations:

326 **SENSING REQUIREMENTS PRACTITIONERS' BEHAVIOUR DURING PROJECT DELIVERY**

Annalize Marnewick UNIVERSITY OF JOHANNESBURG

Nazeer Joseph DEPARTMENT OF APPLIED INFORMATION SYSTEMS,
SCHOOL OF CONSUMER INTELLIGENCE AND INFORMATION SYSTEMS,
UNIVERSITY OF JOHANNESBURG

A guideline was developed for project managers to sense requirements practitioners' behaviour during the requirements process to proactively identify actions that could lead to knowledge gaps that impact requirements quality, thus impacting the project. Poorly articulated requirements result in intended benefits not being realised, leading to poor project performance. Discovering and articulating the requirements during a project requires a holistic view of the social context in requirements engineering. Through a literature review and application of theory, a socio-technical framework for requirements engineering was developed. The framework facilitates the development of guidelines for sensing requirements practitioners' behaviour during project delivery. A pilot study was conducted to test the guidelines. Practitioners were found to rely mostly on information being given to them and put in little effort to systematically explore other sources. The findings also show that most practitioners actively shared information about the problem but were not as active in sharing information about the solution. Solution knowledge was therefore not apparent in the organisation and the stakeholders were unaware of how the solution should be used and how it impacted the business's operational environment. The results imply that practitioners should be more active in seeking information and more systematic in selecting relevant information, as a systematic approach is pivotal in developing domain knowledge. The framework and guidelines contribute to the socio-technical perspective of requirements engineering, as the social context is a growing area of discussion. This research goes beyond the process and activities view of requirements engineering and paves a new way for viewing the discipline by delving deeper and extrapolating the social context.

702 **ROUTINES AS TRUCES IN INTER-ORGANIZATIONAL PROJECTS**

anne vaagaasar BI

Temporary organizing and projects that involve multiple organizations are considered a viable organizational principle for undertaking complex tasks. However, we know little of how organizations operating in temporary multi-organizations balance the needs for stability and flexibility. Using a field study of a construction project, we address the dynamics of routines as truces in temporal and changing work conditions involving multiple organizations. The study shows that the evolution of routines is driven by dynamic truces that contribute to both continuous change and stability in the routine(s) reducing the gap between the ostensive and performative aspects of the routine

1008 WHAT DO PROJECT OWNERS DO? THE CASE OF UK GOVERNMENT
Graham Winch ALLIANCE MANCHESTER BUSINESS SCHOOL
Jonghyuk Cha ALLIANCE MANCHESTER BUSINESS SCHOOL

There has been significant recent research attention to a better understanding of owner organisations in project organising, particularly in the public sector. Many studies agree on owner capabilities and behaviours which are crucial factors for the successful project organisation, but little empirical evidence can be found regarding the full range of what project owners actually do and whether such activities are managed efficiently. The objective of this study is to collect evidence of what project owners do to address the challenges they face in managing their investment projects and programmes. After reviewing the literature on owner organisations, we carry out a case survey of 26 UK central government projects and identify key management themes using a content analysis of UK National Audit Office Value for Money reports. Our original contribution is that the findings provide the first comprehensive picture of project organising in owner organisations in the public sector.

Pre-deal Phase and M&A Actors (09:00 - 10:30) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: ST13_04 - Mergers & Acquisitions and Divestitures: A Glimpse into the Future

Chair(s): Duncan Angwin

Discussant(s): David Kroon

Paper Presentations:

**1344 M&A ADVISORS' PREFERENCES, BELIEFS AND CONSTRAINTS IN
TARGET ASSESSMENTS: A CONCEPTUAL FRAMEWORK AND AGENDA
FOR FUTURE RESEARCH**
David Santana Corchuelo UT1 CAPITOLE TOULOUSE

Mergers and acquisitions' (M&A) advisors play an important role in the pre-acquisition process of M&A, assisting managers in setting M&A objectives, screening the market for potential target candidates, assessing potential synergies, making financial valuations and setting prices to start negotiations. Previous research has not considered the impact of the individual decision-making processes of these actors on M&A deals, which may explain many sources of tensions that could appear afterwards in the integration. The assessment of companies and their business models by M&A advisors is a subjective process, and M&A advisors may influence the perception of managers over target companies and their expectations about future performance. Finance and accounting researchers have extensively explored biases and incentives of financial analysts, who also assess companies and predict their future performance to help investors. Considering behavioral economics' theories and building on research in finance and accounting on financial analysts' decision-making biases and incentives, I develop a conceptual framework and research agenda

putting forth potential beliefs, preferences and constraints that might influence M&A advisors in their target assessment processes. Researchers should explore the sources of information they use, how they screen the market for potential targets, and how they calculate the fair price of the acquisition and the impact of the potential synergies. Future research should also consider if their beliefs are systematically biased. Some potential constraints may be affecting the final perception communicated to the managers, including institutional constraints like the business model and economic incentives, determinants of career progression, social networks, the resources and capabilities of their employees, or the assessments of other M&A advisors in similar operations. The managers may serve as a key information source for M&A advisors, and they may use impression management techniques to increase the perceived value of their companies. Individual characteristics like their age, previous experience, skills and industry specialization may as well influence their assessments. Future research should explore these factors to better understand the role and impact of M&A advisors in mergers and acquisitions.

1404 HUMAN DYNAMICS IN THE PRE-DEAL PHASE OF PRIVATE EQUITY BUYOUTS

Satu Teerikangas UNIVERSITY OF TURKU
Paulina Junni AALTO UNIVERSITY

Acknowledging the lack of in-depth exploration of the processes involved in private equity (PE) buyouts, in this paper, we set out to assess the human dynamics involved in the pre-deal phase of PE buyouts. We adopted a multiple case design (Eisenhardt, 1989) across eight countries in a pan-European and trans-Atlantic setting. In each country, a set of 2-6 PE houses were targeted for the study. The interview sample totalled 27 PE houses and 34 interviews of senior professionals in these firms. The main contributions are in offering a process perspective to pre-deal PE buyouts, highlighting the key role of human dynamics in these processes, particularly those pertaining to management assessments. The findings are a further a call to address the process characteristics of post-deal PE buyouts, including their human dynamics, as well as to appreciate dualistic nature of the M&A buyer market, consisting of both PE and industrial buyers.

1825 MERGERS, ACQUISITIONS AND INTERNATIONAL STRATEGIC MOMENTUM IN EMERGING MARKETS: CULTURAL ANTECEDENTS AND SOCIAL RESPONSIBILITY OUTCOMES

Kathleen Park BOSTON UNIVERSITY
Frederick Wallace GULF UNIVERSITY FOR SCIENCE AND TECHNOLOGY

The present paper broadly examines the research question of what are success factors for an international acquisition program from emerging into emerged markets? Drawing on multiple iterative ethnographic interviews from an in-depth research immersion in an Arabian Gulf EMNC, we determine an array of success factors and identify particularly leadership asymmetric multiculturalism as contributing to enhanced CSR outreach and deployment in tandem with an international acquisition program and contributing to the success of that program. We determine that leadership asymmetric multiculturalism—deep knowledge of the home country

culture as well as that of the primary loci of internationalization and a deeper knowledge than the international business leader counterparts have in reverse— contributes to enhanced corporate social responsibility (CSR) involvement in tandem with internationalization through acquisitions out of emerging markets.

Project Portfolio Management and action research (09:00 - 10:30) - ISCTE - Building II/Room C4.01 ([Top](#))

Track: T10_01 - Action research, collaborative research and participatory research - engaged scholarship in projects and innovations

Chair(s): Shankar Sankaran

Paper Presentations:

380 TOWARD A PROJECT PORTFOLIO MANAGEMENT EVALUATION FRAMEWORK

Lars Hansen AARHUS UNIVERSITY

Anna Rode AARHUS UNIVERSITY

Anita Sommer LEGO

Per Svejvig AARHUS UNIVERSITY

As projects constitute a major part of organizational budgets and strategic development, practitioners become dependent on project portfolio management (PPM). However, the existing knowledge on how to evaluate and improve PPM is rather fragmented and lacks empirical grounding. We ask: How can we develop a holistic and empirically validated PPM evaluation framework? Drawing on evaluation theory, we structure contributions from 20 PPM publications into a framework with four evaluation areas. Together with a large company, we develop, apply, and refine the framework. As a result, we offer two contributions: (1) a theory-ingrained artifact that structures a fragmented body of knowledge into four related PPM evaluation areas, and (2) a demonstration of how a theory-ingrained evaluation artifact can serve as an evaluation framework that helps practitioners identify strengths and improvement potential in PPM. In conclusion, we discuss how our results may inform future research and help organizations evaluate PPM.

1482 ACTION RESEARCH IN PROJECT PORTFOLIO VISUALISATION AND DECISION-MAKING

Cathy Liu UNIVERSITY OF TECHNOLOGY SYDNEY

Catherine Killen UNIVERSITY OF TECHNOLOGY SYDNEY

Effective decision-making in Project Portfolio Management (PPM) is crucial to the success of project portfolios, yet there is still much to be learned regarding ways to improve PPM decision-making. While information visualisation has been shown to have a positive impact on decision-making, the process by which this occurs on an individual and group level during PPM decision-making is relatively unknown. A practice-based action research study is proposed that seeks to contribute to our

understanding of this process by holistically studying the interplay between information visualisation, sensemaking and decision-making. We propose that conducting visualisation studies with organisations in their own settings and with real decision problems will provide valuable insights into the role visuals play in PPM decision-making. Action research is chosen for this study as it will assist with structuring cycles of research and testing of decision-making mechanisms with participating organisations while also imparting valuable and specific findings to these organisations in a timely fashion.

1850 EXPLAINING THE AGILE TRANSFORMATION THROUGH MANAGEMENT INNOVATION ADOPTION

Akim Berkani PARIS-DAUPHINE UNIVERSITY, PSL RESEARCH UNIVERSITY, PARIS, FRANCE

Dominique Causse DAYLIGHT, AURORE RESEARCH PROGRAM

Agile transformation has become an important topic in many large organizations. After adopting agile methods, many firms are asking the question of standardizing these methods to all projects. Little research informs us about the implementation process of agile methods. Knowing that they generate several changes in roles, processes and culture, our paper aims to answer the following question: How is the implementation of agile methods organized across a large organization? By integrating theories from diffusion of innovations, and agile methods literature in information systems, we contribute to re-assess the adoption process of a managerial innovation (Damanpour and Schneider, 2006). Based on a qualitative research design via a case study aimed at explaining this complex phenomenon, we analyze the implementation of agile methods during the last 10 years in a large information technology services company.

Projects & Society (09:00 - 10:30) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: T10_03 - Projects & Society

Chair(s): Luca Sabini

Discussant(s): Francesco Di Maddaloni, Jere Lehtinen, Carsten Schultz

Paper Presentations:

300 A LEAP FROM NEGATIVE TO POSITIVE BOND. A STEP TOWARDS PROJECT SUSTAINABILITY.

Francesco Di Maddaloni KINGSTON BUSINESS SCHOOL
Roya Derakhshan POLITECNICO DI MILANO

Departing from the normative formulation of stakeholder theory and building upon the current body of knowledge, this study aims to advance understandings on the benefits and challenges towards a more holistic approach to stakeholder management at the local level of major public infrastructure and construction projects. Major

construction projects, project managers, and the local community stakeholder are deemed to operate within a 'negative bond'. This interaction is elucidated through the attribution theory lens, which shape the conceptual framework of the study. This paper illustrates that a broader inclusiveness of stakeholder views into managerial decisions can initiate to break this negative bond and shift it towards positive relationships. Organization's conscious approach towards transparent communication with the local community stakeholder might help to shape a long-term perspective for better project benefits realization either at the national, regional, and local level. By 'exceeding stakeholders needs and expectations', project managers and local communities can better collaborate in order to achieve sustainable development over time.

1032 DECIPHERING THE BLACK BOX OF ORGANIZING FOR SUCCESSFUL EXTERNAL STAKEHOLDER ENGAGEMENT IN COMPLEX INTER-ORGANIZATIONAL PROJECTS

Jere Lehtinen AALTO UNIVERSITY, SCHOOL OF SCIENCE, DEPARTMENT OF INDUSTRIAL ENGINEERING AND MANAGEMENT
Kirsi Aaltonen UNIVERSITY OF OULU

Academics and practitioners have characterized external stakeholder engagement as crucial for delivering value and manifold project outcomes to a broad range of project stakeholders. Research on stakeholder management in the project management field provides valuable contributions to external stakeholder engagement, but further work is required to develop a more nuanced understanding about how to organize for successful external stakeholder engagement in the context of complex inter-organizational projects. This study explores what kind of organizing solutions contribute to successful external stakeholder engagement, how and why in complex inter-organizational projects. Our empirical study of two alliance infrastructure projects in Northern Europe offers novel understanding and insights about external stakeholder engagement. Our findings unravel three organizing solutions: governance elements, behavioral and value elements, and dynamism elements that enable the structure, content and timely deployment of successful external stakeholder engagement activities. The present study develops propositions and a static model that entail a mid-range theory about the organizing solutions and their relationships for successful external stakeholder engagement in complex inter-organizational projects, with implications for research in both project stakeholder management and alliance project management.

1733 THE MORE THE BETTER? INTEGRATING STAKEHOLDERS IN URBAN INNOVATION PROJECTS

Carsten Schultz KIEL UNIVERSITY
Julia Kroh KIEL UNIVERSITY

Urban innovations target the development and implementation of for example, collectively used infrastructures and resources in cities like smart city solutions. Stakeholder integration is decisive for urban innovation implementation in a complex and adaptive urban ecosystem. However, a high number of relevant stakeholder groups may increase complexity and lead to coordination problems. This study draws

on stakeholder theory to investigate how the depth of stakeholder integration – the collaboration intensity with external stakeholders during the early innovation phase – and the breadth of stakeholder integration – the number of integrated stakeholder groups – affect the implementation probability of urban innovation projects. We suggest that the efficacy of stakeholder integration depends on the degree of project formalization and the comprehensiveness of used integration instruments. To explore these relationships, we analyze 100 urban innovation projects for energy efficiency improvements in urban districts. We use a text mining analysis of planning documents to assess the implementation probability of targeted innovations and survey data to measure the independent variables. The results provide empirical evidence that (i) a deep integration of stakeholders affects urban innovations’ implementation positively, but a broad stakeholder integration has the opposite effect, and that (ii) a high degree of project formalization weakens the positive effect of stakeholder integration intensity on the implementation probability, while (iii) intensive use of integration instruments support stakeholder integration.

Responsible Leadership and Sustainability (09:00 - 10:30) - ISCTE - Ala Autonomas/Room AA3.28 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Tânia Marques

Paper Presentations:

209 THE INFLUENCE OF RESPONSIBLE LEADERSHIP ON EXPATRIATES’ PERFORMANCE: THE MEDIATING ROLE OF AFFECTIVE WELL-BEING AT WORK AND THE MODERATING ROLE OF CROSS-CULTURAL ADJUSTMENT

Tânia Marques SCHOOL OF TECHNOLOGY AND MANAGEMENT CARME –
CENTRE OF APPLIED RESEARCH IN MANAGEMENT AND ECONOMICS
POLYTECHNIC INSTITUTE OF LEIRIA

Melissa Branco SCHOOL OF TECHNOLOGY AND MANAGEMENT
POLYTECHNIC INSTITUTE OF LEIRIA

Cátia Crespo SCHOOL OF TECHNOLOGY AND MANAGEMENT CARME –
CENTRE OF APPLIED RESEARCH IN MANAGEMENT AND ECONOMICS
POLYTECHNIC INSTITUTE OF LEIRIA

The concept of responsible leadership is emerging in the literature. Responsible leadership is distinguished from other leadership styles by the closer relationship of the leader with all the stakeholders. However, only a few studies in the literature have empirically examined the influence of responsible leadership on employee outcomes, and, specifically have considered a cross-border environment. Using the Social Identity Theory, the aim of this study is to examine the effect of responsible leadership on expatriates’ performance and affective well-being at work. At the same time, it is considered important to take into account cross-cultural adjustment when

studying expatriate employees. An online survey with a questionnaire was carried out to collect data from a sample of 111 expatriate employees, who are currently working as expatriates. Structural Equations Modelling through Partial Least Squares was used to analyse the data. The results show that responsible leadership has a positive impact on the affective well-being at work and that it has an indirect impact on expatriates' performance through the mediation role of affective well-being at work. Moreover, affective well-being at work directly contributes to expatriates' performance. Cross-cultural adjustment was not found to play a moderator role when assessing the direct relationship between responsible leadership and expatriates' performance. Accordingly, this study suggests that responsible leadership has a positive contribution with regards to employees' outcomes in a global context.

**1601 RESPONSIBLE LEADERSHIP AS PURPOSE-DRIVEN INFLUENCING –
DIFFERING ORIENTATIONS TO INFLUENCING AMONG LEADERS IN
TAIWANESE B CORPS**

Miriam Garvi NATIONAL TAIWAN UNIVERSITY
Yi-Ching Liu NATIONAL TAIWAN UNIVERSITY

In today's world, the art of leading has arguably become more complex. Calls for business leaders to exercise good influence beyond the traditional boundaries of business abound. We thus see the importance of research that can shed more light on sensemaking processes as leaders aspire to enact responsible approaches to leadership beyond both legal and normative compliance. This article seeks to complement the discussion on responsible leadership, through a qualitative study of leaders in certified benefit corporations (CBCs) in Taiwan, a category of business organizations that embrace hybrid market/social logics. We draw on narratives from leaders in Taiwanese CBCs, who engage in what we here call 'responsible influencing', which we define as purpose-driven influencing processes that seek to go beyond conventional business boundaries to incorporate commitments in the environmental and social domains in economically viable ways, while taking long-term effects into account.

Drawing on our empirical work from Taiwanese CBCs, we elaborate on four different orientations to influence – principles-driven, aesthetics-driven, impact-driven, and belief-driven – providing illustrative evidence of their differing implications. We categorize these four orientations along two axes. First, we consider the breadth of the approach, ranging from targeted to universal, much in line with the broad/narrow stakeholder view of previous typologies in the RL field. Second, we consider the extent to which leaders see their roles as searching for solutions, and the extent to which they see themselves as providing solutions. We conclude with some critical questions for people who are interested in responsible leadership practice in Taiwan and perhaps also elsewhere, as more leaders embark on a journey towards a broader responsibility mindset.

**1975 THE ROLE OF PERSONAL VALUES OF LEADERS AND
COMMUNICATION IN THE PROCESSES OF CHANGE TOWARD
SUSTAINABILITY: QUALITATIVE RESEARCH PAPER BASED ON EIGHT
(8) DIVERSE SECTORS COMPANIES IN THE UK**

Fairooz Hamdi FAIROOZ HAMDI
Nuno Da Costa CO-AUTHOR

ABSTRACT

Personal values and skills play an important role in helping leaders guide their employees for better performance and sustainable change. An effective leader is able to integrate his/her personal values and skills with the organizational goals to meet their determined objectives. Therefore, leaders' values and communication skills are important for leading an organization towards a focused and progressive future. In short, this research aims to conclude that personal values of leaders and the communication of these values are highly important in moving an organization towards sustainability. This study is unique because it involves rich qualitative data to provide a detailed description of how personal values impact organizational sustainability in various companies. The authors interviewed a total of 25 leaders from eight UK based companies that provide different products and resources. The researchers conducted a reflexive qualitative analysis. The values that emerged from this study include honesty, trust, loyalty, optimism, motivation, integrity, personal commitment, autonomy, support and guidance, meaningful work, recognition, responsibility and self-respect along with communication skills. In the end, the authors have also given suggestions for future research on this topic or other relevant topics.

Keywords: Leadership, Values, Traits, Change, Sustainable Development

Rethinking Value Creation in Sports through Innovation and Digitalization (09:00 - 10:30)
- ISCTE - Ala Autonoma/Room AA3.40 ([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): Anna Gerke

Paper Presentations:

**1589 PREDICTING SOCCER CONSUMPTION: DO ESPORTS MATTER?
EMPIRICAL INSIGHTS FROM A MACHINE LEARNING APPROACH**

Emanuele Lettieri POLITECNICO DI MILANO
Carlotta Orsenigo POLITECNICO DI MILANO

This study sheds novel light to further the ongoing debate about the relationship between traditional sports and eSports by gathering empirical evidence on the role played by eSports on the consumption of traditional sports, in the peculiar case of soccer. An extensive literature review on sports and eSports consumption has informed the creation of a novel dataset through the design and administration of a structured questionnaire to Italian citizens 18+. Questions were about eSports and

soccer consumption, information seeking behaviour and psychometric factors. All constructs have been measured against validated scales. 279 high-quality responses have been analysed through a prediction model based regression trees in the Machine Learning domain. Results show that soccer consumption is predicted by the degree of vicarious achievement (positive effect), the degree of playing sport-related eSports (positive effect) and the degree of playing non-sport-related eSports (negative effect). Vertical analyses have been on sub-dimensions of soccer consumption (attending matches at the stadium, watching matches at the TV, buying merchandising, buying sponsors' products). Results have both theoretical and practical implications.

1628

ASSESSING THE DIGITAL MATURITY OF AUSTRALIAN SPORT ORGANIZATIONS

Paul Templeman UNIVERSITY OF TECHNOLOGY SYDNEY

This exploratory study looks at the problem of understanding digital maturity in complex industries where there are public, private, and non-profit actors co-creating value for the citizen or consumer. The context of the study is the Australian sport industry. A review of the broader literature on digital maturity is undertaken, and contrasted with four previous studies on digital maturity in sport. The Sport.Scan digital maturity model, developed by Sport Australia (the peak federal government body for sport) is analyzed and the 2018 results for twenty-three National Sporting Organizations (NSOs) are presented. Informed by the literature, additional digital capabilities that are important in complex industries, such as sport, are identified for digital maturity model improvement and future research.

1641

COMPETITIVE BALANCE AND MARKET SIZE: EVIDENCE FROM ESPORTS

Petr Parshakov NRU HSE

Elena Shakina NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

Angel Barajas NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

Research question

This paper contributes to a governance of sport industries by investigating how the competitiveness in the eSport influences its market size measured by the volume of monetary prizes.

Research methods

This study uses data on each gamer's prize earnings for each tournament (in US dollars) for the period from 1999 to 2015. In particular, we focus on a games with the longest history to have longer time span: Counter-Strike, StarCraft and WarCraft. Note that StarCraft and WarCraft are individual game, and Counter-Strike is team game. The method of analysis is panel vector autoregression (VAR) with fixed effect and impulse response function (IRF).

Results and findings

The main conclusion of this paper is that the competition does not benefit to the market size. On the other hand, the market size pushes down the competition but the effect fades in a short term . Meanwhile, the number of teams and new entries can influence competition with a significant time delay. These results make us to reconsider a role of regulation in other sport industries and reshape some issues of a current stage of its governance.

Implications

As the revenue sharing scheme in eSports is mostly performance-based, this makes our findings potentially transferable to the other industries. Apart of this, as some teams are concentrating a higher volume of prizes, this phenomenon can influence a natural creation of leagues as did happen in other sports but in a more imperative regulatory way. This study comes to demonstrate that strict regulation is not always reasonable and market size and competition in sports have a high potential for self-regulation. In that sense sometimes no artificial barriers with a limited number of competitors are needed to make leagues and markets grow..

S01.04 - Paradoxes of facts, fashion and Fado in the future of management (09:00 - 10:30) - ISCTE - Building I/ Auditório 1NE03 - JJ Laginha ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Stewart Clegg, Marco Berti, Ace Simpson

S14.05 - Putting a price on trust and distrust (09:00 - 10:30) - ISCTE - Ala Autonomia/ Auditório Silva Leal ([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Kristina von Gehlen, Shay Tzafrir, Laliv Egozi

Session 1 (09:00 - 10:30) - INDEG Building/Room 1.07 ([Top](#))

Track: T07_04 - Regional Perspectives

Chair(s): Said Elbanna

Paper Presentations:

**24 MAPPING THE FIELD OF TALENT MANAGEMENT IN LEBANON: AN
EXPLORATORY STUDY IN THE BANKING SECTOR
Hayfaa Tlaiss ALFAISAL UNIVERSITY**

Despite considerable growth in the literature on talent management (TM) over the past decade, the majority concentrates on large multi-national corporations and North-American and Anglo-Saxon contexts. In particular, there is a dearth of empirical studies on TM in the countries of the Arab Middle East. The current study aims to contribute to the growing field of TM by exploring the concepts of talent and talent management in the banking sector in Lebanon. While doing so, we highlight the economic, political, and workforce demographical factors that impact TM in a Lebanese context. A multiple case study methodology was used to better understand TM and the factors affecting its implementation. The results reveal an exclusive/developable approach to talent, wherein talent is seen as a value creator, a scarce commodity, and a potential capable of development through training and development. In practice, TM was implemented through the creation, training and development, and retention of a talent pool created to fill strategic roles and managerial positions. Our findings also portray how the implementation of TM in the Lebanese banking sector is converging with Western models given the influence of institutional and contextual factors.

176 WASTA & THE PERCEPTION OF INEQUITY IN THE ARAB MIDDLE EASTERN PUBLIC SECTOR

Fadi ALSARHAN AFFILIATION: JEAN MOULIN LYON III UNIVERSITY – IAE LYON SCHOOL OF MANAGEMENT, MAGELLAN CENTER OF RESEARCH

Marc VALAX AFFILIATION: JEAN MOULIN LYON III UNIVERSITY – IAE SCHOOL OF MANAGEMENT, MAGELLAN CENTER OF RESEARCH

Recently the study of the social networks and connections in the workplace that came to be known as “Wasta” in Arab countries has become an intriguing topic of research in the field of HRM. The ever increasing interest in understanding this phenomenon is due to its widespread in most Arab countries, and the crucial role that it plays in various aspects of a professional career. Thus the main purpose of this article is to investigate the concept of Wasta by modeling it as an institution itself rather than some form of illegitimate behavior, in order to shed a light on both the concept and the consequences of this phenomenon. Furthermore this paper aims to propose one hypothesis regarding the potential outcome of using Wasta on the image and reputation of its users using the Jordanian public sector as a case study. The results obtained through 27 semi-structure interviews indicate that government employees who get employed through Wasta are perceived by their colleagues as incompetent, they are also stigmatized with an irreversibly bad image regardless of their real qualifications and performance. Our findings also suggest that Wasta indeed has harmful effects on the performance of public organizations.

848 EXPATRIATES IN THE ARAB MIDDLE EAST: A LATENT PROFILE ANALYSIS ON ASSESSMENT OF THE LOCAL BUSINESS ENVIRONMENT

Rita Fontinha HENLEY BUSINESS SCHOOL - UNIVERSITY OF READING

Akram Al Ariss TOULOUSE BUSINESS SCHOOL

Chris Brewster HENLEY BUSINESS SCHOOL

fatima hassan TOULOUSE SCHOOL OF MANAGEMENT
Adam Hoteit QATAR INVESTMENT AUTHORITY

The assessment expatriates make of the local business environment of their host country has a substantial influence on multinational enterprises' approaches to particular territories, and on the expatriation process itself. That assessment is likely to vary significantly even within accepted economy types, such as the Arab Middle East. Following the idea of moving from mean-based to variance-based measures, we conducted a latent profile analysis and identified three different profiles of expatriates regarding their assessment of the local business environment. We then analyze different individual and organizational-level predictors and find that nationality, mode of expatriation, organization size and host country were associated with specific assessments of the local business environment. Overall self-initiated expatriates made more positive assessments than assigned expatriates. Furthermore, results showed that expatriates in Qatar and Saudi Arabia made more extreme assessments of the local business environment (either very negative or very positive), as compared to those in the United Arab Emirates, Bahrain and Kuwait.

SMEs and growth: internal and external factors (09:00 - 10:30) - ISCTE - Building II/Room C5.06 ([Top](#))

Track: T03_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs

Chair(s): Giorgia Profumo

Paper Presentations:

1069 UNPACKING SME OWNERS' PRACTICE OF COLLABORATION IN LOCAL SUPPLY CHAINS IN INDIA
Manish Unhale SCHOOL OF BUSINESS & LAW, UNIVERSITY OF EAST LONDON
André Slowak ROEHAMPTON UNIVERSITY BUSINESS SCHOOL

This paper analyses local collaboration initiative' motives of SMEs within their supply chains and business networks for products and services development. Based on a mixed method approach, which includes qualitative interviews and a survey of 175 SME owners and executive management, this study characterises practice of India-based inter-firm networks. The survey dataset allows for an empirical analysis of the various collaboration initiatives that are typically pursued by India-based SMEs in manufacturing and engineering-related sectors. Although previous research has studied individual categories of SME collaboration, there is yet little quantitative insight into the patterns of SME collaboration in South Asia. We find that India-based SMEs engage in horizontal collaboration and for doing so, may draw upon extended business family, informal business practices and friend networks. Our paper informs future studies of informal ties, which are at the interface with formal supply chains. The findings systematise the manifold collaboration opportunities and hence provide a

set of collaboration ideas for any new or inexperienced SME owner in South Asian context.

1892 DYNAMIC CAPABILITIES FOR THE INTERNATIONAL GROWTH OF GRADUAL GLOBAL SMES

Andrea Moretta Tartaglione UNIVERSITY OF CASSINO AND SOUTHERN LAZIO

Ylenia Cavacece UNIVERSITY OF CASSINO AND SOUTHERN LAZIO

In order to compete and survive in the current competitive environment, internationalization represents an obligatory path for companies. However, many enterprises, especially the SMEs, sometimes lack the necessary resources to growth and compete in international markets. The aim of this paper is to analyse the international growth of gradual global SMEs by adopting the dynamic capabilities framework. Through the case study of a gradual global Italian SME, this paper provides empirical evidence on the importance of dynamic capabilities in the internationalization processes of this category of enterprises. The results show that the capabilities to perceive opportunities and threats in the international context, to seize opportunities through adaptation, reactivity and reconfiguration, have been fundamental for the success of the company analysed in international markets.

Social Impact Financing (09:00 - 10:30) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: ST01_03 - Finance and Economy for Society: Inclusion, Empowerment and Sustainability

Chair(s): Francesco Gangi

Discussant(s): Sharam Alijani

Paper Presentations:

1153 IMPACT FUNDS IN PORTUGAL: THE CREATION OF AN ECOSYSTEM FOR SOCIAL ENTREPRENEURSHIP

Tania Christopoulos UNIVERSITY OF SAO PAULO

Pedro Verga Matos ISEG - UNIVERSIDADE DE LISBOA

Rafael Drummond Borges OIKOS COOPERAÇÃO E DESENVOLVIMENTO

Dynamics that lead to the field emergence is still poorly understood. In this article, we intend to understand the emergence of impact investing field in Portugal. Our main contribution is addressing a changing landscape for funding social entrepreneurs, with an important intervention of the State, as a regulator and funds provider, in strong cooperation/articulation with the European Union policy for social innovation. For many years the country provided resources for social entrepreneurs via philanthropy practice, without requiring proof of social or financial impact. Recently, the government created specific public policies intending to boost the impact investing industry. A theoretical framework based on Theory of Fields will support

our analysis. Twenty in-depth interviews were conducted with the main players in Portugal, including private sector, government, NGOs, and EU authorities. The ecosystem formed by these actors will be analysed through an inductive method that will lead to a process-based model.

1717 SOCIAL CONTRIBUTIONS OF THE JAPANESE BUSINESS COMMUNITY: FOCUSING ON DONATION ACTIVITIES FOR NATURAL DISASTER RECONSTRUCTION

Hideko Sakurai CHUO UNIVERSITY
Mikiko Shinoki CHUO UNIVERSITY

This study aims to examine how business communities contribute toward society through donations, and it focuses on cases of reconstruction activities after natural disasters in Japan. “Donation” has not been the main theme of research on business management so far in Japan because, in the modern era, the nation-state system has replaced donation with tax, and it is managed in the public sector. However, as neoliberal policy has progressed globally, in Japan as well, the welfare budget has been reduced with the aim of fostering small government. In addition, tax revenue itself is decreasing due to a sharp decline in the population and a super-aging society. Moreover, successive natural disasters over the past 30 years have imposed a heavy fiscal burden on the Japanese government. Due to reductions in the national budget, donations by both individuals and business corporations, along with social impact investments, are now considered indispensable in Japan. Therefore, in this paper, we will first examine the trend of donations in Japan, followed by the trend of donations towards natural disasters by business corporations, and then the donation acts of the 1% Club in the 2011 Tohoku Earthquake and Tsunami. The paper concludes by presenting that corporate donations serve to involve the companies in public social relations beyond economically rational exchanges, playing a role in embedding these acts in society.

1728 ASSEMBLING THE PUZZLE OF SOCIAL IMPACT INVESTING: AN ANALYSIS OF THE ALIGNMENT STRUCTURE IN THE ITALIAN ECOSYSTEM

Veronica Chiodo POLITECNICO DI MILANO
Alice Borrello POLITECNICO DI MILANO
Irene Bengo POLITECNICO DI MILANO

Recently, scholars have described the strategy of the ecosystem as the set of efforts to align the different members; however, the blended value approach adds a new variable that might open different perspectives. The study investigates the strategic alignment of an emerging industry labeled as Social Impact Investing (SII), where investors and investees aim at generating social impact alongside financial return. To this aim, the challenges hampering the development of SII are interpreted using an ecosystem perspective and verified through the analysis of data about the supply side and demand side of the case of SII in Italy. Results reveal the crucial importance of non-financial services and the need of identifying a keystone to create an intangible infrastructure. The paper contributes to empirically ground the research on SII and ecosystem and it applies the concept of ecosystem in an un-explored area of business.

200 FINANCIALISATION OF SOLIDARITY-BASED FINANCE: AN EMPIRICAL ANALYSIS OF A FRENCH CASE

Pascale Chateau Terrisse MAÎTRE DE CONFÉRENCES EN SCIENCES DE GESTION INP ENSAT, INRA UMR 1248 AGIR ÉQUIPE ODYCÉE
Emmanuelle Dubocage PROFESSEURE DES UNIVERSITÉS EN SCIENCES DE GESTION , IRG (INSTITUT DE RECHERCHE EN GESTION), UNIVERSITÉ PARIS-EST CRÉTEIL, IAE GUSTAVE EIFFEL

This research analyses how financialisation occurs in the field of solidarity-based finance. Longitudinal empirical analysis conducted in the French context shows the growing importance of financial institutions, supported by the aspirations for growth emanating from the current coalition organisation for the sector. We also show that the financial logic promoted by financial institutions is reflected in the introduction and growth in importance of financial measures and ratios in the field of solidarity-based finance in order to legitimise and guide initiatives. Thus, financial performance is taking over as the primary means of evaluating the impact of a set of actions, with the societal, environmental and ethical effects of funded projects being set aside. By applying neo-institutional theory, we show that the solidarity-based institutional logic that was predominant in the early days as the field emerged has transformed from an alternative logic set apart from the financial logic to a more mitigative logic, the “palliative logic” that incorporates it. Analysis of the organisational field and the institutional logics that underlie it makes it possible to highlight the characteristics of financialisation and to understand the key factors that contribute to its ascent.

Strategies and Challenges of OI (09:00 - 10:30) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_07 - Open Innovation

Chair(s): Liliana Mitkova

Paper Presentations:

197 MIDDLEGROUNDS AS MOTHERBOARDS: THE ROLE OF AMATEUR COMMUNITIES AND INTERMEDIARY SPACES OF INNOVATION IN THE EMERGENCE OF MICRO-COMPUTING IN THE EARLY 1970S

Gilles Garel CONSERVATOIRE NATIONAL DES ARTS ET MÉTIERS

The paper provides a comparative analysis of the amateur communities that, at the same time in the United States and in France, contributed to the first developments in microcomputing and in particular to the emergence of two pioneering companies. How were Micro-soft and SMT Goupil generated from the community ecosystem? The first part gathers some background information that led to the emergence of microcomputers. With the first machines, communities will develop around software programming and improvement and adaptation to different contexts of use. The second part will compare the emergence and the role of two communities: American hobbyists on one side and French amateurs on the other. The third and last part will

present the research discussion on the dynamic of communities, acting ex ante as an underground ecosystem, gradually structuring (until they become firms) themselves via a middleground, notably around amateur clubs. While Microsoft was born out of an “anti-community power grab”, the emergence of SMT is a process of institutionalizing the community.

**491 AN ALTERNATIVE HISTORY OF OPEN INNOVATION: A
COMPLEMENTARY VIEW TO XEROX PARC**

Steve DIASIO UNIVERSITY OF SOUTH FLORIDA- ST. PETERSBURG

The article reviews the primary sources on the history of open innovation and seeks to widen the debate on the development and inception of the open innovation research stream. Its findings are that, while the dominant understanding of open innovation is situated in Xerox PARC, there was, around the 1960s, an intense period of activity of implementing foundational concepts of open innovation slightly earlier and outside a technology focused context. The article explores this activity as a way to provide an alternative history to open innovation that may root its history in music and the musical group The Grateful Dead. As a result, the lens of the music genre of jamband can inform our view of open innovation and open models of innovation, in order to establish more relatable concepts and to understand the direction where future open innovation application, adoption, research and transformation may occur through an inquiry of the past.

**1593 STRATEGIES OF OPENNESS IN COLLABORATIVE INNOVATION
PROJECTS**

Véronique Schaeffer UNIVERSITY OF STRASBOURG-BETA LABORATORY
Gilles Lambert HUMANIS, EM-STRASBOURG

There are not, on the one hand, firms who open their R&D up and, on the other, those who remain in the closed model. There is a continuum within companies and depending on the kind of innovation projects, they adopt different degrees of openness. The aim of this paper is to explore the strategies leading the firms to choose wide degrees of openness. We study the case of five collaborative projects in five big companies belonging to different industries (automobile, chemical, electronic banking, aeronautics, railway) to characterize the strategies of knowledge management associated to the diversification of the partners. We show that the complexity of the technology, the strategic nature of knowledge and the time horizon associated to the use of the knowledge created in projects of innovation were the factors leading the strategy of openness of collaborative projects.

Team in processes (09:00 - 10:30) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_07 - Entrepreneurial Processes

Chair(s): Diego Matricano

Discussant(s): Ann-Louise Holten

Paper Presentations:

1350 COMMITTING IN THE ENTREPRENEURIAL PROCESS: A FIELD STUDY OF INVENTIONS FOR SAVING LIVES

Sara Öhlin SBS / IMIT

Joakim Netz FOI

Jan Löwstedt SBS

Public organizations increasingly face pressure for innovation. Even so, whether organizations in public sectors should be designed to commit to innovation and entrepreneurial action or not remains echoed. Our work implies an alternative view that aims to explicate how commitment in intrapreneurial/entrepreneurial action unfolds constitutive of public innovation. We draw on a field study within the Swedish fire and rescue service and examine commitment as actions in two local processes that revolved around product inventions by firefighters. Qualitative data analysis generated a process model consisting of three phases, that explains how actors and activities are related throughout the creation of innovation within the Swedish fire and rescue service context. Our results suggest that committing in entrepreneurial processes is a particular category of entrepreneuring. In fact, our process model purports that innovation organized entrepreneurially by public agencies is possible and constitutive of solution that saves lives.

1097 HOW DO ENTREPRENEURIAL TEAMS FORM? ON MECHANISMS LEADING TO ENTREPRENEURIAL TEAM FORMATION

Bisrat Misganaw NEOMA BUSINESS SCHOOL

Birgit Jevnaker BI NORWEGIAN BUSINESS SCHOOL

Despite the fact that the literature on entrepreneurial teams has grown during the last couple of decades, the development of theories that can explain entrepreneurial teams is at a very infant stage. More specifically, there are few studies dealing with the formation aspect of entrepreneurial teams. Considering this scant knowledge, this paper aims to identify and discuss some of the mechanisms that facilitate the formation of entrepreneurial teams in science-based industries by posing two explorative questions: How do entrepreneurial teams form in science based industries? What are the mechanisms leading to their formation? Based on our findings from a multiple case study conducted in one region in Scandinavia, we conceptualize entrepreneurial team formation as a process involving at least two periods, where the mechanisms shaping the formation differ depending on which period of the formation process the entrepreneurial team is in. We further argue that entrepreneurs will not always have a chance to identify, select and recruit from the market but their options will be limited because of what has been done in the past together by a group of people. In addition, we developed six propositions related to how entrepreneurial teams form, the mechanism leading to their formation, and position imprinting in entrepreneurial teams. The findings challenge the existing views on entrepreneurial team formation in the literature and provide an alternative explanation. The relevance of these findings to the literature on entrepreneurial teams and the theory of organizational imprinting is discussed.

1291 HOW DOES THE FOUNDING TEAM HETEROGENEITY AFFECT SUBSEQUENT GROWTH PERFORMANCE OF ACADEMIC SPIN-OFFS? EXPLORING THE OCCURRENCE AND THE IMPLICATIONS OF A NON-LINEAR RELATIONSHIP.

Giulia Tagliazucchi UNIVERSITY OF MODENA AND REGGIO EMILIA
Gianluca Marchi UNIVERSITY OF DI MODENA AND REGGIO EMILIA
Bernardo Balboni UNIVERSITY OF MODENA AND REGGIO EMILIA

Academic Spin-Offs (ASOs) are a specific type of new venture that stemmed from universities with the specific purpose to market technologies or researches' discoveries settled within a scientific domain. However, their particular origin deeply influences the new venture creation process, especially in relation to the team composition and its evolution, ultimately affecting overall performances. Previous empirical researches highlights ASOs' relatively low performance rate when compared to independent or corporate start-ups, and the composition of the founding team tends to be the critical issue. Indeed, it is of fundamental importance to understand whether and how the composition of the founding team would affect subsequent ASOs' development and growth performance, given the founders' role in shaping the future development path of the new venture. Based on a new hand-collected database, a hierarchical regression analysis is used to evaluate the occurrence of a non-linear relationship between founding teams' composition and subsequent ASOs' growth performance. The contribution is twofold. Firstly, the paper would allow to reconcile the insofar contrasting results about the relationship between team heterogeneity and performance. Secondly, it posits new hints in trying to conceptually assess the team dynamics and inner processes that could lie under a non-linear association between ASO's founding team composition and its subsequent performance.

Territory and innovation (09:00 - 10:30) - ISCTE - Building II/Room C6.10 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Isabel Diez-Vial

Discussant(s): Matthias Menter

Paper Presentations:

402 ADOPTION OF DISRUPTIVE TECHNOLOGICAL INNOVATIONS IN CLUSTERED FIRMS AND ITS IMPACT ON THEIR TECHNOLOGICAL INNOVATION PERFORMANCE

Xavier Molina-Morales UNIVERSITAT JAUME I
Luis Martínez-Cháfer UNIVERSITAT JAUME I
David Valiente-Bordanova UNIVERSITAT JAUME I

This study aims to provide a deep understanding about the factors behind the technological innovation performance of the firms belonging to industrial clusters. More in detail, we aim to investigate to what extent the adoption of a disruptive innovation in connection with other firm's resources affects to the innovative results of clustered firms. Based on the Spanish Ceramic tile industry and obtaining data through a survey carried out in ceramic tile cluster of this country, this paper uses a configurational comparative method, namely fuzzy-set qualitative comparative analysis (FsQCA). Results show how, to be an early adopter of a disruptive technology as well as to have a strong absorptive capacity play an important role as sufficient conditions for firm's high innovation performance. Likewise, these two characteristics can be considered as key determinants for those firms being strong technological innovators.

916 MAKE DO WITH WHAT YOU HAVE? TRUST AND ITS LINKED ELEMENTS IN THE FORMATION OF TOURISM NETWORKS IN BRAZIL AND SPAIN

David Bouças da Silva FEDERAL UNIVERSITY OF MARANHAO

Emil Hoffmann UNIVERSITY OF BRASILIA

Luis Martínez-Cháfer UNIVERSITAT JAUME I

This study aims to determine the role of trust and its linked elements in the tourism cooperation networks of Brazil and Spain. For that, eight hypotheses of research were elaborated, from where the theoretical model analyzed was constructed.

Methodologically, this consisted of a quantitative study that employed Structural Equations Analysis, a multivariate technique. Thus, data were collected with 307 hosting companies from Brazil and Spain. The findings showed that trust remains a key element in the composition of tourism cooperation networks, both Brazilian and Spanish, although it exists between small groups in the destination and not in a generalized way. This strengthens the need for other elements to be linked to trust for network cooperation to materialize. As for the trust-linked elements, contracts and support institutions perform a substitute role regarding to trust; reciprocity presented itself as the only complement to trust. Networking has also proved to be relevant in order to improve business performance. Finally, contributions to management practices and to the elaboration of public policies are presented, besides the limitations of the study and a research agenda.

Keywords: Trust, Interorganizational Networks, Tourism Cooperation, Small Business, Linked Elements, Performance.

1029 THE ENTRY OF MNES IN LEADING CLUSTERS: THE CASE OF CASTELLON AND SASSUOLO

Fiorenza Belussi UNIVERSITY OF PADUA

Xavier Molina-Morales UNIVERSITAT JAUME I

Luis Martínez-Cháfer UNIVERSITAT JAUME I

David Valiente-Bordanova UNIVERSITAT JAUME I

The literature regarding clusters is based on the seminal writings of Marshall, followed by Giacomo Becattini's rediscovering of the concept of the «industrial

district» and the analyses promoted during the 1980s by Porter, who highlighted the importance of geographically interconnected firms and institutions specialized in a particular field, and clustered in a limited space. Despite the model of cluster has been often described as static and locally self-contained, various empirical researches and our analysis have pointed out the increasing involvement of cluster firms in the process of internationalization. In this context, an important modality can be studied: the process of MNEs entry. Our analysis focuses on the impact of MNEs entry on the general process of cluster innovativeness and knowledge global circulation between cluster firms and MNEs subsidiaries located in emerging countries.

The dynamics of multinational organizations (09:00 - 10:30) - INDEG Building/Room 1.19
([Top](#))

Track: T07_03 - Cultures and management

Chair(s): Christoph Barmeyer

Discussant(s): Eric Davoine

Paper Presentations:

1002 WHAT FACTORS ENFORCE CONGRUENCE OF PSYCHOLOGICAL CONTRACTS BETWEEN NATIONALLY DIVERSE EMPLOYEES AT A MULTI-NATIONAL CORPORATION?

Lee Gazit BEN-GURION UNIVERSITY OF THE NEGEV

Nurit Zaidman BEN-GURION UNIVERSITY OF THE NEGEV

Drawing on psychological contracts (PCs) research, the study examined culturally diverse employee's perceptions of employment relations, and the factors that construct them. The research objective is to identify the factors that contribute to congruence in employees' PCs and those that may lead to PC breach. Data was collected from interviews and focus groups conducted with 68 German and Israeli employees of a single European high-tech MNC. The findings indicate that a strong organizational culture shapes certain aspect of PCs while work-related values and differences in the industrial relation systems, of employee's home culture, shape other aspects of PCs.

1019 LEVERAGING DIFFERENCES – PERCEIVED COMPLEMENTARITY AS SYNERGY POTENTIAL IN SINO-GERMAN COOPERATION

Marcella Poguntke CHAIR OF INTERCULTURAL COMMUNICATION,
UNIVERSITY OF PASSAU

Chinese and German culture are in many aspects as opposite as the colours of Yin and Yang. While cultural distance has been treated as obstacle to successful intercultural cooperation in prior international management research, this paper aims to shed some light on the existing, but still under researched, bright side of Sino-German cultural differences. Based on a bilingually conducted qualitative empirical investigation into

perceptions and attitudes of in total 28 leaders and employees working in a Sino-German bi-national context, complementary aspects of culture that hold potential for cultural synergy as well as factors inhibiting or facilitating such synergy creation are identified and discussed.

Major findings: Especially aspects related to differences in thinking and attitudes towards risk and changes have been perceived as complementary and beneficial for joint innovation by the Chinese and German respondents of the sample. While the Germans are perceived to be more analytic, systematic, structured, focused on their work and tasks and paying attention to details in order to prevent bad outcomes, which is perceived as being beneficial for quality and risk management as well as technological innovation, the Chinese are perceived to be more relationship-oriented, pragmatic, flexible and open toward changes and experimentation, which is perceived to be beneficial in human relations management as well as the development of non-technological innovations and creativity in design, marketing, sourcing, and new business models.

Language competence and foreign country experience have been identified as facilitating this potential synergy creation as they increase the individuals' ability to reflect on and perceive as well as appreciate and integrate cultural differences. A lack of understanding of the necessity for trust development through personal relationship and therefore in-group building prior to work seems to mitigate the potential positive effects of the perceived cultural differences in Sino-German cooperation.

Contribution: This paper is an answer to the call for more positive views on interculturality and shows empirically that cultural differences must not only lead to difficulties, but can also be viewed positively as enriching resource.

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MANAGEMENT OF CHINESE–HONG KONG FILM CO-PRODUCTIONS
OONAGH CHAN NEWCASTLE UNIVERSITY OF AUSTRALIA
HouJiun Li SCHOOL OF BUSINESS AND LAW, EDITH COWAN
UNIVERSITY, SYDNEY CAMPUS, AUSTRALIA

This study is a first attempt to investigate and understand the cultural differences including integrity issues in the daily managerial practices between Hong Kong and Chinese film practitioners in the context of China-HK film co-production. This research is discussed in the theoretical paradigm of the six dimensions of cultural distance advocated by G. Hofstede. Adopting a qualitative research methodology, the primary data collection is conducted through semi-structured interviews and focus groups.

The findings indicate that there are industry-specific work behaviours and attitudes that deviate from Hofstede's Chinese and HK cultural distance national index, thus, future research should measure an industry-specific cultural index to compare with the national index. It is also noted that cultural indices may shift according time and evolution in societies. Project management methodology as a best practice to resolve conflicts between HK and Chinese practitioners is also recommended.

Theoretical Issues (09:00 - 10:30) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Guglielmo Faldetta

Discussant(s): Sarah Hudson

Paper Presentations:

361 THE GOOD, THE BAD, AND THE UNBALANCED: PRAISE—CRITICISM TENSION IN HYBRID ORGANIZATION SCHOLARSHIP

Nardia Haigh UNIVERSITY OF MASSACHUSETTS BOSTON
Banu Ozkazanc-Pan UNIVERSITY OF MASSACHUSETTS BOSTON
Thankom Arun UNIVERSITY OF ESSEX
Jamila Gilliam UNIVERSITY OF MASSACHUSETTS BOSTON

As their presence in the market and as subjects of research have grown, hybrid organizations have attracted praise and criticism. Both positive and critical views are important; however, our literature review suggests there is tension in the field as scholars often focus on one far more than (or even ignore) the other. Taken alone, praise and criticism carry much potential for a polarized understanding of hybrid organizations, which lends itself to bias and reductionism; neither of which are suited to the study or resolution of complex social or environmental issues. We complement positive and critical lenses in a review of hybrid organization literature; pairing seven points of praise with corresponding points of criticism at individual, firm and field levels of analysis. Our aim is to foster a balanced and holistic view of hybrid organization phenomena and to add rigor to research by advocating an approach that incorporates both positive and critical perspectives.

892 MICRO-MESO-MACRO RELATIONSHIPS IN THE ECONOMICS OF COMPLEXITY

Clelia Mazzoni UNIVERSITY OF CAMPANIA LUIGI VANVITELLI

This paper presents a theoretical approach to the relationship between business and society, and more generally to relationships that are created between micro, meso and macro scales of analysis. The study is guided by a theoretical approach which focuses on the *economics of complexity*. Alongside a certain degree of phenomenological complexity in economics and the other sciences is a complexity of an epistemological nature. For this purpose, using the theory of complex (or autopoietic) systems a proposed interpretation is introduced into business studies in order to revisit the relationships between micro or meso economic units and their environment.

291 ASSESSING TENSIONS IN CORPORATE TRANSITIONS TOWARDS SUSTAINABILITY – A SYSTEMATIC LITERATURE REVIEW

Laura Wannags VOLKSWAGEN AG / UNIVERSITY OF KASSEL
Stefan Gold UNIVERSITY OF KASSEL

Internal and external drivers push companies and entire industries towards actively embracing (more) sustainable business conduct. Until recently, striving towards sustainability has been predominantly conceived as a business case by practitioners and business scholars. This means that it was common to assume that achievements for corporate sustainability could be reached with a win-win-paradigm in mind. It was assumed that environmental and societal progress towards sustainability must be aligned directly with economic success. Recent research has cast serious doubt at the usefulness of this unidimensional business-case thinking for guiding highly complex transitions towards sustainable production and consumption patterns, and has refocused scholarly attention to the tensions, trade-offs, paradoxes, or dilemmas that companies have to deal with on various levels when striving towards more sustainable business conduct. The aim of this paper is to assess the corporate tensions, which companies face when embarking on their transition towards sustainability, and other related concepts or forms of opposition. For this end, the authors carry out a content-analysis based systematic literature review of English-speaking peer-reviewed journal publications featuring research on corporate transition towards sustainability (2014-2018), following a four-step-process comprising material collection, descriptive analysis, category selection and material evaluation. The pattern of analytical categories is developed in a combined deductive-inductive way comprehending categories summarizing, characterizing and analyzing tensions in corporate transition towards sustainability. This structured literature review maps the current state-of-research at the intersection between corporate sustainability transition and corporate sustainability tensions. It builds upon the previous classification of tensions and extends it for example by highlighting the hierarchy, which exists between the concepts of a paradox, tension and trade-off. Thus, the paper adds further differentiation and conceptual depth to the emerging research stream on sustainability tensions, emphasizing in particular inter-temporal (i.e. “transitional”) aspects. Moreover, it guides managers and policy-makers by depicting more realistically the challenges ahead and therefore also demonstrating room for maneuver. The paper prepares the ground for follow-up empirical investigations, for example into the mechanisms and challenges of sustainability transition within specific industries.

Top Management Team (09:00 - 10:30) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: ST02_02 - Board of Directors and Top Management Teams

Chair(s): Tine Buyl

Discussant(s): Dennis Veltrop

Paper Presentations:

164 TIME WILL TELL: PERFORMANCE FEEDBACK, CEO TEMPORAL FOCUS, AND ORGANIZATIONAL TIME HORIZON
Tine Buyl TILBURG UNIVERSITY

In this study, we explore the role of ‘time’ in strategy. In particular, we examine organizations’ time horizon – the temporal distribution of their strategic investments – and we study how this can be explained by feedback from the organizations’ past performance. Our main argumentation is that negative performance cues instigate short-term-oriented remedial actions, shortening the organization’s time horizon, while strong past results provide organizations the flexibility to invest in longer-duration assets. Moreover, we argue that the responsiveness of organizations’ main decision-makers – their CEOs – to such performance cues depends upon their temporal focus (their ‘internal clock’). In particular, we propose that the effects of performance feedback will be more pronounced for CEOs with a strong future focus, and less pronounced for CEOs with a strong past or present focus. Empirically testing these expectations in a sample of 274 yearly observations in the U.S. semiconductor industry, we find general support for our expectations.

873 LOOKING TO THE DARK SIDE OF THE MIRROR: CEO NARCISSISM AND CORPORATE SOCIAL IRRESPONSIBILITY

MARTA RIERA UNIVERSITY OF VALENCIA
María Iborra UNIVERSITY OF VALENCIA

Recent corporate scandals have revealed the major part played by executives in the escalation of Corporate Social Irresponsibility cases (CSI). Based on the upper echelons theory, we develop a model which shows the essential role of CEOs in explaining CSI. We consider that certain key personality traits of CEOs, together with their power, could explain some of their decision-making behaviors. Specifically, we propose that CEOs’ narcissism and power are key factors to understanding CSI. From a sample of 84 Spanish companies, we provide evidence not only of the relationship between CEO narcissism and CSI but also between CEO power and CSI. Given that we found significant methodological problems when investigating CSI, we put forward a novel method for measuring CSI in order to assess irresponsible behaviors through the construction of a CSI scale based on the perceptions of different selected experts. The results of our empirical study show the positive and significant influence of CEO narcissism and CEO power on the degree of CSI.

1502 ENTREPRENEURIAL EXPERIENCE OF UPPER ECHELONS IN LARGE CORPORATIONS IN ENVIRONMENTS OF UNCERTAINTY

Hendrik Terbeck HEINRICH-HEINE-UNIVERSITY DUSSELDORF

Corporate reality indicates that former founders of own businesses are widespread among large corporate’s upper echelons. Yet, extant research has largely ignored corporate’s upper echelons’ entrepreneurial experience and its impact on corporate firm-level outcomes. To address this dearth, informed by imprinting and upper echelons considerations, the present study develops a research model which links the share of prior founders on the upper echelons to major strategic outcomes. Analyzing bibliographical data of 34,266 individuals in the upper echelon of 2,650 large S&P 1500 companies between 2000 and 2012, we empirically find that increasing shares of prior founders among the upper echelon spur growth of firm value and firm health but decrease profitability. These relationships are particularly strong when the technological and market uncertainty the corporate faces are high since it is this strong

uncertainty which the former founder feels particularly competent and confident in, making his or her views express strongly in the upper echelons of a corporate.

Trust at Workplace (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: T09_06 - Motivation and Trust: Current Links and Challenges

Chair(s): Jacek Sypniewski

Paper Presentations:

1433 THE ANTECEDENTS OF ORGANIZATIONAL DISTRUST: AN EXPLORATORY STUDY IN OCCUPATIONAL SAFETY

Cihangir Gumustas ISTANBUL TECHNICAL UNIVERSITY
Fatma Kusku ISTANBUL TECHNICAL UNIVERSITY

Instead of adopting the current understanding of organizational distrust, we performed an exploratory qualitative analysis to understand the antecedents of organizational distrust in occupational safety context in Turkey, and how to deal with its consequences. In line with this goal, we collected data from occupational health and safety specialists (N=189), and occupational health and safety academicians (N=23) through open ended questionnaire forms. We content analyzed the data gathered from the respondents. We found that the widely-accepted model of Mayer, Davis, and Schoorman (1995) was supported in terms of organizational distrust, we also found organizational distrust also emanated from the environmental factors as well, such as the inadequacy of the state and regulatory bodies, and the sectorial characteristics itself. Moreover, the manifestations of Mayer et al. (1995) also were found to be context unique, such as involving socio-economic factors, which play an important role on organizational distrust formation. The paper also investigates how to deal with distrust in order to manage its negative impact on safety performance. Lastly, basing upon these evidences, managerial implications for organizations are discussed to deal with organizational distrust.

582 DYNAMICS OF REWARDS ON TRUST DEVELOPMENT: HOW THE PAST INFLUENCES THE FUTURE

Andrei O. J. Kwok MONASH UNIVERSITY MALAYSIA
Motoki Watabe MONASH UNIVERSITY MALAYSIA
Pervaiz Ahmed MONASH UNIVERSITY MALAYSIA

The purpose of this study is to investigate how employers could build trust to augment employee reciprocity via the provision of high rewards. Our study introduces a new perspective in organizational studies by drawing on path dependence theory that addresses the paucity of research on the impact of high rewards on employee behavioral intention. We perform a two-stage experimental study to explore whether employees who receive high rewards will trust their organization more and as a result are more willing to reciprocate. Findings demonstrate that employees with high trust personality trait tend to trust the organization and are more willing to reciprocate

compared to employees with low trust personality trait. However, organizational trust mediates the relationship between high rewards and employee reciprocity. This study provides insight into the efficacy and expediency of high rewards concerning employee behavioral intention and personality trait.

1687 DO EMPLOYEES LEAVE THEIR ORGANISATION OR THEIR MANAGER? EXPLORING THE IMPACT OF ORGANISATIONAL REPUTATION AND TRUST IN MANAGER ON EMPLOYEE TURNOVER INTENTION.

Nuno Da Camara UNIVERSITY OF SOUTHAMPTON

Carola Hillenbrand HENLEY BUSINESS SCHOOL, UNIVERSITY OF READING

Kevin Money HENLEY BUSINESS SCHOOL, UNIVERSITY OF READING

A commonly quote adage in management circles is that employees tend to leave their organisations because of their manager, rather than because of the organisation, however there is little empirical research to support this view. Moreover, rapid changes in working practices in the last two decades, such as the increase in remote working, as well as the rising importance of organisational reputation in the so-called 'reputation economy' are likely to have a strong impact on employee decisions to leave organisations. As a result, this paper explores the simultaneous impact of organisational reputation and trust in manager on turnover intention amongst employees in three organisations in the private, public and not-for-profit sector. The results confirm the emerging importance of organisational reputation on employee turnover intention; and suggest that the role of trust in the line manager may be less influential than was previously thought. We discuss these findings and their implications for employee retention in organisations.

Women in Organizational Networks (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: ST05_01- Women, Gender, & Sexuality in Work, Organisation & Beyond

Chair(s): Edwina Pio

Paper Presentations:

295 SUPPORT FOR WOMEN ENTREPRENEUR THROUGH THEIR PERSONAL AND PROFESSIONAL NETWORKS: THE CASE OF WOMEN SUCCESSORS

Catherine THEVENARD-PUTHOD UNIVERSITÉ SAVOIE MONT BLANC - IREGE

Bérangère DESCHAMPS UNIVERSITÉ GRENOBLE-ALPES

While several researchers have shown that we must take gender into account when setting up entrepreneurial support programmes, there are few studies that look at the more specific issue of supporting women successors, that is to say women who take

over an existing business. In this context, this article focuses particularly on the support provided by the entourage of women successors. It answers two questions: What kind of support do they need and whom do they turn to for it? Based on a qualitative case study of 13 women successors, our results underline the determining role played by their male personal entourage. The family and psychological support of the spouse appears essential in everyday life. Fathers and male associates can also provide professional support, allowing women successors to acquire the necessary legitimacy for better insertion in entrepreneurial environments still too often governed by male norms. Female professional support is also important in obtaining more personal advice.

474 GENDER DIVERSITY AND FIRM PERFORMANCE: WHAT ORGANIZATIONAL LAYER MATTER TO GIVE A SUSTAINABLE COMPETITIVE ADVANTAGE?

Michel Ferrary GSEM, UNIVERSITY OF GENEVA; SKEMA
Stéphane Déo LBP AM

Several theories suggest gender diversity might affect firm performance. Kanter's (1977) threshold argument maintains that a critical mass of women is a necessary condition in order for women to impact organizational performance in a productive and positive direction. Since the 1990s, this argument has spawned a large stream of empirical research concerning the impact of firm gender diversity on firm outcomes. However, several recent literature reviews highlight mixed results: some studies find a positive impact, others a negative impact and still others no impact at all. We argue that such mixed results are partly due to the organizational layer on which studies focus. Empirical research focuses almost exclusively on boards of directors and ignores other organizational layers, viz., executive committee, middle-management, and staff levels. Building on an original dataset of 159 French firms, we explore the relationship between gender diversity and financial firm performances within each of these four layers separately. Our results indicate that first, the gender diversity at the boards of directors layer exerts no measureable impact on firm outcomes; and, second- conditioning on the existence of a critical "mass of women" threshold -gender diversity in both the middle-management and staff populations layers do exert a measurable and positive effect on firm performance. Barriers to copy such human resource structure provide a sustainable competitive advantage to diversified firms. Finally, our results suggest the relationship between firm gender diversity and firm performance is best described by an inverted U-shaped curve, supporting prior theoretical claims that that diversity contributes to firm performance more than any single sex population.

384 WOMEN'S ROLE IN WATER MANAGEMENT: A TALE OF TWO VILLAGES

Kantha Dayaram CURTIN UNIVERSITY
Endah Prihatiningtyastuti CURTIN UNIVERSITY
John Burgess RMIT UNIVERSITY

In regional Indonesia the low involvement of women in decision-making and the management of water sees women cast exclusively as water users and passive

beneficiaries of water development policies and programs. In reality clean water is simultaneously utilised by women for productive work that increases the family's income and contributes to the family's welfare. Despite the changes in gender roles, particularly in daily water practices there is little understanding of implementation by service providers at the central government and at the village administration levels. The result is that although women have an important and even decisive role in the domestic lives of their families, they face various limitations in local decision-making processes and access to water management. Using the case of two villages in the Kulon Progo district of Java, Indonesia, with a mix of individual qualitative interviews and focus group discussions, our study finds that changing social conditions are creating a more dynamic gender relationship and increasing women's agency. Nonetheless, shifting agency does not translate into village women being heard in discussions, particularly regarding access and usage of water. There are policy implications for formulating and implementing gender mainstreaming programs that involve women in a meaningful and participatory way. The study has specific policy implications for gender and rural governance in Indonesia and more generally for gender mainstreaming initiatives that empower women in regional locations.

Workshop on good reviewing practices (09:00 - 10:30) - ISCTE - Building I/ Auditório ONE01- Paquete de Oliveira ([Top](#))

Coffee Break (10:30 - 11:00) - F/B Area Tent ([Top](#))

Paper Presentations:

85 TEST
Graziella Michelante EIASM

2nd EURAM General Assembly followed by EURAM 2020 Presentation & Award Ceremony (11:00 - 12:30) - ISCTE - Building II/Room Grande Auditório ([Top](#))

JMS Editorial Board Meeting (12:30 - 14:00) - ISCTE - Building II/Room C2.05 ([Top](#))

Lunch (12:30 - 14:00) - F/B Area Tent ([Top](#))

Adapting to new cultural contexts (14:00 - 15:30) - INDEG Building/Room 1.19 ([Top](#))

Track: T07_03 - Cultures and management

Chair(s): Sylvie CHEVRIER

Discussant(s): Mette Zølner

Paper Presentations:

- 1442 THE INTERRELATIONSHIPS OF INNER CONTEXT, INSTITUTIONALIZATION AND RECONTEXTUALIZATION IN INTERNATIONAL PRACTICE TRANSFER**
Carina Stumpf LUDWIG-MAXIMILIANS UNIVERSITÄT MÜNCHEN

Transferring practices from one business unit to another is seen as a source of competitive advantage and therefore is on every multinational company's agenda. Despite the big amount of studies which are concerned with the topic of international practice transfer, various calls were made to integrate different theoretical and conceptual approaches in order to better account for its complexity. This qualitative, single case study provides an answer to these calls by studying the interrelationships of the company's inner context, institutionalization and recontextualization within international practice transfer – categories that have proven to be prevalent in this field of research. Additionally, the study contributes by applying a framework for analysis originating from organizational change research. By accompanying the transfer of a strategic retail practice called *Achieving Retail Experience* from an automotive multinational headquartered in Germany to three Spanish dealerships the author investigates all three categories and relates them to each other. Results show firstly, that the headquarter's openness for adaptation, the capability of the transfer coalition, the dealerships' compatibility with the practice and a trustworthy yet also hierarchical relationship between all parties involved have a positive impact on both the recontextualization and institutionalization of the practice at the recipient unit. Secondly, the practice' recontextualization and institutionalization seem to mutually enhance each other.

- 984 RECONTEXTUALIZATION OF QUALITY MANAGEMENT PRACTICES AS CONSTRUCTIVE INTERCULTURALITY – A CASE STUDY OF FACILITATING FACTORS IN A GERMAN MNC IN BRAZIL**
Madeleine Bausch UNIVERSITY OF PASSAU
Christoph Barmeyer UNIVERSITÄT PASSAU

German multinational companies (MNCs) disseminate standards and notions of quality and quality management practices on a worldwide scale. Those practices are shaped by cultural and institutional contexts which differ from those in the recipient country. Numerous studies have suggested a recontextualization of management practices transferred across cultures to allow effective implementation in the target context. However, relatively little has been written about facilitating factors which actually promote the recontextualization process in order to manage interculturality as constructively as possible. Based on a qualitative case study in a German family business in Brazil, this article examines facilitating factors in recontextualization processes of quality management practices in the German–Brazilian context. The study identifies six factors at three levels – structural, personal and organizational – and shows how they promote the constructive implementation of three local quality management practices. This article complements existing research literature in three respects: first, it contributes to the constructive design of recontextualization practices and expands existing research on constructive cross-cultural management to include factors that promote interculturality in MNCs. Second, it adapts international transfer

and recontextualization processes to the field of quality management and thus contributes theoretically and practically to the implementation of quality programmes in companies. Third, it offers insights into the quality management practices of German organizations in Brazil and thus contributes to closing a research gap that exists in the cultural context of Latin America.

1907 CULTURAL ISSUES ASSOCIATED WITH RESEARCH FIELD IN INDIA: EXPERIENCE FORM A RESEARCHER.

Josiane Martin O BRIEN ESCP EUROPE

The call from Cultures and Management track 7-03 is encouraging discussing methodological issues linked to cultural and social dimensions in field studies. It is the purpose of this communication, to report the iterative process and the methodology applied to carry out ethno methodologic research in India.

The subject of our research looks *management education*, at a product of Western Business Culture, that is delivered in India, with the intention from the Western side to have *them-do-business-our-way*. One of the recognized and more criticized limitations of Management theory and Management as practice today, is its claim of universalism, with a major shortcoming being a culturally oriented western posture – sometimes qualified as post-colonialist. The on-going research question is, to what extend can management practices be transferred across countries? What about their *Indian way* of doing business? What if westerners could learn from it?

We explored this question with Executive Indian Engineers with fifteen years professional experience, who were enrolled in a recognized Post Graduate Programme in Management in India (PGP), modeled on Harvard's MBA, with a major international seminar in Europe – which I coordinated from Paris. These managers were fully sponsored by their Indian employers, very large Public Sector Multinationals.

We carried ethno methodological field- work in India: four field visits were conducted between 2012-2015 (three cycles plus a modified Delphi phase for validity purposes); interviewing managers in the industrial sectors of automotive, aeronautics and power who had undergone the PGP-MBA training, back on the job for at least two-years thereafter. In addition, the qualitative design also included interviews of Specialists in Indian Management Education.

We propose to share the complexity of organizing such local work, and how culture affects the interaction between the researcher and the local field. To structure our subject, in the first part we will call upon the universal dimensions of culture proposed by Kluckhohn & Strodtbeck (1961), and the second part is a story of practical examples drawn from our experience, and to conclude we propose practical recommendations to help the future researcher going to India .

Track: T01_04 - Arts for Business and Society

Chair(s): Luca Zan

Discussant(s): Stefan Korber

Paper Presentations:

1513 NEW FACES OF ARTIFICATION: L'ART POUR L'ART OR ART WASHING? TWO CASE STUDIES.

Thomas Blonski ESCP EUROPE

Jean-Philippe Bouilloud ESCP EUROPE

Many companies resort to art for management or strategic purposes. That observation led to the concept of artification, mainly used in marketing research. This article questions the impact of a strategy of artification on organizations, and especially the difference between organizational speeches wishing a convergence art – management, and perceived reality in these organizations.

This paper uses two case studies: the Louis Vuitton Foundation and a French tech start-up, Klaxoon. This choice was made to characterize artification as a process used as much in large companies than in SMEs, and to notice common points.

That approach depicts artification as relative disappointing or clumsy strategy. *L'art pour l'art*, art for art's sake, looks rather like a business developer than a sense giver for collaborators. The high strategic potential of art seduces companies to use it as an asset, but without considering also negative aspects this term conveys and suspicions of art-washing it could arouse.

1811 BECOMING HERITAGE: THE CASE OF THE VENICE GONDOLA

Paola Trevisan COPENHAGEN BUSINESS SCHOOL

maria lusiani CA' FOSCARI UNIVERSITY OF VENICE

What makes something intangible cultural heritage? How can intangible cultural heritage be safeguarded and maintained over time? Drawing on theoretical definitions and debates on intangible cultural heritage, this paper sets out to empirically explore intangible cultural heritage in action, i.e. how intangible cultural heritage is (re)produced by a community, especially in times of market pressures, globalization, and technological advancements. Focusing on traditional craftsmanship, listed by UNESCO as one of the manifestations of intangible cultural heritage, the paper will analyze the case of Venice gondola. Gondolas are traditional, handmade Venetian vessels, which were used by locals as a means of transportation. Employing an ANT and performativity lens to the case, we will unpack the gondola system, exploring the network of actors and activities (our unit of analysis) allowing for its reproduction over time. We will thus account for how intangible heritage is performed, i.e. what makes gondola intangible heritage, unveiling the processual and

collective nature of this endeavor, as well as some tensions that are inherently produced.

1152 BEYOND SOFT SKILLS: ARTS AND THE HUMANITIES IN TECHNOLOGY-DRIVEN ORGANISATIONS.

Stefan Korber UNIVERSITY OF AUCKLAND

Frank Siedlok UNIVERSITY OF AUCKLAND

Peter Smith UNIVERSITY OF AUCKLAND

Interdisciplinarity, in academic research and organisational settings, is widely believed to result in creative and innovative solutions that address the irreducible complexity of many contemporary problems. However, although the importance of interdisciplinary collaboration and integration is acknowledged by academics and practitioners, most existing research—in particular in the context of business organisations—remains focused on relatively ‘narrow’ examples. In turn, academics have long recognised a widening divide between disciplinary fields, and the sidelining of arts, humanities and social sciences to subservient of natural science-driven research (Szerszynski & Galarraga, 2013). At the same time, there is an increasing appreciation that solutions solely developed within the STEM paradigms often misfit social realities or fall short of tackling large, wicked problems (Naughton, 2017). However, this ‘broader’ or ‘wider’ gap dividing sciences and engineering fields (STEM) and the humanities, arts and (some) social sciences (HASS) remains largely unbridged. Yet, there are tangible benefits that result from the integration of HASS-based skills, knowledge and practices in STEM-driven organisations (Hartley, 2016). Integrating theory and semi-structured interviews, this paper puts systematic attention on this wider gap in business organisations. We develop a framework that offers more systematic insights into the benefits of HASS integration in technology-based firms and mechanisms through which such integration can be accomplished. Illustrated with empirical examples, this allows us to problematise a fallacy in the dominant discourse: reducing the value of the humanities and arts to transferable ‘soft’ or ‘vocational’ skills. In turn, we argue that their more fundamental value lies in other facets: fostering critical thinking, triggering reflection and reflexivity or helping to reframe and interpret problems and solutions.

Business Model 5 (14:00 - 15:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Nicole Siebold

Discussant(s): Patrick Spieth

Paper Presentations:

1170 BUSINESS MODELS: TOOLKITS FOR SENSEMAKING IN A POST-CHANDLERIAN ECONOMY

Dylan Boynton KELLOGG SCHOOL OF MANAGEMENT
William Ocasio KELLOGG SCHOOL OF MANAGEMENT

Practitioners increasingly use the business model concept, but our understanding of its origins and development is limited. Using a combination of inductive text analysis and historical narrative, we trace the evolution of the concept from 1990 to 2016. Our analysis shows that the concept began in semiconductors, computers, and e-business firms as they transitioned away from vertically integrated organizations towards greater specialization and horizontal collaboration. The concept expanded in usage and became institutionalized but its precise application was quite varied. Paradoxically this ambiguity in meaning facilitated sensemaking and strategizing across a variety of industries responding to changes in to technology, globalization, and customer demands in a post-Chandlerian economy.

1574 USING THE BUSINESS MODEL CANVAS TO DESCRIBE A NON-PROFIT ORGANISATIONAL CHANGE PROCESS

Judith Sanderse OPEN UNIVERSITY OF THE NETHERLANDS
Frank De Langen OPEN UNIVERSITY
Paquita Perez Salgado OPEN UNIVERSITY OF THE NETHERLANDS

This paper explores the relationship between business model and organisational change, utilising the business model canvas as an analytical and descriptive tool for organisational change, and, as a tool to identify the type of business model change. The empirical data presented in this paper is based on an in-depth case study of a major global conservation organisation that went through an organisational change process between 2014 and 2018. During this organisational change process, the case study linked and aligned their strategies and organisational re-design with the transformation of their business model. The non-governmental organisation (NGO) business model canvas, which is a non-profit variant, was used as a tool to describe this change process. The results from the case study shows that the analytical and descriptive functions of the business model canvas is useful in describing an organisational change process as it structures the description of the change process while at the same time showing the above-mentioned linkages. The case study also shows that the business model canvas can be used as a tool to identify the type of business model transition. The research supports the call for greater linkage between the business model and organisational change and design academic literatures, which would increase the practical relevance. The paper contributes to this as well as the (non-profit) business model and organisational change academic literature.

1752 MORE THAN WORDS! HOW NARRATIVES LEGITIMATE PRODUCT DISTINCTIVENESS IN ENTREPRENEURIAL PROJECTS

Christoph Ihl HAMBURG UNIVERSITY OF TECHNOLOGY
Alexander Vossen UNIVERSITY OF SIEGEN

Entrepreneurs face the challenge to conform and gain legitimacy, while at the same time to differentiate and gain competitive advantage. We study how entrepreneurs can strike this balance with respect to user audiences empowered to evaluate entrepreneurs. Building on theories about optimal distinctiveness and entrepreneurial identity, we propose that evaluation is contingent on the coherence of both product and narrative distinctiveness in entrepreneurial projects. Using data on almost 3000 project proposals by independent video game developers, we show that product and narrative distinctiveness have independent, non-linear effects, but are also complementary, and reinforcing in their impact on user evaluations. We trace back this complimentary effect to narrative coherence, which we operationalize as the semantic relatedness between the narrative and product features using novel machine learning methods. Thus, entrepreneurial narratives should not be distinctive per se, but rather reflect the underlying product's distinctiveness in order to adequately encapsulate its complexity and explain its rationale. This helps to market more distinctive products by overcoming conformity and legitimacy barriers.

Careers on Projects and in Project Based Organizations (14:00 - 15:30) - ISCTE - Building II/Room C4.01 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Maxim Miterev

Paper Presentations:

1615 INCENTIVES IN PROJECT WORK TO MOTIVATE YOUNG PROJECT PROFESSIONALS: A SELF-DETERMINATION THEORY PERSPECTIVE
Anna Megawati WU VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS
Martina Huemann WU VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Recently more young professional are looking for a specific work environment, projects with their goal orientation, team work and visibility of end results seem to be a work environment that fits the expectations of young professionals. We engage with and contribute to the emerging literature on how to motivate young professionals to start their career in project work and what kind of incentives contribute to their motivation to work on projects.

First, we summarize the existing literature on motivation and incentives system in project-work. Second, we then develop a conceptual framework concerning motivation factors and incentive systems for young project professionals in projects. We take the theoretical perspective of Self-determination theory to suggest a conceptual framework to open up a discussion on incentives and motivation in project work and to set up a research agenda.

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1873 INSTITUTIONAL INFLUENCES ON THE EXPERIENCE OF PROJECT BASED CAREERS

Lynn Crawford THE UNIVERSITY OF SYDNEY

Erica French QUEENSLAND UNIVERSITY OF TECHNOLOGY

Beverley Lloyd-Walker RMIT UNIVERSITY

Human resources and their management are widely accepted as critical to competitive advantage, the creation and capture of value. This applies at all levels of endeavour and is well recognised by practitioners and researchers in the context of projects. There has been a call in the project literature for more research into the interactions between the project, the organization, human resource functions and the employee in achieving desired outcomes with the aim of providing practical and theoretical value to both the project based organization and the individual and highlighting opportunities for cross-fertilization of ideas and approaches between fields of human resource management (HRM) and projects. The HRM field has posed similar challenges identifying the need for greater focus on context. This paper addresses these gaps by applying an institutional perspective to the examination of the employee experience of the employment relationship in the context of project based work. Results are based on thirty in-depth interviews with project based workers in the Business / IT sector.

CEO and Politics In M&As (14:00 - 15:30) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: ST13_04 - Mergers & Acquisitions and Divestitures: A Glimpse into the Future

Chair(s): David Kroon

Discussant(s): Philippe Very

Paper Presentations:

979 BIDDER AND TARGET CEO CELEBRITY HOMOPHILY AND ACQUISITION PREMIUMS

Russell Fralich HEC MONTRÉAL
Andrew Papadopoulos UNIVERSITÉ DE QUÉBEC À MONTRÉAL - ÉCOLE
DES SCIENCES DE LA GESTION

We examine homophily (preference for partner similarity) between celebrity CEOs of bidding and target firms in an acquisition, and how such homophily affect acquisition premiums. First, we predict that bidder CEOs of a given level of celebrity will prefer acquiring firms led by target CEO's of similar celebrity. Prior research suggests that homophilous actors are indifferent to the level of their counterpart's celebrity. However, we combine information economics arguments with celebrity status theory to argue the matched non-celebrity CEOs and matched celebrity CEOs will affect premiums differently for two reasons. First, target CEO celebrity reduces information asymmetry for the bidder. Second, the level of the bidder CEO's celebrity provides a reference for which the target CEO's celebrity is compared. Matched celebrity CEOs therefore reduce information asymmetry and provide a stable reference for bidders. We predict low premiums for this CEO combination. On the other hand, matched non-celebrity CEOs result in high information asymmetry and create uncertainty for the bidder when interpreting the target CEO's celebrity. We predict high premiums for such matched CEOs. Using a six-year sample of U.S. domestic merger and acquisition transactions, we find support for our hypotheses.

1199 DOES CEO OVERCONFIDENCE MATTER FOR M&A DEALS IN EMERGING MARKETS? THE EVIDENCE FROM RUSSIA.

Anna Morenkova NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL
OF ECONOMICS

Irina Ivashkovskaya NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL
OF ECONOMICS, RUSSIA

Existing research shows negative abnormal returns for acquirers' stock in M&A deals. The literature suggests that among other reasons negative investor's reactions can be explained by CEO overconfidence. However, research lacks evidence from emerging capital markets which still have specific features in the institutional environment and market's regulations. Despite the fact that these markets have higher managerial frictions, lower corporate governance quality and information efficiency, CEO overconfidence may overcome some of these frictions. On a sample of 79 deals during 2010-2017, we examine the impact of CEO overconfidence on acquirer's performance in M&A deals in Russia. We contribute to several patterns in the literature. By showing a negative impact of CEO overconfidence on acquirer's returns, we contribute to the explanations of value destroying effects. By combining different methods to identify overconfident CEOs, we complement the behavioral literature on the roles of CEO personal traits. Given the results are sensitive to the overconfidence metrics, we show net effect of overconfidence impact in one of the largest emerging markets and the differences on short and long event window.

1259 THE ROLE OF ORGANIZATIONAL POLITICAL IDEOLOGY IN MERGERS AND ACQUISITIONS

Andreas Petrou CYPRUS UNIVERSITY OF TECHNOLOGY

Christodoulos Louca CYPRUS UNIVERSITY OF TECHNOLOGY

Andreas Procopiou CYPRUS UNIVERSITY OF TECHNOLOGY
Dawn Yi Lin Chow SINGAPORE UNIVERSITY OF SOCIAL SCIENCES

The study proposes that organizational political ideology provides potent information about certain societal values, beliefs and attitudes of the merging organizations that relate to merger integration and thus managers *inter alia* use this information to assess the suitability of potential partners. To test this proposition we use a sample of 507 US M&A deals. Findings suggest that managers are more likely to select M&A partners with similar organizational political ideology, and that, this relationship is moderated by the intensity of human capital. The study contributes to M&A literature by shedding more light into the puzzling relationship between organizational similarity and merger success.

Circular Economy Networks and (Social) Embeddedness (14:00 - 15:30) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST06_10 - Sustainability, Circular and Green Tech Innovation

Chair(s): Klaus Fichter, Erik Hansen

Paper Presentations:

2003 INNOVATION FOR PRODUCT CIRCULARITY: THE ROLE OF NETWORKS.

Ferdinand Revellio LEUPHANA UNIVERSITÄT LÜNEBURG
Erik Hansen JOHANNES KEPLER UNIVERSITY LINZ (JKU)

Distributors increasingly aim to control their downstream processes to offer customers extended life-cycle oriented solutions and to retain the value of their products for longer timeframes. The circular economy (CE) provides a comprehensive framework for product circularity in the form of maintenance, repair, reuse, remanufacture and recycle loops. As distributors usually have no core competencies in circular processes, a reasonable approach to develop value-added circular solutions is to collaborate with specialized service providers.

In this article, we explore the inter-organizational network of a large German telecommunication operator, focusing on their voluntary circular offerings for smartphones. We utilize an embedded single case study design to analyze the innovation process in the making over a longitudinal timeframe on the three levels of industry, network and focal firm.

Our preliminary results are threefold. First, we observe circular network development as an emergent process driven by independent corporate entities. Second, we identified four phases of network development: 1) identify gap, 2) set-up sub-networks, 3) adapt and commercialize, 4) integrate circular system. Thirdly, we find that while collaboration and alliances with loop operators are a reasonable approach to develop individual circular offerings, the hub firm needs to apply considerable effort to become a central coordinator for closed-loop product circularity. Overall, we

contribute to the emerging literature on inter-organizational relations for the development of circular product service system by providing in-depth insights to circular network development.

1595 **EVOLVING INTERORGANIZATIONAL PROMOTOR NETWORKS FOR CIRCULAR INNOVATION: THE CASE OF CRADLE-TO-CRADLE**

Julia Schmitt JOHANNES KEPLER UNIVERSITY LINZ (JKU)

Erik Hansen JOHANNES KEPLER UNIVERSITY LINZ (JKU)

Circular Innovation (CI) addresses new product and service development for the circular economy. As a popular product design concept, cradle-to-cradle (C2C) directs CI by promoting healthy materials for closed biological and technical loops.

Conducting a longitudinal in-depth case study on a C2C frontrunner in the detergent industry, we apply and advance promotor network theory to provide a micro-level analysis of individuals, who advance the CI process across organizations. Our contribution is threefold: First, we unearth intra and inter-organizational collaboration mechanisms by promotors (internal learning, knowledge sharing, trusteeing, convincing/being patient, pushing-the-change, and certifying) to drive C2C through the innovation processes distributed across the value chain. Second, we identify five phases of promotor networks – network formation, expansion, reconfiguration, stabilization, and intensification) – showing how promotors orchestrate the mechanisms over time to overcome barriers. Third, we identify the important role of intermediary organizations for facilitating the innovation process across the value chain. We contribute to the discussion in IE by showing how a network of firms overcomes innovation barriers and proceed towards circularity.

744 **THE SOCIAL DIMENSION OF CIRCULAR ECONOMY: A SYSTEMATIC LITERATURE REVIEW**

Annika Mies UNIVERSITY OF KASSEL

Stefan Gold UNIVERSITY OF KASSEL

Circular Economy (CE) has been promoted as an alternative concept to linear economy. It has been seen as a response to the increasing resource scarcity and as a driver of the transition to a more sustainable economic system. CE has been translated into the business realm by a variety of approaches and ideas such as industrial symbiosis or closed loop supply chains. These concepts share major principles, i.e. increasing resource efficiency, extending product life cycles or closing material and nutrient cycles. The predominant focus in CE approaches is clearly on the environmental and economic dimension, whereas social aspects – such as labour practices, human rights, or community well-being – have only been peripherally and sporadically integrated into the CE concept so far. Against this background, this paper aims at investigating the social dimension as part of the CE concept in an in-depth way. By means of a systematic literature review, we identify relevant peer-reviewed English-speaking research papers at the intersection of CE and the social dimension of sustainability, and analyse them along a generic theoretical framework comprising the criteria of disciplinary affiliation, research method, conceptual and theoretical framing, unit of analysis, and subject coverage. The literature review approach allows for mapping the extant intellectual territory at the interface of social aspects and the

CE. It represents the groundwork for evaluating the current level of conceptual integration and for exploring reasons for rather low levels of conceptual connectivity and compatibility, in particular provenience from specific (academic and political) discourses as well as differing conceptual ‘grammars’. The paper contributes to the debate on how to advance the CE concept towards a genuine sustainability paradigm that equally considers the economic, environmental and social dimension.

Colaboration and innovation (14:00 - 15:30) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Angeles Montoro-Sanchez

Discussant(s): David Valiente-Bordanova

Paper Presentations:

301 OPTIMISING INDUSTRY-ACADEMIA INNOVATION CO-DEVELOPMENT: THE CASE OF SPACE-BASED TECHNOLOGY

Paola Testa TOULOUSE BUSINESS SCHOOL

Victor Dos Santos Paulino TOULOUSE BUSINESS SCHOOL

Jean-Marc Decaudin TOULOUSE BUSINESS SCHOOL

The present paper is meant to investigate the matchmaking process among industry and academia for the development of innovation in high-tech industries, such as the satellite-based precise positioning and navigation industry, aiming at identifying critical aspects and propose mitigation tools. To this end, a qualitative approach is adopted; namely in-depth interviews with key stakeholders active in the commercial, academic and institutional environments, triangulated with secondary sources and previous evidence, so to take into account a multifaceted and ever evolving complexity. The analysis lead to identify lack of continuity of existing links, rigidity, inertia and lack of trust of established networks toward external players as main barriers. As way forward, a platform connecting on a permanent basis researchers and practitioners, two different but complementary and increasingly inter-related universes, is proposed, aiming at unleashing the full potential of synergies deriving from the interactions and enhance innovation development and diffusion, on top of boosting the full exploitation of existing data.

837 ORCHESTRATION OF INNOVATION NETWORKS: NETWORK CAPABILITIES AND SKILLS OF THE HUB ORGANIZATION

Taisson Toigo PHD STUDENT AT UNISINOS - BRAZIL

Douglas Wegner UNISINOS UNIVERSITY

Felipe Zarpelon PHD STUDENT AT UNISINOS - BRAZIL

In interorganizational relations, a central actor stands out the role of intentionally creating, extracting and distributing value in the network, generating gains for all members. Literature recognizes this set of intentional and deliberate actions as the

“orchestration” of resources in the network. Despite the increasing interest regarding the theme, the phases and specific capabilities for orchestration still lacks further definitions. This paper aims to present a theoretical reflection on the capabilities and skills of the hub organization (orchestrator) in an innovation network. Through systematic reviews on a) the orchestration of innovation networks; and b) networking capabilities, this paper presents a theoretical model and a research agenda for future studies.

1136 FROM BUSINESS MODELLING TO ECOSYSTEM MODELLING: A PROXIMITY APPROACH OF INNOVATION SUPPORT ACTIVITIES
DONATIENNE GIRIER DELORME IDRAC BUSINESS SCHOOL

Collaboration between science and industry appears to be more than ever a key to improve the capability of firms for advanced innovation. However, there is a great diversity among the actors of regional or national innovation systems and the question of “who is doing what?” is not always very clear. Therefore, in this paper we investigate the role and functions of intermediary organizations to try to better understand how actors build their role and position in the Innovation Support Ecosystem and what are the associated underlying mechanisms. Based on an exploratory case study of a French organization belonging to a multidisciplinary university and of its ecosystem, we conducted our research through a specific, original and new perspective. Based on a multi-level approach we articulate the business model (BM) and the ecosystem perspective with the proximity dimensions. Our results point out that the proximity approach can enrich the BM and ecosystem frameworks, providing a further insight to the intermediary functions and modelling processes. It is also highlighting two different kinds of related activities: transactions-focused and relations-focused ones. We finally identify practical implications for university or Knowledge and Technical Transfer Offices (KTTOs) managers and policy makers.

Competency Development in Business Management: Improvement through Higher Education (14:00 - 15:30) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Sara Urionabarrenetxea

Paper Presentations:

153 ADOPTING CRITICAL HERMENEUTIC PRINCIPLES AND METHODS TO HIGHER EDUCATION MANAGEMENT CURRICULUM
Catherine Fitzgerald OKANAGAN COLLEGE

My research experience using critical hermeneutics (Gadamer, 1989; Habermas, 1972; Phillips & Brown, 1993; Prasad, 2002; Ricoeur, 1981; Thompson, 1981) as a philosophical position and a platform for analysis of historic Occupational Health and Safety (OHS) legal and curriculum documents provides a framework to explore the

question, how and whose philosophical perspectives influence and constrain OHS curriculum in Canadian business schools, and what the prospects for change are. I reveal that OHS business studies articulates the hidden messages and subtle ideas of the first Canadian OHS legal institutions whose practices appear to support workers health interests but rather perpetuate business profitability interests. This occurs through hegemonic processes (Gramsci, 1978; Apple 1979) taking place over the past century, making these beliefs and assumptions difficult to change within business practices and studies today.

Engaging in the critical hermeneutic tradition allows me to reflect deeply on our current day OHS curriculum and by extension business school curriculum. I propose that we introduce a historiographical approach to OHS curriculum in business studies that adopts critical hermeneutic philosophies and methods in which every student becomes engaged in an ongoing critical hermeneutic debate of the multiplicity of perspectives concerning OHS. I argue that the social constructive aspects of knowledge that exist on the periphery of scientific knowledge can be introduced not only into OHS courses but other management courses so as to open up new ways of exploring workplace well-being. I further argue that workers OHS, can be better understood by studying its historical roots, evolution and influences through a critical and reflective lens.

As business students engage in a critical hermeneutic orientation to their business studies they will develop new experiences and competencies that may not only help them deal the complexities of workers well-being but shape a more caring and compassionate workplace and community. My ideas on the future competencies that will be important to business student graduates success in the workplace draws on my experiences with critical hermeneutics offering this perspective and approach as a starting point for conversations on business curriculum.

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MAPPING INDUSTRY STANDARDS IN UNDERGRADUATE BUSINESS EDUCATION

Margaret Phillips PURDUE UNIVERSITY

Heather Howard PURDUE UNIVERSITY

Alyson Vaaler TEXAS A&M UNIVERSITY

David Hubbard TEXAS A&M UNIVERSITY

Industry standards have a significant impact on business as a means to eliminate waste, reduce costs, market products (e.g., for quality, safety, interoperability) and lessen liability (Thompson, 2011). Consequently, an understanding and the ability to use standards, agreed upon practices among interested or vested parties, is a critical workplace competency for those engaged in business and industry. To have a workforce competent in the use of standards, higher education curricula must be developed to integrate standards education at appropriate points within the curriculum. Despite the importance of standards, they are not universally integrated into the college and university curricula. Given the widespread use of standards in business and industry, a study was undertaken by four academic librarians to explore the use and potential integration of standards in undergraduate business management

curricula. This was accomplished through curriculum mapping of two top-ranked undergraduate business management programs. Syllabi of the two undergraduate business management programs were examined for pre-established terms (e.g., ISO, standards, etc.), as well as potential opportunities for integration of standards in the future. Of the 62 courses examined only five (or 8%) specifically mentioned standards; however, half of the courses examined were found to have potential for the integration of standards across nine business curriculum areas: business and management strategy, business law, ethics and social responsibility, human resources, information systems, international/global, marketing, process/product development, and project management. This study found that few undergraduate business management courses specifically taught or used standards based on the syllabi, but considerable potential exists for the integration of standards into undergraduate business management courses.

923

SELF-PERCEIVED EMPLOYABILITY AND ACADEMIC ENGAGEMENT IN HIGHER EDUCATION

Kais Gannouni IMAM MUHAMMAD IBN SAUD ISLAMIC UNIVERSITY

Amina Cherif IMAM MUHAMMAD IBN SAUD ISLAMIC UNIVERSITY

Mahrane HOFIDHLLAOUI ESSCA SCHOOL OF MANAGEMENT, FRANCE

Ginni Chawla INDIAN INSTITUTE OF FOREIGN TRADE, NEW DELHI

Employability of graduates has taken more prominence in recent years due to the bleak economic situation and an increasingly competitive global labor market (Qenani et al., 2014). Academic engagement is believed to be the cornerstone for students' success in college/university. High levels of academic engagement are associated with positive student outcomes including, higher academic achievements, decreased dropout rates (Connell, Spencer and Aber, 1994), increased personal competence (Astin, 1993) and employability skills (Peck & Preston, 2017). Yet, keeping students engaged is becoming more of a challenge than ever, partly due to the decline in meaningful learning experiences in class, and the context of adverse employment conditions currently facing the graduates (Thaddeus et al. 2015; Rothwell et al. 2009). Despite being a pressing issue currently facing the higher education sector, research on drivers or the determinants of academic engagement remains less explored in the academic literature, particularly against the backdrop of constantly declining student employability levels.

The aim of this study, therefore, is to understand the relationship between students' self-perceived employability and their academic engagement.

Using Victor Vroom's Expectancy Theory as the basis, this study establishes that future is a catalyst for students' academic engagement. The *motivation to get academically engaged* is a function of interplay among *expectancy*, *instrumentality*, and *valence*. Students' engagement levels thus depend primarily on the reward that they expect to get in return of efforts expended.

The theoretical and practical implications for universities, students, and teachers are presented along with the strengths, limitations and directions for future research.

Coopetition and innovation (14:00 - 15:30) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Isabel Estrada Vaquero

Discussant(s): Audrey Rouyre

Paper Presentations:

284 LEARNING FROM EXPERIENCE IN COOPETITION: THE IMPACT OF BEING ABLE TO LEARN FROM EXPERIENCE ON THE SELECTION OF A COMPETITOR AS A PARTNER FOR INNOVATION

Paul Chiambaretto MONTPELLIER BUSINESS SCHOOL / ECOLE
POLYTECHNIQUE

Anne-Sophie Fernandez UNIVERSITY OF MONTPELLIER

Malin Näsholm UMEA UNIVERSITY

More and more firms collaborate with competitors to innovate. While coopetition provides significant benefits, it is also a risky strategy, especially when the partners are close competitors. Recent research has shown that managing coopetition and developing a coopetition capability contributes to making coopetition a successful strategy. Companies with coopetition capability can benefit from the positive energy of competition while mitigating its potential harmful consequences, and alliance experience is an important part of such a capability. However, the key to experience is to be able to learn from it. This study focuses on *how firms learning from experience affect the way they evaluate the benefits and risks of coopetition for innovation and aims to increase the knowledge of firms' reasoning when selecting a competitor as a new partner for innovation*. More precisely, we hypothesize that experienced (those with greater accumulated learning from experience) and inexperienced firms will value benefits and risk offered by potential partners differently. To test our hypotheses, we relied on an experimental research design based on a CBC analysis. Our results reveal that experienced firms are less reluctant to work with a close competitor than inexperienced firms. Companies who learn from experience will value a faster time-to-market and cost reduction provided by the partner more than inexperienced firms. In contrast, inexperienced firms look for coopetitors that can provide radical innovation opportunities, strong risk-sharing and learning opportunities more than experienced firms.

488 BETWEEN CUSTOMERS' PRESSURE AND RESOURCE CONSTRAINTS: A STUDY OF COOPETITION ADOPTION BY HIGH-TECH FIRMS

Patrycja Klimas WROCLAW UNIVERSITY OF ECONOMICS

Wojciech Czakon JAGIELLONIAN UNIVERSITY

If coopetition is theoretically the best strategic option available then it is important to understand when are high-tech firms likely to adopt it. The purpose of our study is to

examine how endogenous and exogenous factors induce high-tech firms' managers to engage in competition.

Our results from a survey of 398 randomly selected Polish high-tech firms show that among exogenous factors three play a key role: customers' demands, technology development pace and technology life-cycle. Among the endogenous factors we found that: flexibility, ability to seize opportunities and market position encourage firms to compete to the largest extent. Finally, as we have run a correlation analysis, we revealed that exogenous and endogenous factors are closely, significantly and positively related. However, the associations of factors are not linear, contrary to prior literature claims.

959 UNFOLDING THE BLACK BOX OF COLLABORATIVE BUSINESS MODEL INNOVATION IN A PORT SYSTEM

Louise Kringelum AALBORG UNIVERSITY

This paper shows the ways in which the interplay of structures and social interaction between actors can affect collaborative business model innovation. This is explored by employing a critical realist perspective through an engaged scholarship approach in order to follow a real-time longitudinal case study of collaboration established between two organizations in a port system. In doing so, the social structures and mechanisms that can affect processes of collaborative business model innovation between organizations in a value network are analyzed in depth by exploring the structural preconditions of social structures and the agency of actor behavior in social interaction. This is summarized as a discussion of how the interplay between social structures and actor agency, create causal mechanisms that in turn affect the overall process as morphogenetic and morphostatic forces.

The case study covers two projects in which collaborative business model innovation as a property of the same inter-organizational entity did and did not occur. The analysis reveals several mechanisms that affect the unfolding of the process in the specific context of study. The research findings indicate a need for managers and researchers alike to consider the following structures and mechanisms when embarking on a process of creating and exploring collaborative business model innovation: the dimensions of business model innovation in terms of the degree of material and cognitive innovation; the institutional environment in which the collaboration is embedded and the roles assumed in the organizational field; the resource dependence between the collaborators *and* in the value network as a whole; and finally, the current and future necessary relational structure of the value network in terms of trust, coordination, and communication.

Corporate Misconduct (14:00 - 15:30) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Polina Baranova

Discussant(s): Jean Weidmann

Paper Presentations:

1774 ARE INTERNATIONALLY ACTIVE COMPANIES ENGAGING IN CSR TO DISGUISE CORRUPTION?

Christian Hauser UNIVERSITY OF APPLIED SCIENCES HTW CHUR
Stefan Schembera UNIVERSITY OF ZURICH

Recent organization and management literature started to address the relation between (1) organizing corporate social responsibility (CSR) and (2) fighting corruption. However, it appears surprising that these two phenomena have been long discussed in isolation considering that anti-corruption is typically regarded as a part of CSR; see, for example, global sustainability initiatives like the UN Global Compact. Firm size seems to importantly moderate this relationship. Previous CSR literature suggests that small and medium-sized enterprises (SMEs) have a CSR communication gap, whereas large firms have a CSR implementation gap. That means, the former implement rather than communicate CSR while the latter communicate rather than implement CSR. Corruption scholars challenge the assumption that SMEs are necessarily better anti-corruption implementers. We aim to help solve this puzzle by empirically investigating the relation between CSR and corruption at small and large firms. We build on a data set of 491 Swiss firms that operate internationally and have been surveyed through anonymous standardized telephone interviews. Our findings reveal the need to develop an integrative perspective on CSR, where it is no longer possible to disassociate distinct CSR issues from CSR as an overall umbrella concept for the social responsibility of corporations.

1421 APOLOGIZE OR DENY? HOW COMPANIES REGAIN STAKEHOLDER LEGITIMACY AFTER A CORPORATE MISCONDUCT

Marcus Conrad DEPARTMENT OF INTERNATIONAL MANAGEMENT,
FRIEDRICH-ALEXANDER UNIVERSITY OF ERLANGEN-NÜRNBERG,
NUREMBERG, GERMANY
Marc Oberhauser DEPARTMENT OF INTERNATIONAL MANAGEMENT,
FRIEDRICH-ALEXANDER UNIVERSITY OF ERLANGEN-NÜRNBERG,
NUREMBERG, GERMANY

Corporate misconducts (CM) are the ultimate test for the concept of corporate social responsibility (CSR), as stakeholders ask for explanations about what happened and why. When responding to their stakeholders after a CM, corporations have the choice between several response strategies varying in their degree of accepted responsibility. Based on Attribution Theory and the Situational Crisis Communication Theory, we analyzed stakeholders' reactions to these response strategies and revealed that the concept of CSR is not working in the case of a CM, as shareholders as well as customers react more positive to denial as a response strategy than to a response with a higher degree with accepted responsibility. This implicates that corporations taking responsibility for the CM are worse off in regards to share price and sales. These findings challenge the prevailing understanding of Attribution theory and CSR.

However, society as a third group of stakeholders reacts more positive to a response strategy with a high degree of accepted responsibility. This study takes a critical view on the concept of CSR and contributes to the current knowledge on corporate misconducts.

352 THE ECONOMIC CONSEQUENCES OF CRIMINAL FIRMS

Michele Fabrizi UNIVERSITY OF PADOVA
Antonio Parbonetti UNIVERSITY OF PADOVA
Patrizia Malaspina UNIVERSITY OF PADOVA

This paper investigates the economic consequences of firms connected to organized crime (*criminal firms*) and shows that when a criminal firm is eliminated from an industry, the performance of non-criminal competitors significantly increases. We also show that the positive effect on the performance of the non-criminal competitors includes improved efficiency reached after the elimination of the criminal competitor and reduced procurement costs. Finally, we document that financially constrained firms benefit the most from the elimination of the criminal competitors and that the presence of criminal firms reduces the level of investments of peers firms. Overall, we provide evidence that criminal firms play a crucial role in hampering competitors' performance and show that the economic costs imposed by organized crime are not exclusively linked to a deterioration of the institutional environment.

Cross-cultural Leadership (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.26 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Yumei Yang

Paper Presentations:

722 KNOWLEDGE ORIENTED LEADERSHIP AND EMPLOYEES' AMBIDEXTROUS BEHAVIOR IN A LARGE CHINESE MULTINATIONAL ENTERPRISE

Yumei Yang BOURNEMOUTH UNIVERSITY
Saqib Shamim UNIVERSITY OF KENT
Hao Zhang HAINAN NORMAL UNIVERSITY

Being able to exploit the existing resource and simultaneously explore opportunities outside of organizations is considered as a key to survival in the current competitive business environment, especially for many MNCs from emerging markets. Long sustainable development requires organizations to be ambidextrous, which means they should not just rely on the established strengths such as cheap labours and natural resources, but should actively exploring other opportunities outward. Drawing from the knowledge-based theory and context ambidexterity view, this study analyses the impact of knowledge oriented leadership and organizational defensive routines on employee via a mediator (i.e. knowledge management behaviour) in a large Chinese multinational company. With a sample of 286, the finding shows that knowledge

oriented leaders have direct influence on employee ambidexterity, also indirect influence on employee ambidexterity through the mediator. Surprisingly, organizational defensive routines are positively related to employee ambidexterity. This unexpected finding actually opens a novel perspective of understanding ambidexterity and organizational defensive routines in relation to Chinese culture and Chinese leadership styles through the lens of Confucian philosophy.

1935 SOCIO-CULTURAL LIMITS OF TRANSFORMATIONAL LEADERSHIP IN THE INDIAN CONTEXT

Divya Bhutiani THAPAR UNIVERSITY

Padmakumar Nair LM THAPAR SCHOOL OF MANAGEMENT

Pradeep Hota LM THAPAR SCHOOL OF MANAGEMENT

Even though transformational leadership has been studied extensively in the past three decades, not enough attention has been given to studying its effectiveness when practiced in regions where the socio-cultural context is distinctively different from the west. Despite the fact that most scholars and practitioners consider transformational leadership to be one of the most conducive among various leadership styles studied, the practise of transformational leadership becomes challenging without a good understanding of the limits posed by the socio-cultural context of the region where it is being practiced. Our research examines the influence of three important dimensions of the socio-cultural context such as trust-deficit cultural milieu, micro-collectivism, and need for excellence in the effectiveness of transformational leadership in India. In this paper, we argue that transformational leadership approach can be effectively used only if leaders are adept at overcoming challenges that are posed by the socio-cultural environment. This research will have theoretical contribute to the cross-cultural leadership research and have practical implications for both Indian managers who are trying to practice transformational leadership in India and the managers of multinational corporations which are operating in India or are planning to tap the advantages offered by the Indian market.

1991 LEADERSHIP METAPHORS AS EXPRESSIONS OF IMPLICIT LEADERSHIP THEORIES IN GERMANY AND THE CZECH REPUBLIC

Thierry Keuscher LEUPHANA UNIVERSITY OF LÜNEBURG

Zdenka Konecna BRNO UNIVERSITY OF TECHNOLOGY

Our paper investigates Leadership Metaphors in Germany and the Czech Republic as culturally endorsed verbal expressions of Implicit Leadership Theories (ILTs). We argue that, leadership metaphors carry implicit assumptions and suggestions about leadership and thus are expressions of ILTs. As a result, the use of specific leadership metaphors in the media reflects images of ILTs in a respective country. However, these images can also influence the utilization of leadership metaphors in the media them self. In our cross-cultural case study, we empirically investigate the use of leadership metaphors in different newspapers of both countries, since a deep understanding of the managerial leadership processes in Central and East European Countries (CEE) is still an underrepresented aspect of management and leadership research. Overall, we analysed 60 different newspaper articles in both countries and identified types of leadership metaphors that we did not find in other typology so far.

We finally conclude our results with respect to ILTs, make suggestions for the further development of consisting leadership metaphor typologies and discuss directions for further research.

Culture and Climate II (14:00 - 15:30) - ISCTE - Ala Autonomia/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Sabrina Schell

Paper Presentations:

282 HOLACRACY AS A SOLUTION FOR THE VUCA WORLD? LEARNINGS FROM A RADICALLY SELF-ORGANIZED ORGANIZATION SYSTEM.

Sabrina Schell UNIVERSITY OF BERNE

Nicole Bischof UNIVERSITY OF APPLIED SCIENCES ST. GALLEN

Changes in societies and economies require evolutionary and agile organizations. We explore the organizational system of Holacracy, which promises to fulfill the needs of evolutionary and self-organized organizations, with a multiple case study design. Within five Swiss case studies, 43 interviews and supplementary data from eight enterprises, we analyze how Holacracy functions as a system. This study offers first empirical insights of holocratic organizations and show opportunities and challenges (on individual, team and organization level) during the transformation process into a holocratic organization. Additionally this study figures out, how individuals build their new identity in this form of organization. We develop an overarching model and discuss the theoretical contributions to the field of research.

1106 THE CONTRIBUTION OF EDGAR SCHEIN TO THE RESEARCH AGENDA IN ORGANIZATIONAL CULTURE

Bernardo Paraiso de Campos Serra IAG PUC-RIO

Nairana Radtke Caneppele Bussler UNIVERSIDADE NOVE DE JULHO - UNINOVE

Luiz Guerrazzi UNIVERSIDADE NOVE DE JULHO

Patricia Amélia Tomei IAG PUC-RIO

Jose Storopoli UNIVERSIDADE NOVE DE JULHO - UNINOVE

The importance of cultural approach in organizational studies is reflected in the growth of literature on the subject since the 1970s. Edgar Schein has stood out in the last three decades as one of the most prestigious and recognized researchers in organizational culture. In this article, we analyze his contributions to organizational culture research in this period. The study was conducted through the complementary views of a factor analysis and network analysis. We use bibliometric analysis, specifically the bibliographic coupling, with data collected in the Journal of Citation Reports from the Web of Science database between 1984 and 2016. A network was generated from the matching frequency matrix of the sample articles by the Ucinet software. Four main factors were extracted: (1) management, measurement and

impact of organizational culture; (2) conceptual and dimensional evolution of organizational culture; (3) role of founder and family business; (4) subcultures and organizational culture. Finally, this study highlights the fundamental contribution of Schein's work to the transversality and interdisciplinarity of organizational culture research evidencing its relations with: national culture, corporate identity, strategic and people management, alignment of values and behaviors, knowledge and learning management.

**1884 PROFESSIONAL CULTURES IN SOCIAL AND HEALTH CARE
INTEGRATION: A THEORETICAL FRAMEWORK FOR SUPPORTING
INTER-PROFESSIONAL COLLABORATION**

Roberto Lusardi UNIVERSITÀ DEGLI STUDI DI BERGAMO
Stefano Tomelleri UNIVERSITÀ DEGLI STUDI DI BERGAMO
Stefano Cirella UNIVERSITY OF ESSEX

How do professional cultures affect health and social care integration? Following an organisational culture perspective, this paper focuses on the role of professional cultures proposing a theoretical taxonomy of professional cultures involved in health and social care. Professional culture is a fundamental component of every working practice as it directly (even if often unconsciously) influences how the tasks are performed and the interactions with other groups. In this context, the term 'culture' concerns the actual, shared perception that individuals and groups have of their own functions within an organization and how they should carry out their own tasks, in relation to other people's actions. In the specific case of health and social care integration, our framework suggests three main professional cultures: medical, social and administrative. Therefore, this theoretical paper explores the characteristics of each professional culture, proposing a taxonomy based on five properties (target, duration, relationship with colleagues, relationship with users, types of knowledge) and analysing how they facilitate the development of inter-professional collaborative environments.

Cycles and adaptation (14:00 - 15:30) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Peter FUZES

Discussant(s): Richard Brown

Paper Presentations:

**1229 STRATEGIC REORIENTATION IN TIMES OF ECONOMIC CRISIS:
OPERATIONALIZING AMBIDEXTERITY IN DUAL-USE TECHNOLOGY
ORGANIZATIONS**

Mario Mendoza UNIVERSITE PARIS 1 SORBONNE-PANTHEON
Stephane Lhuillery NEOMA BUSINESS SCHOOL

The concept of ambidexterity and the mechanics of how explorative and exploitative activities are accomplished in dual-use technology organizations are studied in this paper. Ambidexterity has been addressed by numerous studies and in multiple contexts. There is, however; limited research on ambidexterity in dual-use technology organizations. This research studies the ambidextrous activities executed by dual-use organizations (Trimble, Raytheon, Texas Instruments and Rockwell Collins) under the economic crisis following the end of the cold war era.

Because of uncertainties triggered by an economic crisis; firms develop strategic reorientation plans where numerous ambidextrous activities are executed. We uncovered acquisitions and divestitures of business units as the most frequently executed ambidextrous activities based on the organization's strategic outcome. Some organizations rely mostly on exploration or exploitation alone, while others choose balanced approaches to ambidextrous activities; however, the execution of equal amounts of ambidextrous activities may not be feasible for defense and dual-use organizations.

1608 TOP MANAGERS' ENTREPRENEURIAL ORIENTATION AND INNOVATION AMBIDEXTERITY: TESTING THE MEDIATION EFFECT OF INTERNAL AND EXTERNAL LEARNING

Ana García Granero UNIVERSITY OF VALENCIA
Jose Luis Ferreras-Méndez UNIVERSITY OF VALENCIA
ANABEL Fernández-Mesa UNIVERSITY OF VALENCIA
Joaquín Alegre UNIVERSITY OF VALENCIA

Ambidexterity, pursuing both exploration and exploitation, has been framed as a challenge. Especially for SMEs, ambidexterity is not easy to accomplish considering the resource constraints these firms face. Even if complicated, ambidexterity is crucial in allowing firms to achieve high performance. So far, entrepreneurial orientation (EO) research has been disconnected from ambidexterity, and we claim this is surprising taking into account that EO might help firms become ambidextrous. Moreover, we discuss how the benefits of EO can only be realized through the existence of external and internal learning processes within firms. To test this model we collect data within important Spanish SMEs operating in four manufacturing industries: biotechnology, ceramic tiles, toy and footwear. Results confirm the association between EO and ambidexterity, and indicates the tendency towards a non lineal relationship. Moreover, our findings also show that both types of learning, external and internal, mediate the relationship between EO and ambidexterity. Implications for ambidexterity and innovation research are discussed.

801 INDUSTRY CYCLES VS. ATTENTION CYCLES: THE EFFECTS OF SHIFTING PUBLIC ATTENTION

Aleksios Gotsopoulos SKK GSB

In the majority of industries, organizational density has been found to follow a common pattern: A slow start is followed by a rapid ascend to a peak, which then gives its place to an often equally abrupt, precipitous decline. Analyzing this dominant pattern, existing literature across disciplines has focused predominantly on

economic explanations: abnormal economic returns attract entrepreneurs and increase entry until a new industry's carrying capacity is saturated. Subsequently, intensifying competition leads to concentration, exit, and lower levels of density. Nevertheless, similar patterns can be created by socially driven dynamics of diffusion and abandonment of new organizational models, having little to do with the availability of economic resources. Using data on Greek stock brokerage firms, I explore alternative, economic and social, explanations. As my results suggest, social dynamics such as fads can be more important than the availability of economic resources in driving entrepreneurial action. Bringing such dynamics into the analysis of industry life cycles and entrepreneurship can thus contribute significantly to a richer and more nuanced understanding of industry evolution.

Diversity Management (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Memoona Tariq

Paper Presentations:

**477 A STAKEHOLDER APPROACH TO DIVERSITY MANAGEMENT.
STAKEHOLDER ANALYSIS IN POLISH ORGANISATIONS.**

Jolanta Maj OPOLE UNIVERSITY OF TECHNOLOGY

Sabina Kubiciel-Lodzińska OPOLE UNIVERSITY OF TECHNOLOGY

Piotr Bębenek OPOLE UNIVERSITY OF TECHNOLOGY

The stakeholder approach is one of the main concepts in management science and practice. However, as previous research shows, only individual Polish organisations conduct stakeholder mapping. Furthermore, in general only individual organisations conduct stakeholder analysis in regards to diversity management. Therefore, it has been decided to determine the possible reasons for not identifying and mapping stakeholders for the diversity management strategy. For this purpose, 30 telephone in depth interviews were conducted. The organisations for the sample were chosen purposefully. The interviews were transcribed and analysed using the MAXQDA software. Most interviewed organisation declared that they do not map stakeholders for diversity management. They stated that they do not see the necessity of such an action. Organisations declaring stakeholder mapping focused mostly on determining diversity dimensions of special interest to the organisation. Although stating that they map stakeholders, the Respondents did not indicate any methodology used for this process. The fact that organisations do not map their diversity management's stakeholders shows little understanding of diversity management itself but also benefits of mapping stakeholder of such a process or presumably also of stakeholder analysis in general. The originality of this paper stem from the fact that there is almost no research on stakeholder mapping in regards to diversity management and thus an empirical and theoretical gap exists.

FRENCH CSR PARADOXES IN HRM PRACTICES: THE CASE OF DIVERSITY MANAGEMENT

Emine Ametshaeva LEMNA RESEARCH LABORATORY, UNIVERSITY OF NANTES, FRANCE

Diversity management in the French context has become less an option but above all a mandatory condition for a company seeking to gain legitimacy in the eyes of the respective actors. Yet, despite the popularization of the concept of Corporate Social Responsibility (CSR), French companies systematically fail to assume their role of a good “corporate citizen”. This research paper seeks to explain some reasons of this phenomenon. More precisely, its purpose is to illustrate how the multiplication and superposition of antagonistic responsibilities under the CSR paradigm create paradoxical conditions for diversity management in French companies, and how the latter strive to resolve them. To this end, two research questions were formulated as follows:

RQ1: “What are the paradoxes that characterize diversity management in France?”

RQ2: “How do companies manage these paradoxical situations in diversity policy?”

In an attempt to answer these questions, both a theoretical and an empirical analyses were conducted. First, a deep documentary review was implemented to study the legal standards governing diversity promotion in the workplace, as well as to analyse the anti-discrimination legislation as its historical basis. Then, a series of semi-structured interviews was conducted. The idea behind was to get the perception of the studied problem from two distinct perspectives: on the one hand, external actors, namely professionals of consulting and recruitment firms, and on the other, internal actors, that is, HR managers within companies.

This investigation revealed that in France, diversity management is distinguished by the attempt to associate mutually excluding practices in an integrated corpus of responsible commitment. Being unable to encompass the full range of prescribed duties, companies have to make choices and trade-offs among imposed contradictions. As a consequence, this gives the impression of selective practices in diversity management policy. The paradox perspective and the rejection of the conventional idea of employer’s intentional discrimination constitute the novelty of this study. It enables to understand that CSR may also be at the origin of somewhat irresponsible actions due to the overlapping of antagonistic obligations.

SUPPORTING A DIVERSE STUDENT BODY: AN EMPIRICAL STUDY OF ACADEMIC AND DEMOGRAPHIC VARIABLES AS PREDICTORS OF SUCCESS IN A GLOBAL IMBA AND IEMBA PROGRAM

Kimberly Reeve THE KING'S COLLEGE
Dami Kabiawu THE KING'S COLLEGE

Stephanie Naudin ISM
Alison Knight ISM

As business continues to globalize, diversity in the workplace becomes even more important. Because an MBA is often used as a criterion to set candidates apart for leadership roles, a low number of women and people of color in MBA programs directly impacts their representation in leadership. The following research is a case study of a global business school based in Europe to determine if different types of students, including women and those from non-western countries, are persisting in graduate business education and graduating with IMBA and IEMBA degrees at the same rate as male students from Europe and North America. The research is informed by and extends person-environment (PE) theory, which has been used primarily to assess “fit” of individuals in careers but is increasingly applied to students’ “fit” with academic programs. Overall, the research revealed that there is no statistically significant difference between the graduation rates of male or female students but that students from Africa, Asia, the Middle East, and South America were less likely to complete their degrees than students from Europe and North America. Furthermore, students at or below the median degree completion age were more likely to complete the degree than those who were older. Students with a higher GPA were also slightly more likely to complete than those with lower GPAs. Because student success and failure can be affected by many factors, including the internal diversity of the faculty, staff, and board, the findings underscore the importance of completing additional quantitative research by broadening the base of students and schools studied as well as completing qualitative research such as interviewing students about their experience and challenges.

Effects of Governance Practices: A Focus on Ownership and Pay (14:00 - 15:30) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Angelo Solarino

Paper Presentations:

438 IS SAY ON PAY WORKING? EVIDENCE FROM THE UK
Abdullah Iqbal KENT BUSINESS SCHOOL, UNIVERSITY OF KENT
Radha Shiwakoti BRUNEL UNIVERSITY
Robin Jarvis BRUNEL UNIVERSITY

Directors’ remuneration has remained a hotly debated issue and many countries have enacted rules and regulations to address the concerns on directors’ remuneration. This paper examines the effectiveness of one of the important regulations, which is the binding “say on pay (SOP)” which became effective in 2013 in the UK. We examined SOP around this binding vote regime from 2009 to 2017 and found that overall shareholders’ dissent on directors’ remuneration is relatively low in the UK. This

study shows that the directors of the firms with high dissent votes responded to the shareholders dissent by changing the remuneration practices in the years following the SOP vote. We also found that pay-performance sensitivity increased since the introduction of binding SOP vote. Overall, the first binding SOP vote has appeared successful in achieving the intended objective of ‘linking the pay and performance’ for most of the FTSE 350 firms.

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OWNERSHIP COMMITMENT AND WORK-LIFE BALANCE

Steen Thomsen CENTER FOR CORPORATE GOVERNANCE COPENHAGEN BUSINESS SCHOOL

Christa Børsting COPENHAGEN BUSINESS SCHOOL

Thomas Poulsen COPENHAGEN BUSINESS SCHOOL

We theorize that long-term owners are more likely to make long-term investments in human resources such as work-life balance. We find empirical support for this hypothesis in a study of Danish Foundation-owned firms, which have uniquely long term time horizons. While previous research has found a positive link between foundation ownership and human capital, we rely on an unexpected policy change to identify causality. We study the drastic extension of voluntary parental leave in Denmark in 2002 and examine its long-term consequences using a difference-in-differences approach. As expected, we find evidence that foundation ownership leads to longer parental leave. Moreover, a follow-up cohort study shows that subsequent retention rates and wage growth are higher in foundation-owned firms, indicating that parental leave improves human resource building.

823

INSTITUTIONAL INVESTOR INFLUENCE ON EXECUTIVE-TO-WORKER PAY DISPERSION AFTER THE FINANCIAL CRISIS: A REPLICATION AND EXTENSION OF CONNELLY, HAYNES, TIHANYI, GAMACHE, AND DEVERS

Shili Chen UNIVERSITY OF GRONINGEN

Reginald Hooghiemstra UNIVERSITY OF GRONINGEN

Niels Hermes UNIVERSITY OF GRONINGEN

In this study, we revisit the influence of institutional investors on executive-to-worker pay dispersion by replicating and extending Connelly, Haynes, Tihanyi, Gamache, and Devers (2016). Using a sample of S&P 1500 firms in the period of 1996-2006, the original study reports that transient institutional investors positively affect executive-to-worker pay dispersion, while dedicated institutional investors negatively affect executive-to-worker pay dispersion. Our replication considers whether these relationships remain consistent over time and whether quasi-indexers, which make up the largest group of institutional investors yet are ignored by the original study, play a role in shaping executive-to-worker pay dispersion. Whereas we are able to reproduce Connelly et al.’s (2016) findings for the period they focus on, our results show that the impact of transient institutional investors on executive-to-worker pay dispersion turns negative during 2007-2017. We also find that quasi-indexers function as a key force in reducing executive-to-worker pay dispersion during 2007-2017, though their impact is insignificant before this period. Our findings highlight the importance of temporal context as a boundary condition in understanding institutional investor

influence over executive-to-worker pay dispersion. Moreover, we demonstrate that quasi-indexers' influence over corporate governance outcomes should not be overlooked.

Emotions in Strategic Decision-Making (14:00 - 15:30) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

Track: ST13_02 - Behavioral Strategy

Chair(s): Philip Meissner

Paper Presentations:

1480 HOW EMOTIONS RELATE TO ORGANIZATIONAL CHANGE AND ORGANIZATIONAL ROUTINES: A SYTEMATIC REVIEW OF THE LITERATURE

Patrick Reinmoeller CRANFIELD UNIVERSITY
Sandra Krisberga CRANFIELD UNIVERSITY

Failures of notable organizations that recognized challenges but not managed to change in time have become known, yet how this insufficient change could be explained has not. The purpose of this systematic literature review is to understand what is known on how emotions, routines and organisational change explain why change occurs insufficiently. Although, knowledge about how emotions influence behaviour and social processes and how routines shape the way organisations adapt to changing environments is valuable, what we know remains highly fragmented. The findings of this systematic review show that not much research has been conducted on how emotions relate to organisational processes and routines. We document the state of the art and develop a process view of how organisations can manage individuals' emotions and emotional expression and we explain how insufficient change results.

1720 STRESSED OR HAPPY / ENERGIZED CEO'S? A MODEL FOR IMPROVING UNDERSTANDING OF CEOS' MOODS TO PERFORM

CAROLINE RUILLER UNIVERSITY OF RENNES 1
Gulliver LUX UNIVERSITY OF RENNES 1
Frédérique Chédotel UNIVERSITÉ OF ANGERS
Emmanuelle Fromont UNIVERSITY OF RENNES 1

Whereas CEOs are considered to be simultaneously the most stressful and the happiest of professions, what management science research knows about the nature of the feelings they experiment is inconsistent. Through the lens of the CEOs moods' concept - affective states of low and persistent intensity – we propose and we operationalize an integrative and a multi-dimensional conceptualization of CEOs moods. Based on a qualitative (20 interviews of CEOs) and a quantitative (N= 338) empirical study, our results can be classified in two parts. First, we test four dimensions of the CEOs moods we already conceptualized (Authors, 2018). We thus developed a measurement scale based on diverse affective traits (actived / unactived ;

positive / negative). Secondly, we bring to light the importance of an integrative conceptualization of CEO's moods coupled with a global approach of moods' management. In particular, the quantitative results reveal that high negative states such as stress have a high level, but relatively enduring, without making the CEOs' moods vary. Conversely, some other states (activated / positive, unactivated / positive) make the CEO's moods vary, which leads to several propositions to regulate CEO's mood. Thus, the qualitative results refine the quantitative data with two key results: (1) the emotional labor and the emotional dissonance between the affective traits the CEOs feel and the one they express toward their team and (2), the mixed solutions the CEOs use to regulate their antagonist affects to ensure the stability of their daily moods.

1952 GERMANS REACT TO FRAMES WHILE CHINESE ARE AFFECTED BY EMOTIONS – BUT WHY?

Torsten Wulf UNIVERSITY OF MARBURG

Franziska Neumann PHILIPPS UNIVERSITY MARBURG

Research has highlighted the importance of strategic issue interpretation for organizations. However, few studies have examined the drivers of emotional and cultural differences in this context and those which have analyzed the impact of culture and emotions have delivered inconclusive results. Building on cross-cultural and psychological research, we use the values-based approach and the emotion's influence on cognition argumentation for analyzing the interplay between cultural variance, emotions and issue framing on strategic issue interpretation. We argue that cultural differences are originated in different values and norms and that this cultural variance moderates the relationship between emotions and strategic issue interpretation. Additionally, this impact depends on the framing of the strategic issue as threat or opportunity. We use a vignette-based decision experiment involving 217 Germans and 211 Chinese executives for showing that cultural and emotional differences occur if an issue is presented in a threat or opportunity frame and consequently affect strategic issue interpretation.

ERC Grants (14:00 - 15:30) - ISCTE - Building II/ Auditório B2.04 ([Top](#))

Ethics and Values I (14:00 - 15:30) - ISCTE - Ala Autonomas/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Ilias Kapoutsis

Discussant(s): Yezhuang Tian

Paper Presentations:

4 PERSONAL VALUES, PERCEPTIONS OF ORGANIZATIONAL POLITICS AND THEIR IMPLICATIONS FOR JOB-RELATED OUTCOMES

Alexander Zibenberg TEL HAI GOLLEGE

Numerous studies have demonstrated the negative implications of organizational politics on a large variety of work-related outcomes, such as high absenteeism and reduced job performance. Therefore, predicting organizational politics is important for improving organizations' performance and employees' well-being. In this study, I focus on the relationships between individuals' personal values and their perceptions of organizational politics, as well as the moderating effects of employees' attitudes toward politics.

I tested the research model among 621 Israeli employees, including 527 employees from two higher education institutions and 94 employees of a local government authority. The hypotheses were tested with structural equations modeling (SEM). The findings support the hypothesized effects of personal values on perceptions of organizational politics. Hypotheses concerning the relationships between Self enhancement and Self-transcendence values and perceived organizational politics were supported. The moderation effect was obtained only for the one dimension of organizational politics, highlighting the importance of differentiating among the different aspects of organizational politics perceptions. An interactionist approach suggests that for those who resist politics, the existence of organizational politics will be connected to a stronger dislike of the organization.

The study highlights the unique role of each aspect of the three-dimensional conceptualization of perceptions of politics: 'Issues related to Promotions', 'Suppression of Self-expression' and 'Use of Coalitions'.

1755 THE CORRUPTION AND CONSTRUCTION OF CONSCIENCE

Clark Warner TOULOUSE SCHOOL OF MANAGEMENT

Repeated bad behavior over the course of many years within the same organizations raises the question of whether unethical behavior can be internalized and automated via organizational incentives to behave unethically. Theories behind ethical decision making and intuitive cooperation suggest that social contexts may lead to the development of ethical or unethical intuition that guides future behavior. Using two experiments, this study examined if intuition could be constructed through a repeated set of business decision simulations. Different groups repeated the simulations with some conditioned with an incentive to decide either unethically or ethically and others provided a reward regardless of the decision they made and hence unconditioned. Results showed that conditioned subjects were significantly more likely to reject a contrary incentive in a subsequent simulation when compared to an unconditioned group provided the same subsequent incentive. This was true even when the subsequent incentive was for ethical behavior. The effect intensified when the subjects were encouraged to make these subsequent decisions intuitively vs deliberately. The results have significant implications for corporate and university

business ethics training and open new questions regarding how intuition can be socialized by organizational environments.

Ethics in context (14:00 - 15:30) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Yusuf Sidani

Discussant(s): Edoardo Mollona

Paper Presentations:

663 THE ORDINARY ETHICS OF CLINICAL TRIALS
Anna Gosovic COPENHAGEN BUSINESS SCHOOL

The purpose of this paper is to explore the moral philosophical underpinnings of pharmaceutical research and how clinical trial professionals exercise ethical judgments and define the right course of action. Within business ethics research, ethical decision-making is often understood as a category of actions distinct and different from social life in general. This paper intends to challenge this understanding by demonstrating that the ethical is an inherent part of everyday action.

Based on an extended ethnographic fieldwork within a pharmaceutical company and drawing on the theoretical concepts of ethical affordances and ordinary ethics, this paper argues that clinical trial professionals and the legislation surrounding their work are guided by a utilitarian logic and that ethical judgments are made at the intersection of several competing elements, including time, resources, future earnings and patient safety.

Besides questioning widespread notions of the ethical as a particular category of action, this paper further contributes with an ethnographic perspective on a corner of business ethics research that is dominated by quantitative studies.

842 REVISITING THE ISLAMIC WORK ETHIC
Yusuf Sidani AMERICAN UNIVERSITY OF BEIRUT

This paper aims at reviewing the IWE construct advancing the discussion by noting some conceptual and methodological issues that were not raised in earlier reviews and investigations. We assess this construct, its development and use, and offers a critique with some suggestions for future research. We note some pertinent issues that need to be addressed otherwise, it is argued, confusion about the IWE concept will eventually emerge. The paper briefly introduces the PWE concept before linking it to the IWE. Later, conceptual and methodological issues are raised and discussed. Finally a perspective about the prospect for the IWE construct is suggested for future researchers.

1247 ETHICS IN CORPORATE POLITICAL ACTION: CAN LOBBYING BE JUST?

Edoardo Mollona UNIVERSITY OF BOLOGNA

Guglielmo Faldetta KORE UNIVERSITY OF ENNA

The activity of lobbying policy makers, which is the attempt to influence the course of a political decision, is increasing. In United States, between 2009 and 2012, the average expenses for lobbying is around three billions of dollars. This level of expenses remained stable in 2017.

The idea that companies, as private citizens, may influence the political process is a tenet in the political philosophy labelled pluralism. According to this perspective, the competition among different interest groups forces brings about three advantages. First, competition stimulates the bargaining among the many different private interests thereby leading a political system towards a beneficial equilibrium compromise. Second, the possibility to join groups of interests would favour the socialization among citizens that would learn how to interact within interests groups with different groups' members. Finally, pluralism would endow citizens with the freedom to aggregate bottom-up, independently of the state.

However, lobbying activity is extremely expensive and the problem that this paper takes issue with the potential injustice of political systems in which the possibility to voice specific interests depends on financial resources available. Indeed, what empirical analysis suggests is that the interests of private companies, alone or grouped into associations, are more strongly represented than other interests such those of NGOs and unions.

Ethical analysis of corporate conduct has become more popular in recent years, but such ethical analysis is largely absent from corporate political action theorizing. What we suggest is that an interest for ethical analysis is indeed growing. However, previous studies mainly address the general issue of corporate political action and, in particular, the spending in financing politics.

This study specifically aims at contributing to the analysis of the ethics of lobbying activities; in particular, we propose to use justice as a criterion to ethically assessing lobbying activities. In order to reach this aim, we will provide some definitions of lobbying activity, with particular reference to the European and the USA contexts. Then we will introduce the problem of the legitimacy of lobbying activities, particularly in relation to the opportunities that stakeholders have to influence political processes. Moreover, we will analyze different notions of justice, in order to build a conceptual framework to be used in ethically assessing lobbying activities. Finally, we will present four case studies of lobbying to be analyzed through the framework previously developed.

Track: ST07_01 - Expatriate Management

Chair(s): Margaret Shaffer

Paper Presentations:

1277 AN ANALYSIS OF EXPATRIATE ADJUSTMENT BY AGE

Odette Christie OEC2 SOLUTIONS

Sue Conger UNIVERSITY OF DALLAS

The study explores ways the age groups of expatriates experience life in their new contexts – work, home, and society, and the perceived influence of individual level work and non-work factors on expatriate cross-cultural adjustment and job performance. The findings of this study should alter the way we research expatriates to attend to time of life, experience of other cultures, including their family situation and their adjustment not just to work but to their overall work situation and all of the cultures with which they interact. In addition, the outcomes encourage multinational companies to improve their selections for and support of expatriates.

1308 DECISION-MAKING IN EXPATRIATE ADJUSTMENT: ETHICS AND LIMINALITY

S. Kubra Canhilal ICN BUSINESS SCHOOL

Nuno Guimarães-Costa ICN BUSINESS SCHOOL

This paper examines the concept of expatriation through the lens of liminality by focusing on the decision-making processes western expatriates undergo during their international assignments in a host country, arguing that when the expatriates are found in transition between two contrasting ethical frameworks, a liminal perspective can be used to analyse their adjustment efforts. This perspective highlights expatriates' capacity to search for solutions outside the normal boundaries of social obligations and the normal time frame conceded to other players. The different outcomes of adjustment are discussed by taking individual, organization, and general-related variables into consideration. At the individual level, we suggested that while following an EDM process has no short-term effect on adjustment effectiveness, in the longer-term effectiveness is improved by means of learning and experimenting capabilities of expatriates. For organizational level variables, we argue that organizations play an important role in the quality of decision-making processes. Last but not least, at the general level, we corroborate the idea that non-work factors, such as different national cultures, are likely to increase the challenges faced by managers

2021 THE ROLES OF EMOTIONAL AND CULTURAL INTELLIGENCE IN CROSS-CULTURAL ADJUSTMENT: A STUDY OF JAPANESE EXPATRIATES IN MALAYSIA

JESSICA AROKIASAMY MEIJI UNIVERSITY

Soyeon Kim SHUJITSU UNIVERSITY

As globalization expands opportunities for foreign investments, the role of expatriates becomes important for business success in host countries. The cross-cultural

adjustment (CCA) of expatriates is considered as significant to determine their work outcomes. The study thus, investigated the issue among Japanese expatriates in Malaysia. The research was aimed specifically at unraveling the influence of emotional intelligence on CCA and clarifying the moderating effect of cultural intelligence on the relationship between the emotional intelligence and cross-cultural adjustment. A survey was administered to 107 Japanese expatriates sent from Japanese headquarters to work for the subsidiaries in Malaysia. The findings showed that emotional intelligence positively influences the sub-dimensions of CCA, namely, CCA–general, CCA–social, and CCA–work. Notably, cultural intelligence facilitates the effects of emotional intelligence on CCA–social. The findings advanced the present expatriates studies by delving into the CCA issue with the two culturally distinctive countries, Japan and Malaysia which were rarely studied. The study further expand our understanding on the cultural adaptation of expatriates by clarifying the synergistic effect of cultural intelligence and emotional intelligence on CCA. The findings provide Japanese MNCs valuable directions and strategic ideas in the various domain of expatriate management, which contributes to business success in host countries.

20 CONCEPTUALISING REPATRIATION ADJUSTMENT: AN EVALUATION OF EXPECTATIONS AND EXPERIENCES OF SELF-INITIATING REPATRIATES

David Ellis MASSEY UNIVERSITY

Kaye Thorn MASSEY UNIVERSITY

Christian Yao VICTORIA UNIVERSITY OF WELLINGTON

Self-initiated repatriates (SIRs) are self-initiated expatriates (SIEs) who return home of their own volition from a host country. Compared to other globally mobile populations such as assigned expatriates or migrants, there is a limited empirical understanding of their re-entry experiences. This exploratory longitudinal study, based on interview data collected prior to (n=32), and after (n=27) repatriation, compared expectations and experiences of SIR New Zealanders. Findings show that there is a strong level of congruence between SIRs' expectations of the return and their experience of repatriation. This congruence eases the transition and mitigates the impact of reverse culture shock. The study further suggests that information technology enables a constant connection with the home country, positively impacting on adjustment processes and outcomes. We propose a revised conceptualisation of Black et al.'s repatriation adjustment that more accurately reflects the expectations and experiences of self-initiated repatriates, recognising the importance of individual agency and the impact of today's technological advances on repatriation. We also highlight the holistic nature of self-initiated expatriation and repatriation, viewing the events not as discrete, but as a continuum of time. We discuss the contributions our conceptualisation makes and suggest future research including additional longitudinal studies to capture further data into the post-repatriation phase.

GENDER DIVERSITY AND BOARD PROCESSES (14:00 - 15:30) - ISCTE - Building I/Room 1E02 ([Top](#))

Paper Presentations:

- 994** **DOES BOARD DIVERSITY CONTRIBUTE TO BOARD EFFECTIVENESS: INVESTIGATING THE MEDIATING EFFECTS OF BOARD PROCESSES**
Sabina Tasheva UNIVERSITY OF SYDNEY
Alessandro Minichilli BOCCONI UNIVERSITY
Allesandro Zattoni LUISS UNIVERSITY AND BUSINESS SCHOOL

This article builds upon team effectiveness and information processing theories to explore the mediating role of board processes in the relationship between board job-related diversity and board effectiveness. Empirical tests are based on primary survey data from the largest Italian firms using structural equation modeling. While the team effectiveness literature traditionally asserts that team diversity is a “double-edged sword”, bringing both costs and benefits, our findings reveal that board diversity is a valuable resource in enhancing board effectiveness. Our results illustrate that, diversity in board members’ functional, educational and industry backgrounds can contribute to board task performance by increasing information processing in the boardroom, while we find no association between diversity and cognitive conflict. We discuss the implications of our findings for theory and future research.

- 1759** **EFFECTIVENESS OF INTERNAL CONTROL AND CORPORATE SOCIAL RESPONSIBILITY: TAKING GENDER DIVERSITY INTO CONSIDERATION**
Heng-Yu Chang SCHOOL OF BUSINESS, CHANG GUNG UNIVERSITY
Amber Yun-Ping Lee DEPT. OF PUBLIC ADMINISTRATION AND
MANAGEMENT, NATIONAL UNIVERSITY OF TAINAN
Shu-Yuan Chen DEPT. OF BUSINESS MANAGEMENT NATIONAL UNITED
UNIVERSITY

This study examines the relationship between internal control effectiveness and corporate social responsibility (CSR). Financial scandals have led to several companies’ bankruptcy and investor losses. Society’s attention is subsequently drawn to internal control effectiveness, evoking the principles of CSR. The implementation of new corporate governance legislation such as the Sarbanes–Oxley Act has generated interest in the effects of gender diversity. The aim of this study is to ascertain the correlation between internal control effectiveness and CSR to strengthen the internal control system and reduce fraud. In addition, we investigate the moderating role of gender diversity. We test the hypothesis that corporations with higher CSR ratings are more likely to have more effective internal control by using a logistic regression method based on samples consisting of 16,365 firm-year observations from the Audit Analytics database and the Kinder, Lydenberg, and Domini database for the period 2004–2013. We also suppose that the moderating role of gender diversity positively moderates the effect of CSR on internal control effectiveness. We observe that CSR coefficients are positive and significant for the regression of effective internal control, meaning that CSR is positively associated

with effective internal control. Moreover, we observe that gender diversity has a significantly positive *moderating effect* on the relationship between CSR and internal control effectiveness; this effect has never been investigated in research. In conclusion, our results suggest that CSR is positively correlated with effective internal control and that gender diversity positively moderates the relationship between CSR and internal control effectiveness.

321 NOT JUST A WOMAN OR A MAN: THE INFLUENCE OF ALIGNMENT OF ATTRIBUTES ON BOARD GENDER DIVERSITY- FIRM PERFORMANCE RELATIONSHIP

Esha Mendiratta UNIVERSITY OF GRONINGEN

Evidence on whether increasing female representation on boards improves firm performance is equivocal. To reconcile these disparate findings, I explore the role of team level contextual conditions in shaping board gender diversity--firm performance relationship. Specifically, relying on the concept of team level faultlines, I argue that strength of alignment of gender with bio-demographic and task-related characteristics is likely to moderate board gender diversity-firm performance relationship. I test my theoretical model using 17 years of unbalanced panel data on boards of S&P 500 firms. I find that board gender diversity influences firm performance positively. I also find that faultline strength based on gender and age negatively moderates this main effect relationship. Implications for theory and practice are discussed.

Governance and innovation (14:00 - 15:30) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Shankar Sankaran

Discussant(s): Lauri Vuorinen

Paper Presentations:

967 FAIR PROJECT GOVERNANCE: WHAT DOES IT ENTAIL?

Christine Unterhitzenberger LANCASTER UNIVERSITY MANAGEMENT SCHOOL

Dietmar Moeller MERCK KGAA

In order to move away from an adversarial and fragmented project environment based on contractual arrangements, we propose to utilise project governance. We view project governance through the theoretical lens of organisational justice – which is concerned with the perception of fairness in the working environment – and introduce the term fair project governance. Through a holistic single case study we investigate the characteristics and impact of fair project governance. Based on initial findings we develop six propositions on what fair project governance entails.

- 1287 GOVERNANCE OF INNOVATION THROUGH PROJECTS:
AMBIDEXTERITY AND INTEGRATION MECHANISMS**
Catherine Killen UNIVERSITY OF TECHNOLOGY SYDNEY
Shankar Sankaran UNIVERSITY OF TECHNOLOGY SYDNEY, AUSTRALIA
Michael Knapp UNIVERSITY OF TECHNOLOGY SYDNEY
Chris Stevens UNIVERSITY OF TECHNOLOGY SYDNEY

Organisations must innovate to succeed in today's rapidly changing competitive environment. A multiple-case study of six large organisations reveals how adjustments to project and portfolio governance structures aim to boost explorative innovation and provide integration between exploration and exploitation to deal with the paradoxical demands of innovation.

We draw upon concepts of paradox, contingency and ambidexterity to examine the tension between formality and flexibility and the dual-mode of governance discovered at each of the case organisations. Tensions between formality and flexibility in governance aligned with the need to maintain effective exploitative innovation while improving explorative innovation capabilities. Ambidexterity was enhanced through a dual-mode of governance at each case organisation along with mechanisms for integration between the modes.

Our findings demonstrate how both paradox and contingency perspectives work together to explore the governance of innovation through projects. We identified four integration mechanisms that improve organisational ambidexterity by embedding processes for transition from exploration to exploitation, and cross-fertilising knowledge to build innovation capability across both exploration and exploitation.

- 1327 PROCUREMENT STRATEGIES FOR PROJECT INNOVATION AND
EFFICIENCY IN CONSTRUCTION**
Leentje Volker UNIVERSITY OF TWENTE
Anna Kadefors KTH STOCKHOLM
Per-Erik Eriksson LULEÅ UNIVERSITY OF TECHNOLOGY

The purpose of this paper is to investigate and compare how different types of integrative and collaborative procurement strategies may enhance the opportunities and incentives for improved efficiency and innovation in infrastructure projects. Interview-based case studies of ten infrastructure projects in Sweden and the Netherlands were performed. The ten projects were procured based on four different types of collaborative procurement strategies; Design-Build (DB), Early Contractor Involvement (ECI), Design-Build-Maintain (DBM), and Design-Build-Finance-Maintain (DBFM). The findings indicate that the duration of the collaboration is fundamental in setting the limits for innovation, and that early involvement as well as long term commitments in maintenance open up for more innovation. Naturally, the potential for increased efficiency is higher than for innovation, and also occurs in collaborations with limited duration.

Track: GT04_00 - Family Business Research General Track

Chair(s): Anneleen Michiels

Discussant(s): Michael Woywode

Paper Presentations:

753 GROWTH BARRIERS FOR SMALL AND MEDIUM-SIZED ENTERPRISES IN GERMANY

Niklas Bayrle ULM UNIVERSITY, INSTITUTE OF TECHNOLOGY AND PROCESS MANAGEMENT

Bujar Ramosaj ULM UNIVERSITY

Sören Lauenstein ULM UNIVERSITY

Leo Brecht UNIVERSITY OF LIECHTENSTEIN

Small and medium-sized enterprises (SMEs) are the backbone of the European economy and business growth is a major topic in SME research. Although research volume has increased, it is well known that there are significant shortcomings, especially when it comes to the importance of actual and perceived growth barriers. We address this issue using a mixed-method approach consisting of a bibliometric analysis and a qualitative survey. With the bibliometric analysis we identify perceived growth barriers at an external level. In a second step, the results of bibliometrics are analyzed in a qualitative study on their importance and the actual occurrence in German SMEs. As a result, most growth barriers do not exist for ISO certified companies (ISO 9001 +). Above all, German companies are struggling with skills shortage, legal regulations, reliance on key accounts and space problems. Companies that do not have ISO certification struggle with significantly more growth barriers than those that have gone through such a certification process.

1492 FAMILY FIRMS' PERFORMANCE IN INDUSTRIAL DISTRICTS. THE CONTINGENT EFFECTS OF FAMILY EMBEDDEDNESS AND TECHNOLOGICAL INTENSITY

Daniel Pittino JIBS

Francesca Visintin UNIVERSITY OF UDINE

Alessandro Minichilli BOCCONI UNIVERSITY

Cristiana Compagno UNIVERSITY OF UDINE

The spatial agglomeration of economic activities in local systems has been shown to offer important advantages to companies, thanks to the relationships that develop among actors and institutions, and the specialisation of activities in a delimited area. Among the various forms of local systems, industrial districts have received a substantial amount of attention for their role in the competitiveness and development of firms. In the present research we adopt a local embeddedness theoretical perspective aimed at: (1) assessing the magnitude of the "district effect" on performance for family firms in comparison to their non-family counterparts; (2) focusing on family firms and exploring the combination between district-level effects and industry-level effects, with special emphasis on the differences in industry's technological intensity. Our empirical research is carried out on the entire population of companies with turnover exceeding 20 million of Euros and located in Italy. The results of our study suggest that the district effect is less pronounced for family firms in comparison to non-family firms, and

justify also the adoption of a contingent approach based on technology intensity, as we find significant differences in the sign and magnitude of the district effect between family firms operating in different industries.

1976

ACQUISITION STRATEGIES IN FAMILY FIRMS

Francesco Chirico CEFEQ, CENTRE FOR FAMILY ENTERPRISE AND OWNERSHIP, JÖNKÖPING INTERNATIONAL BUSINESS

William Schulze DEPARTMENT OF MANAGEMENT, DAVID ECCLES SCHOOL OF BUSINESS, UNIVERSITY OF UTAH

Massimo Bau JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL (JIBS)

A substantial stream of research has examined how strategic decision making in family-controlled firms is driven by a concern for safeguarding its socioemotional wealth (SEW), or the “affect related value embedded in the family firm” (Gomez-Mejia et al, 2007: 108). Proponents of this theory argue that because family owners are “loss averse” with respect to SEW and routinely prioritize non-economic goals. In this study, we propose an alternative framing based on social identity. Using a panel study of Swedish private firms, we develop theory and find support for our claim that the concern for social identity gives family firms incentives to pursue penetration (related acquisitions) strategies in their core markets, and to offset the risks of that strategy through diversification (unrelated acquisitions) into peripheral markets. A reversal of this strategy when financial implications are averse supports the conclusion that family firms are *not* loss averse. Implications for BAM-based models of SEW are addressed.

HRM Implementation (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Vishwanath Baba

Paper Presentations:

1743

EMPLOYEES' PARTICIPATION IN HRM DECISIONS AND ITS POSITIVE INFLUENCE ON HR PRACTICES SYSTEM EFFECTIVENESS

carlos botelho ISCSP - UNIVERSIDADE LISBOA

Victor Haines UNIVERSITY OF MONTREAL

The field of HRM has focused substantial attention to the management practices through which organizations can positively influence employees' behaviors and ultimately the performance of individuals, teams and organizations. In addition, several scholars have been arguing that the HRM system of practices have both a technical and a social perspective, being this dual characteristic a fundamental condition in the process of building sustainable competitive advantage. Furthermore, the question of how much influence should employees have over HRM decisions that affect them at work is an unsolved issue. Despite the progress achieved so far, it is still needed further understanding of the mechanisms (“black box”) by which HRM practices link

to individual and organizational performance. This paper draws on the aforementioned perspectives to explore the role of employees participation in the effectiveness of HRM system.

The data for this study were collected from a sample of 216 employees working in several companies from different economic sectors. The theoretical research model and hypotheses were tested using structured equation modelling (SEM). The findings support the synergistic influence of participative decision-making context and employees' participation in specific HRM decisions on the effectiveness of HR practices system. Moreover, the study confirmed that the effect of the HR system of practices on performance - individual and organizational is partially mediate by human capital and work satisfaction. Finally, the study provides additional evidence on the mechanisms linking HRM to proximal and distal performance outcomes, which is useful to consolidate and expand our understanding of HRM "black box".

1105 **EXPLORING THE HRM IMPLEMENTATION PROCESS THE CASE OF WORK ADJUSTMENT PRACTICES**

Laura Innocenti LUISS GUIDO CARLI UNIVERSITY
Alessia Sammarra UNIVERSITY OF L'AQUILA
Silvia Profili EUROPEAN UNIVERSITY OF ROME
Anna Bos-Nehles UNIVERISTY OF TWENTE

Adopting the perspective of HRM implementation, this article explores how work adjustment practices are implemented for chronically ill employees in a large energy company. Qualitative analysis derived from 8 interviews and 6 focus groups with 70 individuals revealed that a variety of actors are involved in the process of implementation of flexible work arrangements and that their behaviours and cognitions recursively influence the intended practices. We found that HRM professionals, line managers, co-workers and chronically ill employees themselves experience work adjustment practices both as an enabler and a burden. Most importantly, our findings reveal how these different actors contribute through interpretation and social interactions in shaping how the intended practices are actually adopted and experienced. Thus, this article enhances understanding on HRM implementation, suggesting that a recursive, multi-faceted and dynamic process, rather than a one-way, top-down path, provides an authentic view on the implementation of HRM practices.

838 **CEOS: THE MISSING ACTORS IN HRM IMPLEMENTATION PROCESS**

Atieh S. Mirfakhar UNIVERSITAT RAMON LLULL - ESADE BUSINESS SCHOOL
Jordi Trullen UNIVERSITAT RAMON LLULL - ESADE BUSINESS SCHOOL
Mireia Valverde UNIVERSITAT ROVIRA I VIRGILI

When considering HRM implementation, there are numerous studies showing that HR practices are not implemented as intended and have negatively affected well-being and performance of employees. Amongst various reasons for the intended-implemented gap, one is related to the actors who are involved, amongst whom the role of CEOs is largely neglected. In this study, using multiple comparative case study

approach and taking advantage of a natural shock (displacement of CEOs), we look at the underlying mechanisms through which CEOs influence HRM implementation. Findings show that CEOs influence the strategic role of HR functions through their HR beliefs by impacting the structure, expertise, and communication channels of HR departments. Moreover, depending on their HR beliefs and the strategic role of their HR departments, CEOs play different roles at each of the adoption, formulation, and execution stages of HRM implementation process affecting the usage of HR practices in organizations.

Hybrid Organizations and Performance (14:00 - 15:30) - ISCTE - Building I/Room 1E10
([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Francesco Rullani

Paper Presentations:

265 LOGIC MULTIPLICITY AND ORGANIZATIONAL COMPETITIVENESS
Joana Pereira LEEDS UNIVERSITY BUSINESS SCHOOL

Researchers predict that organizations that integrate highly conflicting logics into their core activities are less likely to succeed than organizations that prioritize institutional templates. This paper studies two cases that challenge these predictions, investigating how, and under what conditions, the instantiation of conflicting logics affect organizations' competitiveness. The results show that organizations that present high logic centrality access a broader set of alternative market strategies, which may translate into higher competitive agility and privileged access to primary resources, which are essential for the organizations' commercial success. However, while at the strategy level such organizations access a multiplicity of options, at the practice level the compromise amongst conflicting logics translates into a reduced set of available actions, pushing organizations towards a "compromise zone lock-in effect". In volatile and highly competitive markets, where non-commercial constituents provide a primary resource, the benefits of increased competitive agility and privileged access to primary resources might overcome the costs of being "locked into the compromise zone". Under these conditions, organizations that present high logic centrality may be more competitive than organizations that have a clear logic hierarchy.

772 INSTITUTIONAL INFLUENCE ON CORPORATE SOCIAL PERFORMANCE: A COMPARATIVE ANALYSIS OF B CORPS IN EUROPE
Daniel Alonso-Martinez UNIVERSIDAD DE LEÓN
Valentina De Marchi UNIVERSITY OF PADOVA
Eleonora Di Maria UNIVERSITY OF PADOVA

As a growing number of firms is investing in social and environmental sustainability by coupling strategic economic and non-economic goals, academics and practitioners

are increasingly becoming concerned with studying the factors that drive firms to achieve higher corporate social performance (CSP). The majority of the literature to date has focused on firm-level factors; however, this paper aims to determine the extent to which the country characteristics influence the magnitude of firm CSP. By conducting a longitudinal empirical analysis of more than 380 European B Corps – a growing form of social enterprise – and based on Tobit methodology, this paper investigates how firm CSP is impacted by the characteristics of the country in which it is embedded. Our findings show the influence of the regulatory framework, the country's technological capacity and the demand pressures.

1099 LOGIC MULTIPLICITY AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM THE US HEALTH CARE INDUSTRY.

Francesca Capo LUISS UNIVERSITY, ITALY

Francesco Rullani LUISS UNIVERSITY, ITALY

Tommaso Ramus CATOLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS

Federica Brunetta LUISS GUIDO CARLI UNIVERSITY

Building on the literature on institutional logics, in this paper we investigate the relationship between increased logic multiplicity and organizational performance. We hypothesize that the incorporation of multiple logics in organizational strategies and practices creates challenges as well as opportunities for organizations and can either hinder or enhance their performance. Using panel data for 336 California general acute care hospitals we find that, whereas for an organization, having two or three logics in play jeopardizes its performance, an increase in logic multiplicity prompts an exponential rise in the possibilities for innovative recombination of logic components, thus producing positive effects and eventually tracing a U-shaped relationship with organizational performance. Our empirical evidence further suggests that the logic incorporated in an organization's legal form can be a "catalyst" in easing the recombination of logics, in this way positively moderating the impact of multiple logics on performance. Our findings contribute to literature on institutional logics, logic multiplicity and hybrid organizations, and also provides useful implications for managers in the health care industry.

Identity and accountability in family business (14:00 - 15:30) - INDEG Building/Room 1.06
([Top](#))

Track: T04_05 - Finance, Governance, and Human Resource Management in Family Business

Chair(s): Jan-Philipp Ahrens

Discussant(s): Giulia Flamini

Paper Presentations:

212 HOW FAMILY FIRM EFFECT MODULATE THE IMPACT OF ASSETS TANGIBILITY AND INFORMATION ASYMMETRIES ON LEVERAGE

César Camisón UNIVERSITAT DE VALÈNCIA

José Antonio Clemente UNIVERSIDAD INTERNACIONAL DE LA RIOJA

Sergio Camisón-Haba UNIVERSITAT DE VALÈNCIA

Based on a sample of Spanish tourism firms and using pooled ordinary least-squares (OLS) regression, we have tested the impact of family control of firms, publicly-available information and asset tangibility on financial structure. The results point to the need to jointly consider the effects of information transmission practices, strategic asset investment decisions and ownership structures (family control or not) on debt capacity. This research adds to and qualifies the contributions of conventional financial theories (pecking-order, trade-off and agency theories). Family control is directly associated with propensity to take on debt, such that the trade-off between the desire to maintain social control and socioemotional wealth, and risk aversion, is resolved in favour of the former. In addition, this study contributes further evidence on the importance of family intangibles, showing that they exert a positive indirect effect on firms' leverage capacity, by helping to further reduce information asymmetries and reinforcing the collateral offered by the firm's tangible assets. Market knowledge of the business and the owning family are key factors in the family firm's debt capacity, especially in insider countries, or where there is a social penalty for business failure.

863 BACK TO THE ROOTS: APPLYING THE CONCEPT OF INDIVIDUAL HUMAN VALUES TO UNDERSTAND FAMILY FIRM BEHAVIOR

Philipp Ruf UNIVERSITY OF SIEGEN

Michael Graffius BERLIN SCHOOL OF ECONOMICS AND LAW

Sven Wolff UNIVERSITY OF SIEGEN

Petra Moog UNIVERSITY OF SIEGEN

Birgit Felden BERLIN SCHOOL OF ECONOMICS AND LAW

Values have long been utilized to explain the unique behavior of family firms. So far however, surprisingly few studies have attempted to measure values of family firms directly and connect them to decision-making and family dynamics. With this study, we go beyond existing literature and connect the construct of individual, basic human values to the multidimensional framework of socio-emotional wealth. Results of our quantitative research design show a significant positive relationship between these values and the FIBER dimensions of SEW. Our findings result in a model that explains, how values drive decisions within the framework of socio-emotional wealth.

955 INDEPENDENCE OR KNOWLEDGE SPILLOVERS: THE DEMAND FOR NON-AUDIT SERVICES AMONG FAMILY BUSINESSES

Bennet Schierstedt HEINRICH-HEINE-UNIVERSITY DÜSSELDORF

Marisa Henn HEINRICH-HEINE-UNIVERSITY DÜSSELDORF

Anja Müsch HEINRICH-HEINE-UNIVERSITY DÜSSELDORF

This study investigates the impact of family involvement in top management teams, family firm life cycle stages and family firm identification on the family firm's demand for non-audit services (NAS).

Based on a hand-collected panel data set including 1,148 family firm-year observations, we show that high family involvement in top management teams is negatively related to the demand for NAS whereas a high family firm identification and a later life cycle stage positively drives the demand for NAS. By moderating auditor characteristics, we show that if the incumbent auditor belongs to the BIG4, family managers' NAS purchases remain similar to those of non-family managers. Moreover, the relationship between high family firm identification and the demand for NAS becomes even stronger when the incumbent auditor belongs to the BIG4.

Influencing Work Life Quality in Healthcare (14:00 - 15:30) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Jean-Paul Dumond

Discussant(s): Alessandro Lombrano

Paper Presentations:

400 DO WORKING CONDITIONS IMPACT THE PERCEPTION OF CURRENT RECOGNITION PRACTICES AND EXPECTATIONS OF RECOGNITION AT WORK ? THE CASE OF A UNIVERSITY HOSPITAL CENTRE IN FRANCE

baret christophe LEST CNRS AIX MARSEILLE UNIV
Kornig Cathel LEST CNRS AIX MARSEILLE UNIV
Recotillet Isabelle LEST CNRS AIX MARSEILLE UNIV

Recognition at work is one of the key factors of quality of working life. While literature has revealed the decline in working conditions at the hospital, the purpose of this article is to examine the relationship between working conditions and expectations of recognition at work. We take the four-dimensional approach to recognition (existential, work practice, job dedication and results of work) defined by Brun and Dugas (2005) to identify the dimensions which are most affected by changes in working conditions. We conducted semi-structured interviews with 21 people in a French university hospital centre in the course of 2018. The results show that most categories of staff deplore the lack of material and human resources provided by senior management for producing a high standard of work. This lack of resources is perceived as a lack of recognition of the high standard of work by the hospital's senior management. Many staff members overly dedicate themselves to produce a high standard of healthcare for patients, in spite of everything. We recommend that the hospital address this expectation of a recognition of job dedication.

455 EXAMINATION OF WORKPLACE FACTORS THAT IMPACT QUALITY OF LIFE OF HEALTHCARE PROFESSIONALS

Lesley Clack UNIVERSITY OF GEORGIA

Understanding how to enhance satisfaction of employees in the workplace is of significance to managers, and quality of life is an important construct that relates to

job satisfaction and overall wellbeing of employees. Quality of life is an estimate of an individual's health status, defined as satisfaction or happiness within eight dimensions: vitality, physical functioning, bodily pain, general health perceptions, physical role functioning, emotional role functioning, social role functioning, and mental health (Ware, Kosinski, & Gandek, 2000). Quality of life is a common measurement in healthcare, in determining the effectiveness of treatment on patients. But, quality of life in healthcare workers is often overlooked. Healthcare organizations are commonly known to be high-stress environments due to the life-or-death nature of the work. Thus, examining the quality of life in healthcare professionals is of significance, and is related to one of the Healthy People 2020 Occupational Safety & Health Objectives, which is to "increase the proportion of employees who have access to workplace programs that prevent or reduce employee stress" (Office of Disease Prevention and Health Promotion, 2017).

The objectives of this article are to identify and examine the factors that impact quality of life in healthcare professionals and to identify solutions and recommendations for how healthcare managers can assist in reducing the impact of these factors in the workplace. This topic is timely because the well-being of healthcare professionals is important to the effective functioning of the health system (Selanu, Thornicroft, Fekadu, & Hanlan, 2017). While there are many factors that impact quality of life, this article will focus on four factors that are most prevalent in healthcare settings: occupational stress, burnout, workplace violence, and employee well-being. Research has shown that occupational stress, burnout, and workplace violence all can have a significant impact on employee well-being and overall quality of life (Brandstatter, Job, & Schulze, 2016).

775

UNDERSTANDING RELATIONSHIP BETWEEN EMPLOYEE PERCEPTION ABOUT HRM SYSTEM AND PROSOCIAL ORGANISATIONAL BEHAVIOUR: MEDIATING ROLE OF JOB EFFICACY

Luthufi M TATA INSTITUTE OF SOCIAL SCIENCE (TISS) MUMBAI

Jatin Pandey INDIAN INSTITUTE OF MANAGEMENT INDORE

Biju Varkkey INDIAN INSTITUTE OF MANAGEMENT (IIM), AHMEDABAD

Sasmita Palo TATA INSTITUTE OF SOCIAL SCIENCE (TISS) MUMBAI

Employee perceptions and subsequent behaviors in organizations have the potential to make or break an organization. Positive perceptions and prosocial organisational behaviours can be a source of sustainable competitive advantage. This study examines the relationship between employee perception about HRM system and prosocial organisational behaviour (PSOB) through job efficacy. Data was collected from 387 nurses working in non-profit hospitals in the Indian state of Kerala through questionnaire and was analyzed by structural equation modeling. Employee perceptions about HRM system are positively related to prosocial organisational behaviours. Job efficacy partially mediates this relationship. The study aids in management of hospital employees in non-profit settings.

Track: T04_03 - Family Business in Emerging, Developing, and Transitional Economies

Chair(s): Alexander Lascaux

Discussant(s): Olga Stangej

Paper Presentations:

540 DIGITAL ENTREPRENEURSHIP IN EMERGING COUNTRIES – INSIGHTS FROM INDIAN BOP-MARKETS

Jonas Soluk WHU - OTTO BEISHEIM SCHOOL OF MANAGEMENT

Nadine Kammerlander WHU

Solomon Darwin UC BERKELEY - HAAS SCHOOL OF BUSINESS

In our quantitative, survey-based study, we investigate how openness and the adoption of digital technologies can contribute to entrepreneurship in rural India.

Entrepreneurship is often considered a key means to tackle the ongoing challenge of poverty among the rural Indian population; hence, studying the antecedents of entrepreneurship in rural India is not only important for a better theoretical understanding of the context-dependence of openness, but also results in important insights for policy makers. We test our hypotheses based on more than 1,000 survey responses from entrepreneurs of Indian micro-enterprises in various sectors (bottom of the pyramid markets) and find support for some, but not all, of our hypotheses: We found marginally significant results indicating that openness leads to increased levels of entrepreneurship and strong support for our hypotheses that family support, community support, and government support lead to increased levels of entrepreneurship. Further, we found that the latter three relationships are strengthened when entrepreneurs adopt digital technologies. Our results indicate that in rural India, the canonical approach of openness is still important; due to the specific socio-cultural background, however, the entrepreneur's interaction with both family and local communities is of even greater importance.

741 THE INNOVATION PARADOX AND SURVIVAL OF FAMILY FIRMS IN THE UNITED ARAB EMIRATES

Poh Yen Ng UNITED ARAB EMIRATES UNIVERSITY

Robert Hamilton UNIVERSITY OF CANTERBURY

This paper investigates the impact of firm size and family influence on innovation in the context of smaller family firms operating in the United Arab Emirates. The owners of family firms typically want their business to be passed on to future generations. However, they are often unwilling to invest in innovation even though governance structures based on close family relations may help them pursue innovation. We explore deductively and inductively in a case study of 14 family firms. The aim of the analysis is two-fold: we investigate why only some family firms seem able to effectively pursue innovation, while some others manage to survive in a dynamic environment without achieving significant innovation. Our results show that large firm size and negligible family influence are associated with more innovation in

family firms. Firms that do not invest in innovation resort to alternative sources of competitive advantages, such as reputation and customer orientation, and are regularly involved in customer-focused activities or business improvement processes.

Competitive pressures often drive reluctant innovators to overcome their unwillingness to innovate. However, innovations driven by customer and supplier pressures are often minimal and involve low risk.

1997 INFORMATION SYSTEMS AND TRAINING-LEARNING IN THE PERFORMANCE OF AGRICULTURAL COMPANIES: THE MEDIATING EFFECT OF INNOVATION IN PRODUCTION PROCESSES

Alfonso Rojo-Ramirez UNIVERSITY OF ALMERIA

John Burgos-Burgos UNIVERSITY OF MACHALA

Alicia Ramirez-Orellana UNIVERSITY OF ALMERIA

The objective of this article is to explore the effects that information systems and training-learning have on the innovation of productive processes and in turn how they influence the performance of the banana agricultural enterprises. For the study, a structural equation model based on variance was used through the Partial Least Square technique with the support of the SmartPLS version 3 Professional software. The research, based on the resource-based view, was applied to 416 banana agricultural enterprises in the province of El Oro - the Republic of Ecuador. Data collection was carried out between July and December of 2017, through an in hand self-administered questionnaire addressed to the owners-managers of these companies. The results show that: 1) information system contributes significantly to the innovation of banana agricultural enterprises. They also contribute directly and significantly to the performance; 2) the training-learning directly and significantly influences the innovation, although it does not directly in the performance of the agricultural enterprises but indirectly through the mediating variable innovation; 3) innovation in production processes significantly affects the performance of the agricultural enterprises.

International Management 3: International Networks (14:00 - 15:30) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Hongmin Yan

Discussant(s): Cuiling JIANG

Paper Presentations:

28 THE ROLE OF NETWORKING IN INTERNATIONALIZATION OF CZECH FIRMS: EFFECT OF INDUSTRY AND ENVIRONMENTAL UNCERTAINTY
Mohit Srivastava UNIVERSITY OF ECONOMICS PRAGUE

Ladislav Tyll UNIVERSITY OF ECONOMICS PRAGUE
Josef Krause UNIVERSITY OF ECONOMICS PRAGUE

The role of networking behavior in improving internationalization performance is evident from several past studies. Networking assists executives in dealing with various types of environmental uncertainty thereby improving a firm's performance in the international market. However, although previous studies supported the role of networking behavior in improving internationalization performance, the ambiguity on how and what types of networking practices helps managers to deal with various environmental issues in the foreign market still prevails. Furthermore, multiple studies provided conflicting results on how networking effects different industries and it is unclear how and why networking affects different industries differently. We attempted to explore these issues by utilizing five different types of uncertainty dimensions along with four aspects of networking behavior to test ideal networking behavior profile of five different industries (automotive, telecommunication, construction, audit and finance, and transportation) in the Czech Republic. We have used a profile deviation methodology to explore the ideal profile of networking behavior. We have found different ideal networking behavior profile for three industries which supports our hypothesis that each dimension of networking behavior should be fine-tuned for various industries to attain maximum benefit and performance in the international market.

- 983** **SOCIAL NETWORK ANALYSIS IN INTERNATIONAL BUSINESS RESEARCH: AN ASSESSMENT AND FUTURE RESEARCH DIRECTIONS**
Yusuf Kurt ALLIANCE MANCHESTER BUSINESS SCHOOL
Mustafa Kurt INDEPENDENT RESEARCHER

The theory of networks has attracted exponentially growing attention in international business (IB) research in recent years. However, in empirical research, social network analysis (SNA) has been underutilized as a promising tool for systematically describing, modeling and analyzing network relationships. This paper introduces SNA as an innovative and advanced research tool and aims to shed light on the richness of SNA in fostering IB research. In particular, it calls attention to its potential applications to various fundamental IB phenomena. The paper also presents the key concepts and basic methodological issues for familiarizing IB scholars with the SNA. It concludes by suggesting future directions for SNA's application in the IB field.

- 673** **INTERNATIONAL STUDENTS IN RUSSIA: INNOVATIONS IN EXPORT OF EDUCATIONAL SERVICES BASED ON A QUALITATIVE STUDY OF COMMON CAUSES OF UNIVERSITY STRESS AMONG FOREIGN STUDENTS**

Iuliia Muzychenko SCHOOL OF MANAGEMENT, HARBIN INSTITUTE OF TECHNOLOGY

Li Zhang SCHOOL OF MANAGEMENT, HARBIN INSTITUTE OF TECHNOLOGY

Dmitriy Drobyshev DEPARTMENT OF INTERNATIONAL SCIENTIFIC AND EDUCATIONAL COOPERATION, BAUMAN MOSCOW STATE TECHNICAL UNIVERSITY

Sofia Malikova BAUMAN MOSCOW STATE TECHNICAL UNIVERSITY,
FACULTY OF ENGINEERING BUSINESS AND MANAGEMENT,
DEPARTMENT OF ECONOMICS AND MANUFACTURING PROCESS
MANAGEMENT

The study aims to understand what common stressors are there in the lives of expatriate students in Russia, Moscow in 2018, thus to investigate what cognitions (thoughts and ideas) they have about their cross-cultural transition and to propose new innovative methods in educational services export in order to solve some of the difficulties. Qualitative data was gathered via interviews and e-mail correspondence with 2 top-level international education administrators, 21 international students from Bauman Moscow Technical State University (BMSTU) and via survey from 107 international students from the same university. The qualitative data analysis was performed using thematic analysis through the prism of socio-ecological model and the CSAI stressors classification. The main categories extracted from the narrative data were related to organizational stressors on organizational and community levels. The study offers several new ways of improving overall students' states by solving some of these challenges. Theoretical and practical implications are discussed.

INTERNET AND MARKET (14:00 - 15:30) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_06 - Market for Society

Chair(s): Hélia Pereira

Discussant(s): LAURE LAVORATA

Paper Presentations:

224 PURCHASE INTENTION ON MOBILE GREEN COMMUNITIES

Marcelo Curth FEEVALE UNIVERSITY
Alexandre Silveira UNISINOS UNIVERSITY
Juciele Pinheiro FAPA UNIVERSITY

The present study aimed to analyze the relationships between cognitive involvement (CI), affective involvement (AI), social identity (SI) and flow (FL) with purchase intention (PI). Therefore, a survey was conducted with 152 participants in a mobile community (m-community) connected to green consumption. For the theoretical model, the Structural Equation Modeling (SEM). Results showed the relationship between social identity and purchase intention, and social identity and flow, in addition to the positive influence of the cognitive involvement for the formation of the social identity of the community members. The results contribute to understanding that participation in such communities starts with utilitarian elements and that the purchase would be in a flow state after the formation of identity.

1127 BRINGING GAMERS TOGETHER: CHARACTERISTICS OF THE GAMING COMMUNITY ON THE TWITCH PLATFORM

Maxime Jourdan RENNES SCHOOL OF BUSINESS
Laurent Scaringella RENNES BUSINESS SCHOOL
Bernadett KOLES RENNES SCHOOL OF BUSINESS

An increasing number of people are using social networking sites to interact with other members in special interest communities, and given such prevalence it is important to understand their behaviors and engagement more fully for a variety of reasons. In particular, video game players have been attracting an increasing amount of attention in recent years, with brands and companies identifying them as useful targets for testing as well as disseminating product-related information. The current study explores usage characteristics associated with Twitch; a special social video platform targeting the video gaming community. Building on the Theory of Reasoned Action, the Technology Acceptance Model, and Information Systems Continuance models, a conceptual framework is developed for studying the intention for usage continuance associated with the Twitch platform. 277 video game players with experience using this particular site contributed to the current study. Our findings confirm that Perceived Usefulness, Trust, Social Norms, and Perceived Enjoyment are factors that directly influence users' continued usage intention. Prior online experience has surfaced as one of the key characteristics central to our model. Importantly, gamers were found to differ in key attributes from other online users with certain counterintuitive insights that oppose earlier findings. In particular, we found Perceived Usefulness to have a negative impact on the user's degree of confidence towards the website. Furthermore, ease of use had a similarly negative effect on gamers' interest in using Twitch. Limitations as well as practical implications are discussed.

1937 A TRUE COMMUNITY OR A KING'S COURTYARD? EVIDENCE OF GAPS BETWEEN THEORY AND PRACTICE IN BRAND COMMUNITY MANAGEMENT.

GEORGIA MILIOPOULOU DEREE THE AMERICAN COLLEGE OF GREECE

The purpose of this paper is to examine the recent trends in brand communities and their management, pinpointing gaps that have emerged between theory and practice. The paper begins with a literature review that focuses on how the meaning of the term 'brand community' and the respective managerial suggestions have changed since brand communities were first introduced in 2001. The author argues that the term now encompasses a multitude of brand-consumer connections and interactions especially in the social media, even though there are more accurate terms to define the different ways consumers interact and connect with brands. Furthermore, qualitative research conducted among brand community managers in Greece provides strong evidence that brand communities are now managed more like a king's courtyard comprising isolated individuals seeking his favours, and less like an idealised community in which members contribute by exerting their free will. Two plausible explanations emerge: one is the dominance of platform metrics that have a profound effect on the community managers' decisions and practices, even against their intuitive understanding. The second is the set of compartmentalised procedures, notions, and know-how within the agency and their client, leading to struggles around

brand management, brand control, and immediate results. The paper concludes by discussing the academic and managerial implications as well as areas for further research.

Issues of roles, acceptance and adoption in service innovation (14:00 - 15:30) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_06 - Managing for Service Innovation

Chair(s): Mario Schaarschmidt

Paper Presentations:

- 1473 FRONTLINE EMPLOYEES' ACCEPTANCE AND RESISTANCE TO SERVICE ROBOTS IN STATIONARY RETAIL - AN EXPLORATORY INTERVIEW STUDY**
Patrick Meyer CHAIR OF INFORMATION SYSTEMS, INNOVATION AND VALUE CREATION, FRIEDRICH-ALEXANDER-UNIVERSITÄT ERLANGEN-NÜRNBERG
Julia Jonas FAU ERLANGEN-NÜRNBERG
Angela Roth FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NUREMBERG

Due to rising online competition, increasing cost pressure and cross-channel customer journeys, stationary retail tries to innovate its value proposition and to co-create value through technology. New technologies are expected to profoundly change the stationary retail's service systems. Among other technologies, service robots are said to have the potential to revitalise the interactive value creation in stationary retail. Yet, the integration of such technologies confronts retailers with new challenges. While prior research looked at customer acceptance to service robots in stationary retail settings, scant research explores their counterparts – the frontline employees' perspective. Yet, frontline employees' acceptance to service robots is of decisive necessity to implement service robots for retail innovation. To explore frontline employees' acceptance and resistance to service robots, a qualitative exploratory interview study is conducted. It identifies crucial aspects, amongst others risk of substitution. The findings extend prior studies of technology acceptance and resistance and reveal i.a. that service robots are perceived as both threat and potential support by frontline employees. Moreover, frontline employees feel hardly involved in the co-creation of valuable use cases for a service robot, although they are willing to contribute.

- 13 TECHNOLOGY-INDUCED ROLE AMBIGUITY AND PROCESS DEVIANCE AMONG FRONTLINE-SERVICE EMPLOYEES**
Sonja Christ-Brendemühl UNIVERSITY OF KOBLENZ-LANDAU
Mario Schaarschmidt UNIVERSITY OF KOBLENZ-LANDAU

The implementation of innovative technology interfaces into service encounters is transforming the expectations of frontline-service employees. In addition to having the potential to enhance employee experiences, changes related to new technologies can be stressful for employees and might foster deviation from prescribed processes. Using the transactional theory of stress and coping as a theoretical framework, this paper aims to develop and test a research model to investigate the influence of technology-induced role ambiguity on constructive and destructive process deviance. Data were collected via an online survey of 123 frontline-service employees in restaurants that have online reservation systems in use. The results confirm that employee resistance to change fosters role ambiguity, while self-efficacy reduces the latter. Technology-induced role ambiguity leads to both constructive and destructive process deviance. Rigid service scripts strengthen the effect of role-ambiguity on constructive process deviance, but there is no moderating effect on the relationship with destructive process deviance. By revealing these relationships, this study contributes to organizational frontline research by examining employee-related outcomes of digitization in the service sector.

583 **RADICAL TECHNOLOGY ADOPTION AND THE RELATIVE IMPORTANCE OF ISOMORPHIC PRESSURES: THE CASE OF 3DPT ADOPTION IN THE MEXICAN FOOTWEAR INDUSTRY.**

Desiree Ukobitz ALPEN-ADRIA UNIVERSITY KLAGENFURT
Rita Faullant UNIVERSITY OF SOUTHERN DENKMARK

This study examined the phenomenon of organizational technology adoption from an external-, institutionally driven, as well as internal-, benefit driven, lens, such as to understand the major factors enabling the adoption of radical technologies in manufacturing industries. It hypothesizes that next to the perceived advantage for the adopting organization, the adoption is compelled by mimetic-, normative- and coercive isomorphic pressures of industry stakeholders. Qualitative as well as quantitative research methods were applied to test the established model. After initial interviews, survey questionnaires were sent out to industry decision makers evaluating their posture towards- and experience with the adoption of 3D printing technologies. Results proved that the intention to adopt the technology was significantly influenced by the technologies perceived relative advantages as well as mimetic and normative isomorphic forces, thus asserting the impact of competitors actions, knowledge exchange and perceived benefits on the adoption decision. Coercive pressures were found to exert a contrary effect, thereby indicating that increased pressures from suppliers and clients, reduced the intention to adopt the technology. These findings demonstrate that especially when adopting novel radical technologies, organizational decisions are not only taken based on the rational evaluation of the innovations benefits but also guided by institutional pressures due to the lack of information on- and experience with the new technology.

Leadership and Communication (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.28
([Top](#))

Track: T09_04 - Leadership

Chair(s): Mikael Lundgren

Paper Presentations:

414 JUSTIFICATION AND POLITICAL LEADERSHIP COMMUNICATION IN SWEDEN AGAINST THE BACKGROUND OF THE SO-CALLED ‘REFUGEE CRISIS’

Mikael Lundgren LINNÆUS UNIVERSITY SCHOOL OF BUSINESS AND ECONOMICS

Martin Blom LUND UNIVERSITY

Communication is often put forward as an indispensable part of leadership in order to influence potential followers but also to explain and account for own actions. In this study, we investigate political leadership communication in relation to the recent so-called ‘refugee crisis’ in and how the prime minister of Sweden in public speeches rhetorically justified an almost complete change of public policy regarding Swedish immigration. Different forms of justification are identified, including a seemingly unproblematic switch of invoked value systems. Finally, we draw some preliminary conclusions of this intuitively problematic rhetorical practice from the perspective of leadership.

749 THE ROLE OF GROUP SIZE AND TASK ANALYZABILITY ON THE RELATIONSHIP BETWEEN LEADERS’ COMMUNICATION AND LMX: A PERSPECTIVE OF EMPLOYEES IN PERU

Ofelia Brown ESAN

Carmen Paz-Aparicio UNIVERSIDAD CARLOS III DE MADRID

The purpose of this article is to determine if contextual factors related to the characteristics of the group and the task, influence communication exchanges, which contribute to creating and maintaining leadership. Through a moderation analysis, the study analyzes how the contextual variables of group size and task analyzability interacted regarding the six dimensions of leader communication styles, in relation to the quality of the leader-member bond (Leader-member Exchange Theory, LMX). The size of the group moderates the relationship between verbal aggressiveness and LMX so that this negative relationship is more intense when the size of the group is greater. The task analyzability moderates the relationship of expressiveness, emotionality and impression manipulateness with LMX. The positive relationship between LMX and both expressiveness and emotionality is higher in highly structured tasks. The negative relationship of impression manipulateness and LMX is more intense in contexts of highly structured tasks. The research uses a sample of 149 white-collar professionals in Peru, all of them with high-level studies and management experience. The results shed light on how a leader can improve the LMX quality by taking into consideration contextual variables. For leading large groups, the level of verbal aggressiveness should be minimized. When subordinates’ tasks are highly structured, leaders should increase expressiveness and emotionality and reduce the level of the impression manipulateness. This study contributes to the field of organizational communication by incorporating contextual variables and by

deepening on why leaders' communicative behaviors can have favorable/unfavorable results in specific contexts.

1278 TRUTH IN LEADERSHIP: COMMUNICATION, TRUST, AND THE REALIZATION OF LEADER CANDOUR

Raymond Chiu BROCK UNIVERSITY
Fernando Olivera WESTERN UNIVERSITY

We introduce the concept of truth in leadership and explore its nature and development in connection with our current understanding of leader-follower trust, communication, and relationships. Truth in communication content, or “trust in words,” has been confounded with trust-related concepts that are largely focused on non-verbal behaviour, or “trust in actions.” We argue that a truth that is subjectively and collectively viewed as meaningful could have an important place in our understanding of leader-follower dyadic relationships. We propose a conceptualization of communicative truth that is distinct from behavioural trust, and map out the processual and reciprocal development of truth and trust in a dynamic dual-process interactive framework called the Truth-Trust Leadership Model. The positive coincidence of truth and trust opens the possibility for a higher-order concept called leader candour. Our theory building provides a renewed lens through which greater empowerment and cohesion can be envisioned in workplaces, and responds constructively to the “crisis of truth” plaguing prominent leaders today.

Learning and Interactivity (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA2.28 ([Top](#))

Track: T09_07 - Organisational Cognition: Theories, Applications and Advancements

Chair(s): Sune Steffensen

Paper Presentations:

541 THE RUMINATING ORGANIZATION: HOW COLLECTIVE RUMINATION IMPAIRS LEARNING FROM FAILURE

Barbara Kump WU VIENNA, VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS
Kristin Knipfer TUM SCHOOL OF MANAGEMENT, TECHNICAL UNIVERSITY OF MUNICH

While previous organizational learning research has focused on how conversations about failure may contribute to a ‘learning organization’, it has neglected that conversations may also be dysfunctional. In this article, we introduce a conversational style that we call collective rumination – the excessive and recursive preoccupation with negative aspects of a problem – and theorize on its effects on individual and collective learning. Concretely, we detail how collective rumination results in (i) convergence on shared negative interpretations of organizational failure and (ii) collective immersion in highly negative emotions that prevents novel insights, thereby decreasing the ability and motivation to change extant practices. Moreover, we

explain how collective rumination may escalate to create a ruminating organization, an organization where collective rumination is a chronic response to failure.

1038 HYBRID COGNITION IN MEDICAL SIMULATION: INVESTIGATING MICRO-LEVEL ORGANISATIONAL COGNITION

Line Simonsen SOUTHERN UNIVERSITY OF DENMARK
Sune Steffensen SOUTHERN UNIVERSITY OF DENMARK

Taking a starting point in research on non-technical skills (e.g., collaboration and situation awareness), this article focuses on organisational practices that aim at improving patient safety and interprofessional collaboration in a Danish medical context. Our data come from a simulation facility at a Danish hospital, which offers courses in Interprofessional Education to promote an organisational vision of patient-centered care. Specifically, we study a course for novice nurses and doctors, which teaches a standard procedure for conducting discharge conversations.

We investigate how practitioners engage in top-down procedures on the interactional microlevel in the simulated medical ecology. Our central claim is that to benefit from simulation-based learning, practitioners must conduct hybrid cognition, where they simultaneously engage in the simulated sphere of the medical task environment and the educational sphere of the training environment. Using methods grounded in cognitive ethnography, we investigate the practitioners' ways of organizing experience (via Cognitive Task Analysis), and how they coordinate their behavior in the in-situ simulation (via Cognitive Event Analysis). These investigations allow us to assess how the practitioners use (or fail to use) organizational procedures, and how that affects the attainment of the course goals of training relational skills.

The article suggests that it is not sufficient to employ procedures in order to improve organisational behavior and relational skills, but in simulation-based learning practitioners must learn to conduct hybrid cognition that is sensitive to the multi-scalar dynamics in interactions.

Key words: simulation, organisational cognition, hybrid cognition, cognitive event analysis, cognitive task analysis, distributed cognition

Learning collaborations (14:00 - 15:30) - ISCTE - Building II/Room C6.10 ([Top](#))

Track: ST06_05 - Knowledge, learning and innovation in cross sector collaborations

Chair(s): Henk Volberda

Discussant(s): Oliver Burger

Paper Presentations:

622

THE PROCESS OF BUYER-SUPPLIER COLLABORATION TO INNOVATIVENESS: A STUDY OF BRAZIL-CHINA ELECTRONICS INDUSTRY

Camila Tirolli UDESC

Dannyela da Cunha Lemos UDESC

This study aimed to study the process of collaboration for innovation in a Brazilian electronics company with its Chinese suppliers, specifically in the bonds generated for the development of new products. Firstly, it brings the theoretical ground about this field of study, related to the collaborative ties for the development of new products with international suppliers, focusing on the learning processes and innovation capacity. This is an applied nature study, with qualitative approach, being a case study – it can be converted, thus, into future studies. For the data collection, twelve interviews were made with internal actors and Chinese suppliers, as well as documental research. The data analysis was interpretative, according to the selected categories. This study results shows that the company doesn't have a solid supplier database and doesn't stimulate internal collaborative practices of portfolio definition, which makes products sourcing slow and inefficient. In regards to the collaboration with suppliers, the interactions are reactive and focused in problem solving. Besides, in what is related to the new product developments with suppliers, there is not a formal policy that values learning processes and knowledge sharing practices internally. Therefore, it glimpses the possibility of improving the collaboration processes with suppliers in what relates to the development of new products, impacting on the time-to-market and innovation capacity, essential attributes to the companies in this business.

928

BEING FAST AND INNOVATIVE – HOW FIRMS CAN CAPTURE VALUE FROM CUSTOMER KNOWLEDGE

Oliver Burger TU DORTMUND

Tessa Flatten TU DORTMUND

In times of global competition, technological disruptions and changing customer needs, practitioners and academic scholars alike turn to customers as partners in new product development (NPD). Despite this enthusiasm, the contribution of customer involvement to NPD remains controversial. Building on the first comprehensive customer involvement framework (Cui and Wu, 2016, 2017) as well as drawing from knowledge management and organizational learning research, we investigate how different forms of involvement influence new product market performance. Based on multi-industry survey data from 207 NPD managers, we confirm the value of customer knowledge in NPD and unravel its performance mechanisms. Interestingly, both forms of involvement drive new product performance indirectly via two competing operational new product outcomes, speed-to-market and micro-level innovativeness. However, whereas the more collaborative involvement approach drives new product micro-level innovativeness at the cost of speed-to-market, the more traditional approach escapes this trade-off, boosting new product market performance via both mechanisms. Moreover, we show that customer knowledge indeed benefits the development of radical innovations, but that these innovations do

not to commercially succeed. Hence, this study reassures NPD managers in involving customers as equitable partners and provides guidance in selecting the appropriate involvement approach.

939 THE APPROPRIATION OF ABSORPTIVE CAPACITY: A CROSS-COUNTRY ANALYSIS ON THE ROLE OF INSTITUTIONS

Lance Cosaert RSM, ERASMUS UNIVERSITY
Henk Volberda AMSTERDAM BUSINESS SCHOOL
Jatinder Sidhu RSM, ERASMUS UNIVERSITY
Tatjana Schneidmuller RSM, ERASMUS UNIVERSITY

Three decades after the seminal paper by Cohen and Levinthal on absorptive capacity, we still find traces of their work in one out of every ten papers published in international business studies. Scholars have explored individual-, firm- and industry-level boundary conditions, focusing on endogenous mechanisms of absorptive capacity appropriation. Introducing an institutions-based view of AC, we theorize and empirically test how formal and informal institutions serve as exogenous constraints, moderating the absorptive capacity- firm performance relationship. Our meta-analytical assessment supports this argument. We make several contributions; most notably, we draw on political ideology to proxy informal institutions.

Management and Organization Theory: Evolutionary Theory (14:00 - 15:30) - INDEG Building/Room 1.13 ([Top](#))

Track: ST12_02 - Management and Organization Theory: Evolutionary, Critical and Systems Approaches

Chair(s): Michael Schlaile

Paper Presentations:

210 THE THEORY OF COEVOLUTION IN MANAGEMENT STUDIES: INSIGHTS FROM THE RECORDING INDUSTRY

Johan Kask ÖREBRO UNIVERSITY
Dermot Breslin UNIVERSITY OF SHEFFIELD
Gianpaolo Abatecola UNIVERSITY OF ROME TOR VERGATA

There is a growth of management studies claiming to be "coevolutionary", but a theoretical framework that has the potential to explicate and integrate the very fundamentals of how coevolution can be conceptualised in management studies, and what processes and mechanisms underpin it, is still missing. Hence, the aim of this paper is to theorize the process of coevolution in and between organizations based on core concepts and principles about coevolution conscientiously abstracted from ecology to management. To this end, we 1) discern three modes of coevolution – *antagonistic*, *competitive* and *mutualistic*, 2) explain how the evolutionary mechanisms of *variation creation* and *selective retention* are distinct within these

modes, and 3) develop a theoretical account of coevolution within each mode. Recent evidence from the recording industry is used for illustrative reasons.

234 ORGANIZATIONAL EVOLUTION. HOW MUCH DOES BOUNDED RATIONALITY MATTER?

Gianpaolo Abatecola UNIVERSITY OF ROME TOR VERGATA

Matteo Cristofaro UNIVERSITY OF ROME TOR VERGATA

Federico Giannetti UNIVERSITY OF ROME TOR VERGATA

What forces drive organizational evolution? In particular, how much does bounded rationality matter? We do believe that the longstanding determinism/voluntarism dichotomy on *how organizations evolve* has, until now, missed focusing on one major driver of organizational evolution, which, we think, is Herbert Simon's seminal, bounded rationality milestone. In this regard, we also believe that only when this – still pivotal – concept (and associated trajectories subsequently developed in the decision making literature) is really (and much more specifically) put at the centre of the dichotomy, will the organizational evolution research field be able to make substantive scientific progress. Thus, we have conjectured this conceptual article to support our thoughts. To support our view, we focus on the actual – and so controversial from many aspects – world of unicorns as a *per se* organizational species: a world for which, if adopting a purely deterministic approach to organizational evolution, we would have difficulties in scientifically explaining the existence. In particular, we discuss some major anecdotal evidence from the recent performance of the well-known social platform Snapchat to consider (and give a potential explanation of) what mental mechanisms can really occur when investors, firms' founders, and top managers, are taking decisions that shape the future of organizations.

1503 BUSINESS MODELS, ECOSYSTEM AND ADAPTIVE FIT: THE CASE OF ELECTRIC UTILITIES

Johan Kask ÖREBRO UNIVERSITY

Thi Phuong Van ÖREBRO UNIVERSITY

Per Carlborg ÖREBRO UNIVERSITY

In the management field, business models have become increasingly discussed. Recent research in the area suggest that to better understand success and failure of business models, greater devotion must be paid to the differences and changes in the ecosystem within which the business models are embedded. Using trend curves and longitudinal data from the electric utility ecosystem, with a particular focus on Northern Europe, the authors provide a means for understanding the evolutionary link (adaptive fit) between dynamics at business-model (firm) level and at ecosystem (industry) level. The paper offers new insights into prediction of impending change/disruption at ecosystem level and how incumbents can act to renew their business model fittingly. Based on the punctuated equilibrium model for understanding ecosystem dynamics and the importance of fit business models, it provides a new twist to evolutionary applications in the management field, as well as guides firm managers to identify early signs of ecosystem disruption.

Management of business ecosystems (14:00 - 15:30) - ISCTE - Building II/Room C2.02
([Top](#))

Track: ST13_08 - The inner life of business ecosystems

Chair(s): Thommie Burström

Discussant(s): Yong Lin

Paper Presentations:

1881 BUILDING 'SOLUTION ECOSYSTEMS' FOR CIRCULAR ECONOMY ENDEAVORS - A CASE STUDY OF CIRCULAR URBAN AREA DEVELOPMENT IN THE NETHERLANDS

Julia Planko UNIVERSITY OF APPLIED SCIENCES UTRECHT
Evert-Jan Velzing UNIVERSITY OF APPLIED SCIENCES UTRECHT

Solution ecosystems can help to solve or minimize societal problems, and foster the transition to a circular economy. A wide range of different actors are involved in co-creating a solution. Together, they form a 'solution ecosystem'. They co-create different forms of value for different stakeholder groups, and at the ecosystem level. Moreover, they create system-resources. Because of differing individual objectives, value capture and distribution among ecosystem actors can be challenging. Little is known on the role of ecosystem orchestration and goal-alignment of ecosystem actors. In this paper, we shed light on these aspects with the first results of a case study of an emerging solution ecosystem that develops a circular urban area in the Netherlands. Our preliminary results show the challenges this solution ecosystem faces with regards to value creation, value capture and distribution, ecosystem orchestration and goal alignment. Regarding the solution ecosystem management, two main obstacles could be identified. First, on several levels there is an asymmetric relationship between the ecosystem actors. Second, goals are not aligned. There are conflicts regarding time horizon, relative importance of the goal, and difference in specific targets. Overall, the absence of a shared vision and lack of orchestration seem to hamper the former points. We conclude with avenues for future research on solution ecosystems that enable sustainability transitions.

1552 KEYSTONE KNOWLEDGE MANAGEMENT AND SHARING ACTIVITIES IN BUSINESS ECOSYSTEMS

Anna Wulf PLYMOUTH UNIVERSITY
Felix Kolbeck UNIVERSITY OF APPLIED SCIENCES MUNICH,
DEPARTMENT OF TOURISM
Lynne Butel UNIVERSITY OF PLYMOUTH

The role of knowledge sharing and knowledge management in collaborative relationships such as networks or business ecosystems is critical to enable the development of competitive advantage. There has been considerable research into knowledge sharing and management as a strategic management subject but the

activities of certain agents in collaborative relationships to engage in knowledge sharing remains underrepresented. Keystones as one agent in these structures follow a certain strategy in the business ecosystem they act in and consequently use certain knowledge sharing actions to follow that strategy. By using a strategy as practice and a qualitative data collection approach, characteristics and actions of Keystones that share and manage knowledge in collaborative relationships have been investigated in this work. The results show the complexity of Keystone characteristics and actions, how they overlap as well as Keystone knowledge sharing and management actions.

**1795 THE BUSINESS MODEL EVOLUTION OF THE SHARING ECONOMY:
ENABLED BY THE DIGITAL ECOSYSTEMS**

Ke Rong TSINGHUA UNIVERSITY
Yining Luo UNIVERSITY OF CAMBRIDGE
Yong Wang TSINGHUA UNIVERSITY

Recent years have seen the prosperity of the sharing economy. With innovative sharing business models keeping emerging, there is some controversy around the definition of the sharing economy. This paper argues that the sharing economy is evolving with digitalization, the essence of sharing economy is access economy rather than Customer-to-Customer (C2C) platform economy. To get a thorough understanding of and capitalize on the sharing economy, we need a dynamic framework to understand the evolution of the sharing economy from the ecosystem view. Our study aims to examine how the sharing economy emerges and evolves with digitalization and the how digital ecosystem enables the evolution. This paper identifies the two digital-enabled evolutionary trends of sharing economy business models, from adapted sharing to born sharing, and from downstream to upstream sharing. Our research suggests that the emergence and evolution of sharing economy is enabled by the digital ecosystem around, which is composed of two pools: digitally infrastructural pool and digitally enabled pool.

Managing OI Performance (14:00 - 15:30) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_07 - Open Innovation

Chair(s): Steve DIASIO

Paper Presentations:

243 UNCOVERING VALUE CREATION AND VALUE CAPTURE IN NON-PECUNIARY OUTBOUND OPEN INNOVATION

Rui Torres De Oliveira QUEENSLAND UNIVERSITY OF TECHNOLOGY
Marta Indulska UNIVERSITY OF QUEENSLAND
Martie-louise Verreynne UNIVERSITY OF QUEENSLAND
John Steen UNIVERSITY OF QUEENSLAND

The open innovation literature has accumulated a large body of evidence on how inbound knowledge flows create value. However, research needs to shift towards

understanding why firms reveal ideas and other forms of intellectual property without immediate financial return. Revealing seems contrary to capturing rents from innovation, so how it benefits firms and how firms couple their appropriation mechanisms and revealing strategies are important to understand. We investigate how appropriability mechanisms and revealing relate to value creation and value capture, using survey data and secondary data from a national intellectual property register and company financial reports. We find a significant positive relationship between appropriation and revealing, indicating willingness to reveal if the firm has strong appropriability mechanisms in place. Revealing, in the presence of appropriability mechanisms, is also associated with higher levels of value creation, but lower levels of value capture. We attribute the negative relationship with value capture to the misalignment between investors and management with regards to the role of revealing in an innovation strategy. Through our results, we contribute to literature explaining how appropriability and revealing are related to value creation for customers and value capture for the firm.

45 OPEN INNOVATION IN A NON-TECHNOLOGY INTENSIVE INDUSTRY: A CASE STUDY

Maria Carmela Annosi WAGENINGEN UNIVERSITY AND RESEARCH
Giacomo Marzi UNIVERSITY OF LINCOLN
Antonella Martini UNIVERSITY OF PISA
Matteo Vignoli UNIVERSITY OF MODENA & REGGIO EMILIA

In this paper we present how a large firm adopted open innovation on its procedures. Through a single case study with a series of in-depth interviews with senior managers, the present paper discusses how the firm under study developed a series of dynamic capabilities that foster the adoption of an open innovation approach. The case under analysis is relevant because while most of the researches on open innovation focus on technology intensive firms, the present paper stress the vital role that open innovation has also in a non-technology intensive industry.

Microfoundations of Strategy: CEOs, TMTs, Upper Echelons and Governance (14:00 - 15:30) - ISCTE - Building II/Room C2.05 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Gerardus Lucas

Paper Presentations:

- 912 CONCEPTUALIZATIONS AND EMPIRICAL ASSESSMENT OF THE DOMINANT LOGIC: A SYSTEMATIC LITERATURE REVIEW**
Alexander Engelmann FHWIEN DER WKW - UNIVERSITY OF APPLIED SCIENCES FOR MANAGEMENT AND COMMUNICATION
Barbara Kump WU VIENNA, VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Since its introduction to the field of strategic management in 1986, the concept of the dominant logic has been used to explain a variety of organizational phenomena, such as strategic or managerial performances, or organizational change. Rooted in strategic cognition, it links managers' cognitive models with manifest strategic decisions, thereby increasing our understanding of microfoundations of strategic management. The dominant logic has been at the center of many conceptual and empirical studies; however, these studies seem to conceptualize and operationalize the concept in different ways. This paper describes a systematic review of existing studies on dominant logic with the aim to put order amongst the existing approaches. The review reveals that the conceptualizations focus around five aspects in which the dominant logic can manifest: concepts, values, premises, routines, and organizational structures. Empirical approaches on dominant logic vary with regard to the study design: While interpretive descriptive studies hardly operationalize dominant logic at all, interpretive explanatory studies usually dimensionalize certain aspects of dominant logic and then associate its dimensions with specific outcomes such as patterns in strategic acquisitions, or firm performance. More positivist, deductive approaches typically assess the dominant logic either as shared orientations towards "something", or as structural similarities. Based on these findings, we draw conclusions on how to improve both, conceptual clarity of the concept, and operationalizations to capture it in a more rigorous way.

1284 CULTURE AND MANAGERIAL DISCRETION: AN EMPIRICAL INVESTIGATION IN 18 COUNTRIES

Moustafa Haj Youssef LEBANESE AMERICAN UNIVERSITY

Purpose: This paper examines cross-cultural differences in managerial discretion and the extent to which variations in inter- and intra-cultural practices affect the degree of freedom in decision-making that is afforded to executives. Research into the degree of discretion, or 'latitude' of executive action, has primarily focused on individual-, firm-, and industry-level factors which, either enable or otherwise constrain the freedom of executive action. However, research into its national-level antecedents and consequences remains limited.

Design: We further develop the national-level construct of managerial discretion by empirically investigating the influence of cultural practices and their variations on CEOs' discretion and its consequent implications across 18 countries.

Findings: We find that cultural practices—individualism, power distance, future, humane, and performance orientations, along with gender egalitarianism and assertiveness—and the degree of variation surrounding each of these are associated with the managerial discretion. In turn, we conduct a multilevel regression analysis on a panel dataset spanning 17 years of national competitiveness levels to empirically demonstrate the direct influence of managerial discretion on national competitiveness.

Finally, we show that managerial discretion mediates the relationship between cultural practices and national competitiveness.

Originality/value: We contribute to the field of cross cultural and strategic management, by discovering for the first time new national-level antecedents and consequences of managerial discretion, offering new theoretical insights and practical implications.

2009 PARADOX OR CONTINGENCY? A QUALITATIVE EXAMINATION OF CEO ROLE EXPERIENCES DURING LARGE TURNAROUNDS
Filipe Morais UNIVERSITY OF READING, HENLEY BUSINESS SCHOOL

We use a role theory lenses and in-depth interviews to explore CEOs role experiences during turnarounds in large, listed UK companies. The aim is to investigate the role constraints, demands and choices of CEOs in resource-scarce environments which spark dilemmas, tensions and paradoxes to be faced by CEOs. The paper provides evidence of the tensions and choices of CEOs in three role domains during turnarounds: i) building and leading the top management team; ii) strategy formulation; and iii) organisational re-design. We conclude, contrary to mainstream paradox scholars, that a contingency mind-set still predominates in UK upper echelon CEOs. This study also lends greater support to a view of paradox and tension as a constitutive approach, produced and reproduced through practice and social interaction. The study shows that, whether CEOs engage in retrenchment and recovery sequentially or simultaneously is contingent on whether the firm competitive advantage is eroding and on the velocity of that erosion.

Migration and Industry Challenges (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.30
([Top](#))

Track: T05_03 - Identity, Power, & Migration: Integration and Cross Cultural Management

Chair(s): Jasmin Mahadevan

Paper Presentations:

1283 LEAVING THE FLOOR TO THE “INVISIBLES”. BARRIERS AND RESOURCES FOR HIGHLY-SKILLED MIGRANT WOMEN WITH A STEM BACKGROUND IN ITALY.

Daniela Bolzani UNIVERSITY OF BOLOGNA
Francesca Crivellaro UNIVERSITY OF BOLOGNA
Rosa Grimaldi UNIVERSITY OF BOLOGNA

In spite of increasing numbers of vacancies for highly skilled jobs in innovative sectors of the economy, the migration patterns in Italy do not seem to provide an answer to these labor market requests. In fact, while an increasing number of young talents leave the country, the highly-skilled migrants that arrive are often

discriminated against their qualifications. These patterns are even stronger for highly skilled migrant women, in particular those with a STEM profile. As testified by previous literature, much of their talent is wasted due to macro-, organizational-, and individual-level barriers that prevent highly skilled migrant women finding a job that is up to their qualification level and sector. Adopting an intersectionality approach, in this work we illuminate the employability barriers that these women face in the STEM job market in Italy and the resources available to them. We draw on extensive qualitative data gained from in-depth interviews and focus groups with women from different countries and STEM qualifications. By highlighting the complexities of being a woman, a migrant, and a STEM professional, we identify relevant areas for policy intervention to valorize migration in support of innovation and labor outcomes in Italy and in other countries.

1729 THE OTHER IDEAL EMPLOYEE: EMPLOYERS' CONSTRUCTION OF COMPLIANT ETHNIC MINORITY WORKERS

Sandra Bogaers UHASSELT
Koen Van Laer HASSELT UNIVERSITY
Patrizia Zanoni UHASSELT

Adopting a postcolonial perspective that focuses on the linkage between the economic and cultural perspectives to power inequalities, this study investigates how the compliant ethnic minority worker is constructed by employers. Drawing on interviews with 22 employers, this article makes a contribution to the critical literature on the reproduction of ethnic inequality in the labor market. First, it shows how a compliant ethnic minority worker is constructed through four attributes, identifying two attributes which have not yet surfaced in previous debates on the subject of the valuable ethnic minority. Second, it signals how an ideal compliant ethnic minority worker conforms to the 'other ideal employee'. This is a, by employers, constructed entity that simultaneously accepts the imperative of the ethnic majority, the imperative of capital and shows, for the employer, no signs of resistance to the postcolonial discourse. As such, the entity of the other ideal employee institutionalizes subordination along class and ethnic lines, in which cultural compliance to ethnic majority is fundamental in maintaining structural economic inequality and thus, (re)produces ethnic inequality.

Mindfulness and Employee Behaviors (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA2.29 ([Top](#))

Track: T09_05 - Meanings, Meaningfulness and Mindfulness: Cognitive, Social and Emotional Approaches to Management

Chair(s): Beata Glinka

Paper Presentations:

464 DOES PRACTICING MINDFULNESS INFLUENCE MANAGERIAL PROPENSITY TO CHANGE? IMPLICATIONS FOR CORPORATE

MINDFULNESS TRAINING PROGRAMS

Taran Patel GRENOBLE ECOLE DE MANAGEMENT

Marie Holm EXCELIA

Modern organizations are faced with chaotic and volatile environments, applying considerable pressure on managers to adapt to change. While extant literature has traditionally focused on the macro and systems level in studying change management, in recent years, there has been an increasing focus on the micro level, with more scholars focusing on individual and psychological factors that might influence the success of change management initiatives. Nevertheless, we have not come across any literature that focuses on psycho-spiritual aspects, to explicate managerial propensity to change. In the present conceptual paper, we explore the practice of mindfulness – which we conceptualize as psycho-spiritual development - as a way of enhancing managerial propensity to change. In light of the varied mindfulness-based training programs (MTPs) available to the corporate world today, we raise three questions: *RQ1 How, if at all, might participating in MTPs enhance managerial propensity to change? RQ2. What kinds of changes might MTPs facilitate among participating managers? RQ3. How (if at all) should currently available MTPs be revised so as to facilitate managerial propensity to change?* Our arguments, grounded in change management and mindfulness literatures, reveal that practicing mindfulness might help managers overcome cognitive, affective, and behavioral resistance, thereby enhancing their propensity to change. However, we also argue that the way most current MTPs are structured: (a) they might produce more instrumental rather than profound (transcendental) changes among participants, (b) most participating managers may respond to change stimuli in passive maladaptive rather than active adaptive ways, and (c) MTPs might end up facilitating changes only at the individual (managerial) level, with little possibility of larger organizational level transformations. Based on these arguments, we conclude that although psycho-spiritual practices such as mindfulness do have the potential to enhance managerial propensity to change, this potential is currently being compromised due to the overly instrumentalized approach that guides most MTPs. Therefore, we suggest that it may be time for MTP trainers to drop their overly functionalist approach to mindfulness training and shift toward a more integrative training model (by combining insights from both the instrumental as well as transcendental approaches to mindfulness). Doing this, we argue, will allow them to facilitate more profound, active adaptive, and collective level changes among managers.

471 MEANDER IN THE MAZE OF MEDIOCRITY? NONLINEAR EFFECTS OF MINDFULNESS ON INDIVIDUAL INNOVATION BEHAVIOR

Jessica Niedermair UNIVERSITY OF BERN

Julia de Groote UNIVERSITY OF BERN

Andreas Hack UNIVERSITY OF BERN

Innovation, and individuals as the main sources of ideas, have nowadays become crucial in. In the past few years, the individual innovation behavior of employees, and various antecedent concepts thereof have attracted much attention. However, attention-related antecedents have not been investigated to their full extent. We argue

that mindfulness, a receptive attention to present moment stimuli, should be considered in innovation research by drawing on opposing perspectives of mindfulness or the absence of mindfulness. We explore a curvilinear relationship between mindfulness and the individual innovation behavior of employees, and test this hypothesis with individual employees in Switzerland ($N = 565$). We find support for a *U*-shaped relationship between individual mindfulness and individual innovation behavior: low as well as high levels of mindfulness are associated with high levels of individual innovation behavior, whereas moderately mindful employees show the lowest innovation behavior. These results are discussed by elaborating theoretical and managerial implications and by revealing possible limitations.

1004 IMPLICATIONS OF MINDFULNESS FOR THE MENTAL HEALTH RECOVERY OF EMPLOYEES

Asta Savanevičienė KAUNAS UNIVERSITY OF TECHNOLOGY
Živilė Stankevičiūtė KAUNAS UNIVERSITY OF TECHNOLOGY
Karina Bartnikienė KAUNAS UNIVERSITY OF TECHNOLOGY

Technological progress, competitive environment and increasing demands at work have become a real challenge for a contemporary person – very often they must maintain a high working tempo, carry the workload and face constant changes. All these factors have a negative impact on mental health, resulting in the reduction of potential of the human resources. Workers suffer from various health disorders, the most common of which are stress and burnout. Worldwide, people are trying to find effective remedies to help rebalance the mental health imbalance due to the negative effects of work. In this context, there is an increasing recognition of meditative practices, among which *Mindfulness* is one of the most popular. The paper explores the impact of Mindfulness on employees' mental health recovery. The quantitative data were collected in two enterprises practicing Mindfulness. While studying the impact of Mindfulness on mental health, some hypotheses were put forward and tested by using a multiple linear regression method. The results revealed that in general Mindfulness has a positive impact on mental health recovery at work. However, there are some research limitations and implications and these are also elucidated.

Network Management in the public sector (14:00 - 15:30) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Andrea Bonomi Savignon

Paper Presentations:

2002 NETWORK MANAGEMENT: PROPOSITION AND VALIDATION OF A FRAMEWORK

Ana Azevedo UNIVERSITY OF SAO PAULO

Ronaldo Santos Jhuniór UNIVERSITY OF SAO PAULO
Joao Boaventura UNIVERSITY OF SAO PAULO (USP)

Although there are studies on different roles and scopes of network members' activities to intentionally influence interorganizational network structures, the origins and evolution of the organization's agency in these arrangements still need to be clarified. Fragmented approaches imply partial visions of the network management phenomenon, which can lead to overlapping visions. In this research, we have seen that in recent years the networking of networked companies and initiatives to foster regional networks have become increasingly common, and significant resources have been devoted to cluster policies in the hope of replicating successful arrangements. This trend denotes the importance of looking more closely at governance issues and the management of these networks. The combination of insights from general management and public management add value from this perspective. Facing the possibility of contributing to filling this gap, the study aims to propose and validate a framework that integrates functions and activities of network management in the context of Regional Strategic Networks. To do so, after the development of six propositions based on the literature already established in the field, an empirical validation process with academic specialists and network managers was carried out aiming at the validity and reliability guarantees of the proposed framework.

526 HOW DOES INFORMATION SYSTEM SUCCESS COME ABOUT IN INTERORGANIZATIONAL NETWORKS OF PUBLIC SERVICES?

Piervito Bianchi UNIVERSITY OF FOGGIA
Mariangela Trimigno UNIVERSITY OF FOGGIA

The paper investigates how the success of an information system in an interorganizational network can be gained over time. Particular attention is focused on the network of home care integrated services to non self-sufficient elderly people (over 65). The DeLone and McLean's conceptual model of information system success (1992; 2003; 2016) is taken in consideration to understand changes in the quality of information system.

The analysis highlighted the importance of the "governance of the information system" at the interorganizational level.

1904 ONE STOP SHOPS IN PUBLIC SERVICE DELIVERY : INFLUENCE OF COUNTRY CONTEXT IN ALBANIA AND HUNGARY

Agnes Jenei NATIONAL UNIVERSITY OF PUBLIC SERVICE
Fabjola Zeqiri TOR VERGATA UNIVERSITY

Nowadays, higher citizen expectations and public skepticism, financial constrains and technological developments are pushing the public sector to explore new sustainable models for service delivery. Through providing financial and technical assistance, the donors have also emphasized the importance of improved service delivery, especially where progress towards the achievement of the Millennium Development Goals (MDGs) is associated with this changes. In response to these, One Stop Shop (OSS) has emerged as a new sustainable model that can significantly improve the customer

experience through enhanced service levels and simplified administrative procedures. This paper analyzes the main drivers (inside and outside the country context) of the OSS implementation as a process and the respective implications.

Analyzing OSSs at relatively early implementation phases provide a lot of information regarding the drivers and barriers for the successful implementation that can be used in other context. While OSS experiences have been well documented in the developed countries, still this experience is not collected and documented in the same way while discussing in other transitional countries that are at the initial phases of OSS implementation. This paper combines a combined theoretical and practical knowledge construction regarding the process especially under the technical and financial assistance of international community. Final conclusions are based on analysis and interpretations of the two concrete, empirical studies. One Stop Shops works best in developed countries but in post-transitional and transitional countries they face implementation problems due to contextual factors. Still under the pressure from international donors might influence in “copy-paste” models from best practises on a quicker process rather than a gradual one that could allow for building up also a service culture that is missing in both cases. Although the empirical evidence on the impact of OSS is limited, the most successful OSS initiatives begin to show measurable effects on the quality of service delivery. This includes such measures as citizens’ satisfaction, lower corruption, and greater efficiency of service delivery.

Organising for resilience in extreme contexts - Emergency Services (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Markus Hällgren

Paper Presentations:

666 RESILIENCE OF FIREFIGHTERS RELATED TO POTENTIALLY TRAUMATIC EVENTS: A SCOPING REVIEW

Vanessa Laureys GHENT UNIVERSITY
Marleen Easton GHENT UNIVERSITY

Purpose The purpose of this study is to explore the empirical literature on the resilience of firefighters in potentially traumatic events (PTE). This paper identifies how resilience is perceived in this particular research field, reveals trends in applied research methods and examines the main topics addressed in previous research.

Design A scoping review was carried out, with searches in Web of Science, PsycARTICLES and Google Scholar, as well as a secondary manual screening of the reference lists of all the selected studies and Dutch academic journals. Based on this review, 54 empirical articles were included in the current paper.

Findings First, predominantly quantitative, cross-sectional research designs were used in the selected studies. Second, the 54 empirical studies provided insights on six topics. Insights are gathered on the role of the organization, demographic factors, personal characteristics, coping strategies, social support and the reactions of firefighters in the aftermath of PTE. Due to the different interpretations and denominations of the concept of resilience and the broad variety of applied measurement techniques across the selected papers, a profound comparison of the empirical results is hampered.

Value This study systematically integrates the findings of empirical research on the resilience of firefighters who are confronted with PTE. The documentation of research activity, gaps and inconsistencies in the literature offers direction for future research in this relatively new field of study.

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NORMAL CHAOS: APPLICATION OF COMPLEXITY AND CHAOS TO EVERYDAY PRACTICE

Mike Lauder PM RISK-CRISIS-CHANGE

Hugo Marynissen ANTWERP MANAGEMENT SCHOOL

The purpose of this paper is to provide a framework to those seeking practical utility from the qualitative research of complexity and chaos. Over the last five decades, multiple scholars have used the concept of chaos within computational tools to explain patterns of interactions within dynamic systems that are otherwise too complex to be fully appreciated or understood. However, researchers seem to have been less successful in explaining its applications to qualitative research. This paper is a tentative step to correct this imbalance within the context of crisis management and first-responders.

In this work we move from using complexity as a retrospective explanation to one that facilitates more proactive management in circumstances where the actual pattern of interactions within a dynamic system are too complex to be fully appreciated or understood. While such circumstance can be mistaken for randomness and disorder (chaos), they are quite normal for first-responders and during crisis. We refer to this as operating within “Normal Chaos”. Rather than trying to create order in such circumstances, this research is looking to enhance sense-making in such situations.

Although there are many facets to complexity and chaos theory, there does not appear to be an overall agreement over which ones should be used or how they should be used. Therefore, this paper identifies three categories of properties (Structure, Patterns and Energy) that we consider as having potential qualitative use to stimulate discourse. Each category is seen as being made up of three parts: these parts being scope, interdependences, self-organising, illusions, fractals, fitness landscape, attractors, energy flow and the edge of chaos.

We explain that these aspects of complexity and chaos could be used as a catalytic tool to help management think about their working environment. Based on the

principles of engaged scholarship, this paper sets out a basis framework agreed by the user community as being ready for testing by operational teams responding to crises.

1439 HOW DIGITAL TECHNOLOGY MODERATES THE IMPACT OF DATA ON FIRST RESPONDERS' DECISION-MAKING AND ORGANIZATIONAL LEARNING

Mounir Boukadidi ANTWERP MANAGEMENT SCHOOL

Mohammed Chaara ANTWERP MANAGEMENT SCHOOL

Steven van den Oord UNIVERSITY OF ANTWERP / ANTWERP MANAGEMENT SCHOOL

Hugo Marynissen ANTWERP MANAGEMENT SCHOOL

Steven Poelmans ANTWERP MANAGEMENT SCHOOL

This article is a preliminary working paper that is part of the four-year research project exploring a future organizational vision for both the fire services and the police force in Antwerp, Belgium. We present a research protocol to develop conceptual foundations for analyzing how digital technology moderates the impact of data on first responders' decision-making and organizational learning. We assess the antecedents, outcomes, and contexts of decision-making and organizational learning and the digital technological conditions they entail. The purpose of this article is therefore to establish what is currently known with regarding how data improves decision-making outcomes, what mechanisms underlie this relationship, and whether, if at all, digital technology moderates the impact of data on decision-making outcomes and organizational learning. To achieve this purpose, we conducted bibliometrics and a systematic literature review in which we examined the empirical literatures in the fields of business and public management. We selected empirical studies that examined data, information processing capabilities, decision-making processes and outcomes, digital technology and organizational learning. Data extraction and synthesis were conducted following the context-intervention-mechanism-outcomes (CIMO) logic to guide the integration and interpretation of the synthesis. Based on the literature review we developed a conceptual model of organizational learning proposing propositions on the relationship between data, decision-making, digital technology, and organizational learning. We offer discussions concerning how organizations learn and what future directions scholars and public policy planners might take to advance the current body of knowledge and scholarship of application in the context of first responders.

Performance Management (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Victor Haines

Paper Presentations:

748 USING GAMIFICATION FOR ENHANCING EMPLOYEE'S MOTIVATION ON WORK AND THEIR STRIVING FOR FURTHER TRAINING: A

LITERATURE REVIEW

Lena Murawski TECHNISCHE UNIVERSITÄT CHEMNITZ
Evi Kneisel TECHNISCHE UNIVERSITÄT CHEMNITZ

Purpose: Gamification is the inclusion of playful elements in non-game contexts (Deterding et al., 2011) and is one of the most important technology trends of today (Conway, 2014). Many empirical studies deal with gamification in organizational contexts, e.g. for increasing motivation (e.g. Ahn et al., 2014; Cardador et al., 2017), for human resources development (e.g. Alcivar & Abad, 2016; Atwater, 2013) and knowledge- and information management (e.g. Araújo & Pestana, 2017; Swacha, 2015). Thus, gamification is not primarily entertainment, but pursues a serious purpose in organizational contexts (Stieglitz, 2015). Although gamification makes a significant contribution to the behavioral control and influencing of employees (e.g. Ęrgle, 2015; Swacha, 2015), there is a lack of theoretical concepts and empirical findings on the use of gamification in human resources management. (Possible applications of gamification in HRM have not yet been analyzed systematically). The current paper aims at contributing to closing this gap through giving a theoretical and empirical overview of possible applications of gamification within Human Resource Management, especially for enhancing the employee's motivation and their striving for further training.

Methodology: In a first step, the authors developed a conceptual model explaining possible effects of gamification on human behavior, particular motivation, based on the self-determination Theory by Deci and Ryan (1985). At the second step, the authors conducted a literature review on relevant studies on gamification application in HRM in order to give an overview of those game elements that demonstrably effect employee motivation and training in a positive way.

Results: The results show that performance-related feedback in particular has a motivating effect on learning processes and work processes. Gamification positively effects an individual's motivation and its striving for further training, when the human needs for competence, autonomy and relatedness are satisfied. From a theoretical point of view, the mode of action of gamification can be explained by the motivation theories of Maslow (1970) and Deci and Ryan (1985). The functionality was explained using the MDA framework model (Hunicke et al., 2004). Thus, it could be shown that playful elements can be used to support the three basic needs for competence, social inclusion and autonomy. In summary, the paper provides the insight that playful elements in HRM can have a motivating effect on learning processes and work processes. Here, point systems seem to be the most important playful element for increasing motivation for work tasks and development measures.

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PERFORMANCE APPRAISAL AND INNOVATIVE WORK BEHAVIORS
Ylenia Curzi UNIVERSITY OF MODENA AND REGGIO EMILIA_ MARCO
BIAGI DEPARTMENT OF ECONOMICS

Tommaso Fabbri UNIVERSITY OF MODENA AND REGGIO EMILIA_ MARCO
BIAGI DEPARTMENT OF ECONOMICS

Anna Chiara Scapolan UNIVERSITY OF MODENA AND REGGIO EMILIA,

DEPARTMENT OF COMMUNICATION AND ECONOMICS
Stefano Boscolo UNIVERSITY OF MODENA AND REGGIO EMILIA_ MARCO
BIAGI DEPARTMENT OF ECONOMICS

Employees' proactive behaviors aimed at generating, disseminating and implementing new ideas in the workplace are key strategic assets for organizations in the current competitive environment.

Despite its utmost important role in ensuring the alignment between individuals' goals and behaviors and the organization's strategic goals, to the best of our knowledge extant empirical research has neglected to investigate how the debated HRM practice of performance appraisal may contribute to employees' innovative work behaviors. Thus, drawing on the insights provided by the signaling theory of HRM (Bowen and Ostroff, 2004), our research aims at exploring the relationship between the employees' perception on the main characteristics of the performance appraisal system - in terms of 'how' the appraisal may be conducted and 'what' may be evaluated - and the effectiveness of this system in promoting individual work-related innovation.

We carried out a survey on 865 employees working in large, multinational firms located in Italy operating in several sectors. Our findings suggest that formality of performance appraisal does not have a positive impact on employees' perception that appraisal boosts individual innovative work behaviors. Furthermore, even though we found that performance appraisal focused on employees' results - instead of behaviors - affects positively its perceived positive impact on work-related innovation, our results show a stronger perceived positive relationship between the appraisal of new competences developed by employees and their innovative work behaviors. These results provide a twofold contribution. On the one hand, they add to the recent debate on the effectiveness of traditional formal appraisal processes. On the other hand, our results contribute to extant literature on the importance of employees' perception of HRM practices as determinants of individual creativity and innovation in organizations.

1429 "THE ACT OF GIVING BACK": LINKING EMPLOYEE PERCEPTIONS OF TRAINING PRACTICES AND SERVICE PERFORMANCE - EVIDENCE FROM PHILIPPINE CALL CENTERS

Kristine Tamayo-Verleene IESEG SCHOOL OF MANAGEMENT
Antonio Giangreco IESEG SCHOOL OF MANAGEMENT
Johan Maes IESEG SCHOOL OF MANAGEMENT
Luc Sels KU LEUVEN

This paper integrates insights from social exchange theory and the AMO model to explain whether employees' perceptions of supportive training practices (representing opportunity) coming from their (a) employer, and (b) line manager positively relate to their levels of engagement (representing motivation) and emotional work self-efficacy (representing ability), and ultimately, their service performance.

Findings from 421 Philippine call center agents indicate that employees' level of engagement and self-efficacy fully mediate the relationship between perceptions of their organizations' training investments and their service performance. Meanwhile, employees' satisfaction with their LM's training implementation has both direct and indirect relationships with performance. Overall, our analyses partly support findings from past AMO studies and open prospects for conceptualizing their interrelationships, particularly in this unique setting where a native trait called "utang na loob" improves our understanding of social exchange relationships. For practitioners, this study offers suggestions on how training can engender positive employee outcomes.

Presidential Meeting - 1 (14:00 - 15:30) - ISCTE - Building II/Room B1.02 ([Top](#))

Projects & Society (14:00 - 15:30) - ISCTE - Building II/Room C4.02 ([Top](#))

Track: T10_03 - Projects & Society

Chair(s): Paul Mansell

Discussant(s): Ewa Sońta-Drączkowska, christophe midler, Hannah Wilson

Paper Presentations:

**188 EXPLORING THE NATURE OF SOCIAL INNOVATION PROJECTS – A
STRUCTURATION THEORY PERSPECTIVE**

Ewa Sońta-Drączkowska WARSAW SCHOOL OF ECONOMICS

In the today's economy, social innovation is a rapidly growing practice and an emerging academic discipline. In its early phase of development, social innovation may be perceived as an entrepreneurial opportunity pursued by an exploration project. This study applies a qualitative approach based on a case study and investigates the practices of social innovation projects in international non-profit organizations fostering social entrepreneurship at the intersection of academia and business. Structuration theory is applied as an underlying framework for the analysis. Based on the case study, this research identifies a network of agents as project stakeholders, the social practices supporting project development, and proposes a conceptual framework that allows for a better understanding of the dynamic, evolving nature of social innovation endeavors.

**951 SYSTEMIC DISRUPTIONS AND AMBIDEXTROUS PROGRAMME
MANAGEMENT;PARIS' CONVERSION TO ELECTRIC BUSES**

Felix von Pechmann RÉGIE AUTONOME DES TRANSPORTS PARISIENS
christophe midler ECOLE POLYTECHNIQUE - CNRS

Technological opportunities, global innovation based competition and social and environmental pressure create a context that confronts organizations with major transitions. Bridging the literature on innovation, ambidexterity and project

management, this article characterizes what we will call *systemic disruptions*, and proposes, under the concept of *ambidextrous programme management*, principles to manage them. The paper analyses through those conceptual lenses a typical case of such a transition, the electrification of Paris' bus transport system. It formalises and tests this theoretical framework. Going beyond products, this paper extends the analysis of systemic disruptions to a service context. It discusses the differences with other transition modes such as lineage management. The managerial contribution is to propose management principles to handle these complex and risky situations.

1384 TRENDS AND CHALLENGES IN PROJECT MANAGEMENT: A UNIFYING AND HOLISTIC FRAMEWORK

Hannah Wilson LIVERPOOL JOHN MOORES UNIVERSITY

David Bryde LIVERPOOL JOHN MOORES UNIVERSITY

Maria Perez Ezcurdia UNIVERSITY OF NAVARRA

Jane Dowson LIVERPOOL JOHN MOORES UNIVERSITY

Christine Unterhitzberger LANCASTER UNIVERSITY MANAGEMENT SCHOOL

Hans-Peter Schelkle UNIVERSITY OF THE APPLIED SCIENCES, CONSTANCE

Tim Whitehill PROJECT FIVE CONSULTING

Amin Akhavan Tabassi UNIVERSITY SAINS MALAYSIA

Ernawati Mustafa Kamal UNIVERSITY SAINS MALAYSIA

Our paper adds to the project management literature, which analyses trends and challenges in the field. We develop a holistic framework that brings together the diverse challenges and trends, enabling a greater understanding of the threats and opportunities to project management practice and of potential areas for future research. We do this using Socio-Technical-Systems (STS) as the conceptual framework for our research. We adopt a qualitative methodology collecting data on current trends and challenges from forty nine project managers working in the UK, Germany and Malaysia. The project managers worked in various project-focused business sectors including construction and IT. In-depth semi-structured interviews were conducted which were recorded, transcribed and thematically analysed with the aid of NVivo 11 pro software. Informed by STS, challenges were grouped under the four broad headings of Structure, Technology, People and Task. Within these broad areas eight sub-themes were derived: Environment, Technological Development, Human Resources, Stakeholders, Iron Triangle, Change Management, Resourcing Models and Integration. In the second stage of the data analysis nine sub-themes relating to the trends were derived under each of the four broad headings. These were: New Methodologies, Digitalisation, Technological Development, Broadening Stakeholders, Partnering, Quality Management, Transparency, Health & Safety and Risk Management. Furthermore, the second stage of the analysis identified a number of trends that cut across the Structure, Technology, People and Task elements. These were classed as Data-driven, Virtual Teams, Role Refinement, Timeliness and Complexity & Project Scale. Our final holistic and unifying framework brings together trends and challenges in each area of Structure, Technology, People and Task, as well as the cross-system-trends that transcend areas. There are limitations to

our study in terms of being able to make claims as to the wider generalisability of the findings and further research will focus on a large scale survey to collect quantitative data in order to validate the framework.

Research methods and empirical illustrations (14:00 - 15:30) - INDEG Building/Room 1.15
([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Huiping Xian

Paper Presentations:

672 CAREER ANALYTICS: DATA-DRIVEN ANALYSIS OF TURNOVER AND CAREER PATHS IN KNOWLEDGE INTENSIVE FIRMS: GOOGLE, FACEBOOK AND OTHERS

Hila Chalutz Ben Gal AFEKA TEL AVIV ACADEMIC COLLEGE OF ENGINEERING

Alon Sela TEL AVIV UNIVERSITY

Purpose: The purpose of this study is to demonstrate that by utilizing data-driven tools, based on HR analytics and cluster analysis, management can gain a nuanced perspective on employees' career path initiatives. We thus lay the groundwork for further theory developments and contribute to the ongoing extant examination of career analytics.

Methods: This study utilizes two data sources. First, a uniquely large data set of over 970,000 curriculum vitas (CV's). Second, benchmark market data retrieved from annual surveys which measure employee job satisfaction and compensation data retrieved from high technology organizations. These combined data sources enable a robust examination of the relationship between variables by utilizing data-driven methods, e.g., HR analytics, machine-learning and pattern recognition tools.

Results: We found hidden patterns in turnover and career moves which are not necessarily aligned with existing theories from the literature. Moreover, we uncover some disruptive aspects of the turnover phenomenon which are sometimes counterintuitive. Perhaps the most striking finding is an inverse relation between job satisfaction level, average employment period and job seeking patterns in specific high technology companies. We also found that while higher compensation packages often lead to higher job satisfaction, they do not translate into longer employment periods for some employees. This counterintuitive effect was found to be strongest in global high technology companies, such as Google and Facebook.

Contribution: Our study presents three notable contributions. First, from a *theoretical* perspective, our findings advance the motivation literature by highlighting the counterintuitive effect of intrinsic and extrinsic motivation. Second, from a *practical*

perspective, our findings contribute to the ongoing extant examination of macro level career analytics. Moreover, our findings lay the groundwork for the adoption of practical career planning management tools, in the form of career analytics, which are at the forefront of the investigation of the organizations of the future. Finally, from a *methodological* perspective, this study contributes to the increasingly growing use of data-driven tools for organizational and human resources investigation.

820 **MULTIPLE CASE STUDY DESIGN: THE EXAMPLE OF PLACE
MARKETING RESEARCH**

Marek Ćwiklicki CRACOW UNIVERSITY OF ECONOMICS
Kamila Pilch CRACOW UNIVERSITY OF ECONOMICS

Objectives: The objective of this paper is to discuss the specificity of multiple case study (MCS) research design using analysis of research description realised according to this strategy in the field of place branding and place marketing published between 1976-2016 in scholarly journals.

Research Design & Methods: First, we have presented MCS as a research approach based on the narrative literature review for gathering and synthesising in order to highlight its main traits. Next, based on systematic literature review, we analysed 53 descriptions of research methodology used in place branding and place marketing studies. This analysis was done based on the criteria applied to portray MCS design and its methodological rigour.

Findings:

Selecting cases and cases' context are most frequently explained in place marketing articles where findings are results of MCS research. The choice of a case study as a research strategy and limitations of the studies are less frequently justified in investigated papers.

Implications/Recommendations:

Our analysis shows that the authors should pay more attention to elements characteristic for methodological rigour in their descriptions of the research method. For this purpose, we prepared a checklist.

Contribution/Value Added: We have discussed in detail key methodological issues for MCS. Moreover, we have formulated guidelines for improving research methodology's descriptions in scholarly papers. It should lead to an increase in methodological rigour in future research reports.

1018 **CAST THE NET ON THE RIGHT SIDE: POLITICAL AND REGULATORY
PRESSURE EFFECTS ON WOMEN'S INFLUENCE IN BOARD NETWORKS**

Ruth Mateos de Cabo UNIVERSIDAD CEU SAN PABLO
Pilar Grau UNIVERSIDAD REY JUAN CARLOS

Ricardo Gimeno BANCO DE ESPAÑA
Patricia Gabaldon IE BUSINESS SCHOOL

This paper analyzes the impact of the political and regulatory pressure to increase the influence of women on the European board member's network. We use a longitudinal approach, following the evolution of the main centrality measures of a European global director network made up of listed firms of 38 countries and 5 territories in Europe obtained from Boardex from 1999 to 2014. This results in an extensive sample of 425,322 observations of board of director positions, corresponding to 41,107 different directors of which 11.9% are women.

We built on a theoretical approach that consider that the emphasis in the supply-side or on the demand-side to explain the underrepresentation of women on boards has led to a two-track approach to manage this issue: a slow track that has led to voluntary approaches versus a fast one that have pushed for binding legislation. Both strategies trigger different commitment degree by companies with different location on the network that originates divergent effects on economic influence factors of women in the network. The results of the panel data models show that the voluntary approach implemented by Corporate Governance Codes recommendations to promote gender diversity on boards only have a significant positive direct effect on visibility of women in the directors network. Whereas binding legislation through Board Gender Quotas enactment produces a clear increase in their real power and influence.

**Responsible Ownership & Shareholder Engagement (14:00 - 15:30) - ISCTE - Building I/
Auditório 0NE02-Caiano Pereira ([Top](#))**

Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)

Chair(s): Xavier Hollandts

Paper Presentations:

789 OWNERSHIP STRATEGY: A NEW GOVERNANCE MECHANISM FOR COLLECTIVE ACTION AND RESPONSIBLE OWNERSHIP
Throstur Sigurjonsson REYKJAVIK UNIVERSITY / COPENHAGEN BUSINESS SCHOOL
Thomas Poulsen COPENHAGEN BUSINESS SCHOOL
Gudrun Jonsdottir PHD STUDENT

A new strand of the corporate governance literature on ownership seems to be in the process of developing what might be considered the next generation of the concept of active ownership: responsible ownership. This paper aims to contribute to this strand of literature by addressing an element of responsible ownership that is not yet well developed: the collective actions by owners. We introduce what we have named an ownership strategy as a new governance mechanism for collective action and

responsible ownership. Using data from semi-structured interviews with owners, board members, and non-executive insiders together with documentary analysis, we find support for the theoretical construction. Specifically, we find that the ownership strategy functions as a collaboration pact, which cultivates long-termism, and that the outcome is improved agency, i.e. that both the relationship between the owners and the directors and between the directors and management is improved due to better alignment. Results show that an ownership strategy is an effective corporate governance mechanism to promote long-term commitment of owners while minimizing agency problems and promoting trust between principals and principals and their agents. The findings indicate that an ownership strategy establishes a much needed long-term focus and commitment of owners while creating a sense of security among the board of directors that they are working within the will of their owners.

1797 REGULATING SHAREHOLDER ENGAGEMENT IN EUROPE: FROM HARD TO SOFT LAW AND NEVER BACK(?)

Dionysia Katelouzou DICKSON POON SCHOOL OF LAW

While company law is highly regulatory in nature containing many mandatory rules, when corporate governance started to dynamically emerge as a separate field three decades ago, it was bound to informal, non-binding or soft codes of best practices. The regulation of shareholder behaviour and engagement with investee companies at the EU level, while being developed much later, is not exception to the above. In 2007, when the original Shareholder Rights Directive was introduced, the regulation of shareholder rights was rules-based and prescriptive. Following the financial crisis, however, shareholder activism, especially the variant associated with activist hedge funds, has become a matter of concern for policymakers, executives, non-activist shareholders and other stakeholders alike, especially due to its perceived short-term nature and its likely negative impact on corporate wealth in general. Instead of monolithically promoting shareholder engagement it has been widely recognised that the public trust cannot be restored in the post-crisis market unless the dysfunctionality of shareholders' accountability is also addressed. It is within this framework that the creation of a soft law notion of 'stewardship' was introduced by the UK Stewardship Code – followed by similar moves in seventeen other countries – to define the institutions' and asset managers' responsibilities in response to a perceived need for governing institutional investors. At the EU level, the 2017 amended Shareholder Rights Directive, taking inspiration from the shareholder stewardship movement, imposed a soft law duty on institutional investors and asset managers to develop an engagement policy. Yet, the directive also placed emphasis on disclosure-based regulation and is arguably a tentative step towards hardening stewardship/engagement duties. At the same time, the emerging notion of corporate sustainability is taking centre stage in the current thinking of what institutional investors, and corporations more broadly, owe to society. The EU is now introducing sustainability-related disclosure regimes to bring about behavioural changes in investment practices, while it also aims to inculcate shareholder engagement and stewardship as a key tenet of investment management via the introduction of regulatory duties for all the investment chain entities. This paper traces the development of the EU regulatory framework relating to shareholder engagement from hard to soft law and back to hard

(yet so far indirect) regulation and questions the effectiveness of the regulatory choices in promoting a strong sustainability approach to shareholder stewardship and engagement.

1816 A CONCEPTUAL MAPPING OF THE LOGICS OF INSTITUTIONAL INVESTORS' CORPORATE GOVERNANCE RESPONSIBILITIES: THE CASE FOR "CUSTODIAN" INVESTOR STEWARDSHIP

Rachelle BELINGA MINES PARISTECH
Blanche Segrestin I3- MINES PARISTECH

Institutional investor activism has received increasing attention for corporate governance scholars and policymakers. The promise of institutional monitoring of corporations has fueled social expectations over institutional investors. In the aftermath of the financial crisis, recent corporate governance rules have attempted to frame and rule institutional investors' corporate governance behavior. We draw upon these rules and legal research to unpack the rationales of these specific expectations. Employing an institutional logics perspective, we map the different logics of responsibility which drive institutional investors' corporate governance behaviors. This help us critically examine the notion of investor stewardship and propose a unified framework for institutional investors' corporate governance responsibilities. First, we argue that the coexistence of contrasted logics create new sources of conflicts of interests for institutional investors. Second, we remark that corporate governance rules for institutional investors do not meet social welfare concerns. We then propose a custodian logic of responsibility for institutional investors which combines monitoring concerns and a concern for responsible management.

S01.03 - Lending and Equity Crowdfunding and traditional financial services: competition or cooperation (14:00 - 15:30) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Daniele Previati, Sharam Alijani, Jérôme MERIC, Lucia Michela Daniele, Francesco Gangi

S06.04 - Recent Applications of Necessary Condition Analysis (NCA) (14:00 - 15:30) - ISCTE - Building II/Room C5.06 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Sven Hauff, Florence Allard-Poesi, Nicole Richter

S11.01 - Transparency, sustainability, anticorruption and fraud screening: best practices and misbehaviors (14:00 - 15:30) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Giacomo Boesso, Michele Fabrizi

S14.06 - Resilience; Facts, Fashion and Fado in Organisational Research (14:00 - 15:30) - ISCTE - Ala Autonomo/ Auditório Silva Leal ([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Nader Naderpajouh, Christina Scott-Young, Naomi Borg, Lynn Keeys, Young Hoon Kwak, Tracy Hatton

Session 2 (14:00 - 15:30) - INDEG Building/Room 1.07 ([Top](#))

Track: T07_04 - Regional Perspectives

Chair(s): Peter Zamborsky

Paper Presentations:

1267 HOW TO OBTAIN INSTITUTIONAL ADVANTAGES OF MNEs IN THE CHINESE MACHINERY INDUSTRY

Yifan Zhong MONASH UNIVERSITY
Jiuhua Zhu MONASH UNIVERSITY
Mingqiong Zhang MONASH UNIVERSITY

While there has been an enormous amount of literature on the liability of foreignness, there has been little research discussing the advantage of foreignness. Applying an institutional lens, this paper aims to theorise and examine an institution advantage so as to provide a more dedicated appreciation of the experience of MNEs. By doing so, this paper contributes to the foreignness research by utilising the institution theory to address the question of what it means to be foreign in host countries and how foreignness can generate advantages for MNEs. Its findings suggest that MNEs of the machinery industry in China are able to obtain and leverage institutional advantages through several organisational responses. As such, this paper also contributes by providing a platform to understand how MNEs interact/influence host country institutions.

573 FROM EMBEDDEDNESS TO DISEMBEDDEDNESS AND REEMBEDDEDNESS: RETAIL MNCs IN POSTDIGITAL CHINA

Lisa Siebers NOTTINGHAM TRENT UNIVERSITY
Brenda Sternquist MICHIGAN STATE UNIVERSITY

This paper analyzes retail MNCs' (multinational corporations) strategic responses to changing demands in the postdigital age. Based on the conceptual lens of embeddedness, we study the top 20 retail MNCs ranked by sales in 2016 in China, focusing on their business activities in China's digitalized retail sector. We found that in responses to the postdigital dynamics, retail MNCs undertake disembedding activities through product offerings and changing store expansion strategies, and they subsequently reembed into the local market through format innovation, customer experience enhancement and strategic collaboration. We unpack these key business

activities undertaken by retail MNCs in their disembedding and reembedding processes. In doing so, we link these processes to the concept of retail embeddedness and redefine the important factors influencing retail internationalization in the postdigital age.

**1270 MANAGING CRISIS WITHIN INTERNATIONAL JOINT VENTURES:
INSIGHTS FROM THE CASE OF DÉLICE-DANONE DURING THE ARAB
SPRING IN TUNISIA**

Karim Ben-Slimane ISC PARIS BUSINESS SCHOOL

Fedia Korbi UNIVERSITÉ DE VERSAILLES

Dorra Triki ESCE

Much of the extant literature attends to the question of how governance mechanisms are set and implemented in order to ensure international joint-ventures (IJV) performance. However, there is much to be told on particular organizational phenomena and situations that IJV can go through such as: Crisis. Crisis are unanticipated and unpredictable situations that paralyze organizations in a given period of time and threaten their survival. Successful crisis management requires the bricolage and the implementation of emerging new organizational practices and managerial processes.

This paper aims at addressing the question of how IJV partners navigate through crisis and how new governance mechanisms emerge and are implemented in order to protect the assets of both partners and to ensure the continuity of the IJV. Our findings are built on the insight derived from a single case study of an IJV located in Tunisia that went through the Arab Spring crisis. Our empirical analysis show that: (1) creating ad hoc structures, (2) strengthening partners' commitment and (3) the emergence of transitional leadership helped going through the crisis of Arab Spring and moreover, ensured the continuity of the IJV Délice-Danone in Tunisia.

SIG 03 - Entrepreneurship Plenary Session (14:00 - 15:30) - ISCTE - Building II/ Auditório B1.03 ([Top](#))

Situated Strategizing (14:00 - 15:30) - ISCTE - Building II/Room C2.01 ([Top](#))

Track: ST13_07 - Strategic Processes and Practice: Theorizing Emerging Strategic Processes and Practices

Chair(s): Aura Parmentier Cajaiba

Discussant(s): Christine Sund, Eija Kärnä, Jie YU Kerguignas

Paper Presentations:

**645 EXPLORING BEST OBSERVATION MODE FOR CAPTURING EMERGING
STRATEGIZING PRACTICES WITHIN ORGANIZATIONS**

Christine Sund GRENoble ECOLE DE MANAGEMENT
Séverine Le Loarne - Lemaire GRENoble ECOLE DE MANAGEMENT

This paper considers the use of reflective qualitative diaries as a method for observing and recording strategizing and strategy work. To capture different levels of meaning and interactions, and potential insider accounts for generating in-depth qualitative analysis that enable new findings and factors affecting strategy work to emerge, we wish to re-open the discussion on diaries utilized in strategic management. The use of diaries allows for the investigation of organizational practices as it lets us observe what strategists do in their everyday work, and how such organizational phenomena emerge, develop, grow and fade.

Recent research in organizational studies reveals a trend to be closer to the practitioners and better observe what is really going on using video methods (Torald, Islam, & Mangia, 2018) which has contributed to observation of organizational practices (Whiting, Symon, Roby, & Chamakiotis, 2018). In this paper, we argue that video methods cannot really capture strategizing processes and there is still place for more traditional methods that have been widely used in ethnographic studies, the reflective qualitative diary. Without opposing the two research designs, we argue that these methods can be seen as complementary.

We also claim that there is room in the organizational literature to step back and re-investigate how we 'observe' as qualitative scholars, and especially how observation is applied in the field of strategy and strategy-as-practice research. When reexamining how we 'observe' in the strategy-as-practice area, we will be in a different position to contribute to global discussions on how strategizing in organization significantly contribute to addressing grand challenges beyond the organization, within an industry, cross-industries and for society as a whole as the positions and actions we take and what really goes into strategizing will be clearer.

The paper is structured as follows. First, we provide an overview of what practice is and how practices can be captured within strategy research. This review opens up a debate on whether practices are observed thoroughly enough to take the strategy-as-practice field forward. Then, through an analysis of practice-related articles within peer-reviewed management journals, and review of approaches for observing in strategy work, we argue that there is room for more diversity in the modes of observation in strategy-as-practice research going forward. Subsequently, we consider a complementary approach that could provide insight into observation in strategy work and the implications that this may have for studying the doing of strategy going forward.

1802 DEVELOPING STRATEGY IMPLEMENTATION AND EMPLOYEES' ENGAGEMENT IN CROSS-FUNCTIONAL COOPERATION IN B-TO-B SALES AND SERVICE - ACTION RESEARCH IN A MULTINATIONAL HEADQUARTERS

Eija Kärnä HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES

The purpose of the article is to examine implementation of a strategic cross-functional cooperation project and the employees', more precisely, middle-level practitioners', engagement in it. The applied method is participatory and collaborative action research with constructivist intent. Longitudinal action research at micro-level contributes to strategic management research highlighting the possibilities to understand and develop employees' engagement in strategy implementation processes in a multinational headquarters' cross-functional cooperation in Business-to-Business (B-to-B) sales environment. The research recognizes several elements that both enhance and impede strategy implementation in a demanding real life situation. The results suggest that only a dynamic model based on the most essential elements of action and interaction in the working community can describe successful implementation activities and employees' engagement in them. Most important for managers is to encourage and empower the employees in the implementing activities.

1845 A FRAMEWORK OF MARKETING STRATEGIZING IN THE DIGITAL ENVIRONMENT FROM THE STRATEGY-AS-PRACTICE PERSPECTIVE
Jie YU Kerguignas UNIVERSITÉ DE FRIBOURG

Strategizing as a part of strategy-as-practice studies extends the notion of strategy beyond intended, formal and macro-level processes of strategy making, to a more practical focus, that is, strategy-doing. This research area is of growing importance in the digital environment, as rapid evolving technologies render some traditional approach of strategy obsolete. For two decades, a great number of articles have studied strategic marketing and digital practice individually. To my knowledge, there is not one article that has studied digital transformation from a strategy-as-practice perspective - shedding the light on the new digital marketing praxis, practices and practitioners and their underlying interaction. This conceptual paper proposes an alternative and a new way of formulating marketing strategy in the digital environment as patterns of praxis and practices of practitioners rather than deliberate and purposeful initiatives. It contributes to study the digital transformation phenomena in a more holistic and pluralistic perspective and emphasize the multidisciplinary of strategy-as-practice theory.

Special Topics in Healthcare (14:00 - 15:30) - ISCTE - Building II/Room C4.08 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Negar Monazam Tabrizi

Discussant(s): Claudia Guerrazzi

Paper Presentations:

1033 STAKEHOLDERS' PERCEPTION OF CAHME ACCREDITED GRADUATE PROGRAMS IN HEALTH CARE MANAGEMENT: A MIXED METHODS APPROACH
Stephen O'Connor UNIVERSITY OF ALABAMA AT BIRMINGHAM

Nancy Borkowski UNIVERSITY OF ALABAMA AT BIRMINGHAM
Nataliya Ivankova UNIVERSITY OF ALABAMA AT BIRMINGHAM
Haiyan Qu UNIVERSITY OF ALABAMA AT BIRMINGHAM
Ganisher Davlyatov UNIVERSITY OF ALABAMA AT BIRMINGHAM
Eric Williams UNIVERSITY OF ALABAMA

Rankings of graduate programs in health care management, such as the *U.S. News & World Report Ranking of Best Health Care Management Programs* are used by industry stakeholders to determine the “quality” of a program and its graduates. Such rankings have been sharply criticized for their methodological shortcomings and lack of relevant information for prospective students, faculty members, and employers to support better decision making in selecting programs most appropriate for their needs. Other than program rankings and accreditation status, there are no other alternatives for determining the “quality” of health care management graduate programs in the United States – and in most other parts of the world.

The aim of this study is to describe the application of a sequential mixed methods approach for studying and understanding the 76 graduate programs in health care management accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). This methodological approach can be used to assess academic degree programs anywhere and in any discipline. The research questions addressed include: (1) What explicit criteria and evaluative processes are used when considering CAHME accredited programs in health care management? (2) How are CAHME accredited programs perceived by stakeholders? (3) What meaning is conveyed by a program?

This study employed a sequential mixed methods analysis that took place in two phases. In Phase 1, CAHME volunteers participated in a card sorting exercise, the results of which were used to derive a cognitive mapping of graduate programs in health care management through multidimensional scaling and hierarchical cluster analysis. In Phase 2, the map and clusters were evaluated by faculty members and program directors affiliated with the graduate programs for their views as to the meaning of the spatial dimensions, quadrants, and clusters within the map. This faculty feedback was subsequently analyzed via NVivo 12 to identify common trends in perceptions about map dimensions and program clustering.

Quantitative analysis (Phase 1) resulted in a two-dimensional cognitive mapping of the 76 accredited graduate programs with 10 clusters overlaid on to the map. Qualitative analysis (Phase 2) provided insight into the meaning of the spatial dimensions (x- and y-axes) and the 10 clusters within the map. Discussion of results as well as limitations and directions for future research are provided.

1228

DEVELOPING COMPETENCIES OF MANAGERS WITHIN PUBLIC-PRIVATE PARTNERSHIPS

Daniel West UNIVERSITY OF SCRANTON
Bernardo Ramirez UNIVERSITY OF CENTRAL FLORIDA
Cherie Ramirez SIMMONS UNIVERSITY

Antonio Hurtado Belendez MIVERA CANCUN
Ana Maria Malik ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO
PAULO

We describe the conceptual framework and design of the fourth phase of our ongoing research on healthcare managers of public-private partnerships (PPPs). In the first phase, we identified the need to improve managerial skills in PPPs, which require the collaboration of healthcare managers that come from two different management cultures, the public and private sectors. We collected data to identify the key management issues that hinder the effective operation of those types of units. In the second phase of our research, we applied a questionnaire initially in Mexico and extended it to four other countries: Kenya, The Czech Republic, The Republic of Georgia, and the Slovak Republic. We conducted a third phase where we used the identified challenges and potential capacity building resources from the first two phases of the research to understand the development of more specific leadership and managerial competencies at the high, middle, and supervisory levels of those healthcare organizations. We followed up with managers of two sites in Mexico to share our previous results and conduct a survey based on the International Hospital Federation (IHF) healthcare leadership and management competencies tool. In this fourth phase of our research, we want to explore the most appropriate and effective venues and teaching/learning methods to develop the identified competencies. We have developed a survey to be applied to previous participants of this study and also expanded to two other countries in South America, Brazil and Colombia. We also discuss a relevant application of this research to informing the process of accreditation for training programs of healthcare managers worldwide.

**1539 JUSTIFIED OR UNWARRANTED: DOCTORS USING SMARTPHONES
DURING MEDICAL ENCOUNTERS**

Amit Gur THE MAX STERN ACADEMIC COLLEGE OF YEZREEL VALLEY
Eilat Levy BEN-GURION UNIVERSITY OF THE NEGEV
Yaron Ariel THE MAX STERN ACADEMIC COLLEGE OF YEZREEL VALLEY

Healthcare organizations are service-oriented organizations that place an emphasis on the quality of care and service (i.e., patient-centered). As such, interferences that occur during the patient-doctor interaction – and that are not perceived as justified by the patient – could have a negative effect on the patient's perception of service quality. Indeed, research shows that using digital technology that mediates between the doctor and patient could negatively affect the medical service quality. The prevalence and presence of smartphones in the lives of almost everyone, including doctors, raise the issue of interruptions and interferences as a result of such devices being used while providing medical care and service. This is especially important as studies show that online interruptions harm the performance of cognitive tasks.

The aim of the present study is to examine patients' perceptions of their physician using a smartphone during a medical encounter, and the association of this perceived use (as an interruption or justified) with patients' perceptions of service quality and satisfaction within healthcare organizations. While previous studies have examined

the use of smartphones among doctors, to the best of our knowledge, none have analyzed this phenomenon from the patient's point-of-view. Through an online survey, 356 participants were asked to refer to one encounter with a doctor over the previous year in which the latter had used a smartphone. The participants were then asked whether this had bothered them and if they felt this was justified. They were also asked about the quality of the service that they received and their satisfaction as customers.

The preliminary findings indicate that when doctors use a smartphone during a medical encounter patients perceived this as an interruption. Moreover, among patients who witnessed such use (either active or passive), a negative relationship was found between this use and perceived service quality and patient satisfaction. In addition, the results show that patients are more tolerant towards occasions in which doctors use their smartphone for professional issues as well as for urgent personal matters, and less tolerant with personal and routine smartphone use. Finally, the level of patients' use of smartphones did not associate with perceived smartphone use as an interruption.

Sport Sponsorship and Professional Sport (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.40 ([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): Konstantinos Koronios

Paper Presentations:

519 SPORT SPONSORSHIP EVALUATION: EXTENDING SPORT SPONSORSHIP RESEARCH THROUGH A CONTEMPORARY FRAMEWORK

Konstantinos Koronios UNIVERSITY OF PELOPONNESE
Athanasios Kriemadis UNIVERSITY OF PELOPONNESE - SPORT
MANAGEMENT DEPARTMENT
Andreas Papadopoulos UNIVERSITY OF PELOPONNESE - SPORT
MANAGEMENT DEPARTMENT

Former studies have mostly concentrated on either on the antecedents or the outcomes of sponsorship agreements, although there has not been established a comprehensive framework to integrate these outlooks. The scope of this present paper is to demonstrate an integrated framework of the antecedents, along with attitudinal and behavioral outcomes of sport sponsorship agreements. An extensive examination of peer- reviewed journals was carried out in web databases and journal citations inventories so as to construct a conceptual model. The authors analyzed variables from previous studies aimed at comprehending sponsorship efficiency. For the scope of this study, a quantitative method was implemented, and 3,434 questionnaires were collected and examined through SPSS and AMOS. This research broadens previous

studies by contributing an exceptional conceptual framework that underlines the significance of comprehending the role of important factors in sponsorship efficiency. Certain implications for forthcoming research and strategies to boost the advantages for both sport clubs and sponsoring firms may be concluded from the proposed framework.

743 BBVA: STRATEGIC SPONSORSHIP AND DIGITAL TRANSFORMATION

James Santomier Jr SACRED HEART UNIVERSITY
Sten Söderman STOCKHOLM BUSINESS SCHOOL
Reinhard Kunz UNIVERSITY OF COLOGNE

Purpose – This paper seeks to examine the strategic sponsorship program of Banco Bilbao Vizcaya Argentaria (BBVA), and specifically, that of its wholly owned U.S. subsidiary, BBVA Compass (BBVAC). Insights related to BBVA’s prescient integration of digital technology into its business strategy and BBVAC’s strategic sport and cultural sponsorship program will be provided relative to the bank’s values, business model, and marketing strategies.

Design/methodology/approach – The case-study method was used for this analysis due to the complexity and specificity of the topic, and the fact that only a discrete element of the sport sponsorship sector and a limited number of events and their relationships were addressed (Yin, 1984).

Findings – By leveraging their client focused business model, developing innovative digital assets, and partnering with sport enterprises and cultural events, BBVA has emerged as a leading global financial institution with offices in over 30 countries. Although a regional bank, BBVAC’s strategic sport and cultural sponsorships, and specifically its sponsorship of the National Basketball Association (NBA), are synergistic with the BBVA’s comprehensive marketing objectives, digital initiatives, acquisitions, and target markets. Sport and cultural properties sponsored by the bank reflect similar core values as the BBVA brand, including teamwork, innovation, and community involvement.

Originality/value – This paper demonstrates how BBVA, initially through the transformational leadership of former BBVA Group Executive Chairman, Francisco Gonzáles, has leveraged digital transformation and strategic sponsorship to increase BBVA’s global footprint, generate revenue, and increase brand equity. The effective sponsorship strategy of BBVA and its subsidiary BBVAC represents an innovative, agile, and digitally focused model for CMOs, brand managers, and sport marketers considering a long-term investment in strategic sponsorship.

**1446 CONCEPTUALIZING TENSIONS IN THE PROGRESSION OF
COMMUNITY OF PRACTICE: A LONGITUDINAL STUDY OF
TAIWANESE PROFESSIONAL TENNIS COMMUNITY**

Yu-Hui Lien NATIONAL TAIWAN UNIVERSITY & NATIONAL TAIWAN
SPORT UNIVERSITY
Jimmy Huang WARWICK BUSINESS SCHOOL, THE UNIVERSITY OF
WARWICK

Gerardo Patriotta THE UNIVERSITY OF WARWICK
Ping-Kun Chiu NATIONAL TAIWAN SPORT UNIVERSITY

Community of Practice (CoP) has provided a vital context where learning and situated practice can be created and shared. While prior studies have pointed out its unique social processes, the role of tension in relation to the progression of a community is rarely examined. Instead of seeing tensions as the source of breakdown or inhibitor of a community, our study explores and theorizes the paradoxical roles played by tensions. We studied Taiwan's professional tennis community, which has accomplished rather remarkable results globally during the past 2 decades, to learn more about its progression and the positive and negative roles of tension. We propose the notion of contentional community infrastructuring to capture the paradoxical nature of tensions as an integral part in the pursuit of community goals. The research supplements the theorizing of CoP by incorporating multiple roles of tension.

Stakeholder Management, Soft Skills and Competencies (14:00 - 15:30) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: T10_04 - The Bounded Manageability of Major Projects

Chair(s): Alfons Marrewijk

Paper Presentations:

289 IMPACT OF REGULATORY FOCUS ON OPPORTUNISTIC BEHAVIOR IN CONSTRUCTION PROJECTS

Qinzhen Qian TIANJIN UNIVERSITY OF FINANCE & ECONOMICS
LIANYING Zhang TIANJIN UNIVERSITY

Opportunistic behavior, an obstacle to close collaboration, is common in construction projects. But little is known about how the parties' own characteristics impact their tendency to commit opportunistic acts. This study applies regulatory focus theory to describe clients' inherent motivation orientation, and examines the effects of regulatory focus on their opportunism. The questionnaire data from clients in construction projects were analyzed with Partial-Least Squares Structural Equation Modeling (PLS-SEM) to verify the theoretical hypotheses. The results show the promotion focus of clients can increase their tendency to conduct opportunistic behavior, but their prevention focus has no significant effect on it. This study contributes to the body of knowledge by empirically confirming that parties' inherent characteristics play a significant role in predicting their opportunistic behavior. The findings can help parties to understand and predict other parties' decision behavior by figuring out their motivation orientations, so as to wisely and rationally employ project management approaches under various circumstances.

1137 EMOTIONAL INTELLIGENCE: A PREEMPTIVE APPROACH TO MANAGE CONFLICT IN LARGE PROJECTS

Azadeh Rezvani THE UNIVERSITY OF QUEENSLAND
Pouria Khosravi QUEENSLAND UNIVERSITY OF TECHNOLOGY

The association between emotional intelligence and project performance has been explored in the project management literature. Though, the integrated effects of emotional intelligence, trust and conflict on project performance of large-scale infrastructure projects have yet to be examined. This study endeavours to bridge this gap using data on 365 project team members from large-scale infrastructure projects. Our empirical results demonstrate that all conflict modes including task, relationship and process conflicts negatively influence the performance of large-scale infrastructure projects. Managing all conflict types should, therefore, be prioritized for its negative influences on such large infrastructure projects. In this regard, our result shows that emotional intelligence and trust diminishes the adverse effects of conflict on project performance in large-scale infrastructure projects.

1316 REVIEW OF THE KEY CHALLENGES IN MAJOR INFRASTRUCTURE CONSTRUCTION PROJECTS: HOW DO PROJECT MANAGERS ‘SKILL-UP’?

Saima Ahmad MONASH BUSINESS SCHOOL
Chivonne Algeo MONASH UNIVERSITY
Susan Foster MONASH UNIVERSITY
Amrik Sohal MONASH BUSINESS SCHOOL
Daniel Prajogo MONASH BUSINESS SCHOOL
Robert Moehler MONASH UNIVERSITY

Major infrastructure projects are the delivery vehicle for the development, expansion and extension or retirement/demolition of Governmental investment that is intent in place making. Whilst a successful engine for change, major projects have been under scrutiny for their poor success record. By their very nature, major projects pose unique challenges due to the multitude of stakeholder perspectives and respective communication dynamics, accelerated delivery intents, skills-shortages, in addition to a complex array of activities, changing political climates and demographic shifts described as “wicked-mess”.

More recently behavioural aspects have become the focus of attention and have the potential to complement existing skills and competencies for professional functions that have succumbed to traditional project delivery approaches. In addition, emerging challenges that require a new set of skills and competencies are also at the forefront of cannibalising a conventional understanding of what managing major projects entails and how to enable successful project delivery.

From the literature review, we have been able to identify current key challenges and emerging challenges faced in the delivery of major projects. Our literature suggests that emerging challenges relate to technological, sustainability and acceleration of delivery in this increasingly complex context of project delivery. We propose a model for further examination to identify to what extent existing skills and competencies have been adopted, or replaced through newly acquired skills; and whether emerging

challenges can be adequately addressed, and whether current challenges require new skills and competencies due to the evolving nature of these challenges. The model also examines the behavioural factors that impact on the acquisition and development of new skills and competencies.

This paper contributes to the growing literature on examining the development and effectiveness of project managers' skills and competencies in managing major infrastructure projects in the construction industry. The literature review presented in this paper should inform researchers in developing empirical studies relating to this important topic area.

Strategic issues and stakeholder engagement (14:00 - 15:30) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_02 - Accounting and Control for Sustainability

Chair(s): Martin Kunc

Discussant(s): Filippo Vitolla

Paper Presentations:

257 TALKING ABOUT DIALOGISM. EVIDENCE FROM A PARTICIPATIVE EXPERIENCE IN THE WATER SERVICE INDUSTRY.

Nora Annesi SANT'ANNA SCHOOL OF ADVANCED STUDIES
Massimo Battaglia LA SAPIENZA - UNIVERSITY OF ROMA

Stakeholder engagement is a CSR policy that strengthens an organization due to the mutual learning derived from company and stakeholder partnerships (Greenwood, 2007).

By initially identifying scope and methods of engagement, the paper focuses on the quality of the involvement in term of dialogism (Bebbington et al., 2007).

The paper thus reports the participative observation (Parker, 2017) of a direct engagement process of household-customers with a water utility. Starting from the assumption that a sincere engagement is based on a two-way dialogue, the study uses the model of Bebbington et al. (2007) as tool to analyse the implemented process.

Each factor of the engagement has been analysed, to identify those that lead to a dialogic debate between the company and its customers.

The paper provides three main contributions. First, it contributes theoretically to the social accounting and public utilities literature, by highlighting the interrelated factors influencing difficulties and opportunities of creating a dialogic process. Second, it enlarges the potential of public utilities, demonstrating as dialogic exchange can

contribute to promote innovative projects based on sustainability and, consequently, to increase business reputation. Third, in managerial perspective, the paper contributes to outline enablers and limits of an effective stakeholder engagement process.

1094 EXPLORING THE LINK BETWEEN STRATEGY IMPLEMENTATION AND HUMAN RELATIONS IN A MULTINATIONAL CHINESE COMMERCIAL BANK

Vinh Chau UNIVERSITY OF KENT
Congcong Lei UNIVERSITY OF KENT
Liyang Tang COVENTRY UNIVERSITY LONDON

This article examines the use of the balanced scorecard methodology in Commercial Bank ('a pseudonym for a Commercial Bank in Xian, China'). In particular, it explores how the use is different for the purposes of strategy implementation and for managing human relations, such as in performance appraisals, and then establishes where the linkages lie. The banking sector in China is interesting as it was most resilient among its international counterparts during the 2008 global financial crisis, possibly due to the way banks managed being risk adverse and daily operations premised on Confucius ingrained doctrines. Drawing from in-depth exploratory interviews with suitable staff of multiple levels within Commercial Bank's organizational hierarchy, the research attempts to understand how a performance management system conceived originally in the US is operated in China. Unsurprisingly, it was found that there was a lot of resistance to the balanced scorecard methodology and its open creativity approach in augmenting financial measures conflicted with the prescribed behaviour approach from the legacy of the bank's former state-owned status. Appraisals also remained very salary/bonus focused, despite other forms of motivation were encouraged in the bank. These preliminary findings are intended to assist future research in developing a holistic framework of performance management, particularly for the context of commercial banking in China.

Team Leadership (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: ST09_02 - Team Performance Management

Chair(s): Petru Curseu

Paper Presentations:

417 TEAMWORK AND LEADERSHIP RESEARCH CONDUCTED IN ACADEMIC SETTINGS: AN ANALYSIS OF EXTERNAL VALIDITY CONCERNS

Otmar Varela UNIVERSITY OF ARKANSAS - LITTLE ROCK
Kety Jauregui ESAN - BUSINESS SCHOOL
Susy Quevedo ESAN - BUSINESS SCHOOL

Concerns about the external validity of research conducted in academic labs are still ubiquitous (Peterson & Merunka, 2014). While recent studies suggest these concerns might have been artificially amplified (e.g., Colquitt, 2014), the use of secondary data (analysis of meta-analytic effect sizes) in support of the latter claims limit these conclusions. In this study, participants ($N=157$) from two countries (Peru and U.S.) that exhibit significant differences in high-power distance values were assessed while performing leadership and teamwork roles in two distinct settings, organization and academic labs. We observed the extent to which the setting influences how participants perform their respective roles as either leader or teammate. Results indicate that leadership roles are more susceptible to be influenced by the setting than teammate ones and consequently, external validity concerns must be more carefully considered in leadership studies than teamwork research. We also found that individual attributes, self-awareness and role identity, can increase the extent to which research participants exhibit behavioral stability across research settings. We discuss the implication of our findings for research dealing with interpersonal phenomena (leadership, teamwork) and provide recommendations for enhancing the external validity of studies conducted in academic labs.

1939 LEADERS' SENSEGIVING AND PROMOTION OF TEAM SENSEMAKING: IS ONE OF THESE FUNCTIONS ENOUGH TO INCREASE TEAM PERFORMANCE?

Ana Passos ISCTE, INSTITUTO UNIVERSITÁRIO DE LISBOA
Catarina Santos MAASTRICHT UNIVERSITY SCHOOL OF BUSINESS & ECONOMICS
Ana Guedes ISCTE - INSTITUTO UNIVERSITÁRIO DE LISBOA
Sjir Uitdewilligen FACULTY OF PSYCHOLOGY AND NEUROSCIENCE, MAASTRICHT UNIVERSITY

Research has consistently showed the relevance of team leadership functions to promote team performance. This study investigates the influence of leader's sensegiving on team performance as well as the moderator role of leader's promotion of team sensemaking on the relationship between leader's sensegiving and team performance. We tested our model with a sample of 82 teams (304 team members and 82 team leaders) from consultancy firms. Data was collected through two different survey questionnaires: one for team members and one for leaders. The results support our hypotheses revealing that the influence of leader's sensegiving on team performance is higher in situations that leaders also promote sensemaking of team members. This study introduces a new leadership function, leader promotion of team sensemaking, and analyses its join influence with other relevant team leadership function on team performance. Leaders need to be trained in sensegiving behavior as well in promoting team sensemaking in order to guide their team towards effective processes and performance. Further research is suggested to extend the results of this relevant area of investigation.

1236 LEADING WITH LEVITY: HUMOR AS A LEADERSHIP TOOL FOR IMPACTING WORK GROUP AND EMPLOYEE EMOTIONS, TEAM-MEMBER EXCHANGE AND PROACTIVITY

Nilupama Wijewardena RMIT UNIVERSITY

Ramanie Samaratunge MONASH UNIVERSITY
Charmine Hartel THE UNIVERSITY OF QUEENSLAND

Scholarly interest in humor in leadership is rising, given the mounting empirical evidence revealing positive humor's capacity to increase positive work outcomes for workgroups and employees. Humor is now being promoted as a tool for leaders to deliberately use to produce important employee and organizational outcomes. Yet the specific set of knowledge, skills and abilities (KSAs) needed for leaders to understand the humor process and strategically create and deliver positive humor as a tool remain unknown. In this paper we develop a multi-level theoretical model, called Leading Groups with Humor (LGH) Model for group leaders, that delineate the KSAs needed for the strategic use of positive humor for impacting work group/employee emotions. The paper also includes implications of the LGH Model for leadership research, training and development.

The future of organizations in the age of digital transformation - The workplace/ work environment (14:00 - 15:30) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: T14_05 - The future of organizations in the age of digital transformation

Chair(s): Farveh Farivar

Paper Presentations:

- 271 INSTANT MESSAGING AND WORK DIGITALISATION**
Farveh Farivar UNIVERSITY OF TASMANIA
Sarah Dawkins UNIVERSITY OF TASMANIA
Osveh Esmaeelinezhad AMIRKABIR UNIVERSITY OF TECHNOLOGY

Instant messaging (IM) is a communication phenomenon that is fast outstripping other networking tools, such as email and Facebook. Despite this, little is known about the factors that influence employee personal and work-related IM behavior across work and non-work domains. Accordingly, this study examined the influence of relational psychological contract (PC) and psychological contract breach (PCB) on employee IM behavior. Data was collected from 433 IT employees from Iran, Australian, United States and Germany and analyzed using the fuzzy-set qualitative comparative technique. Contrary to our hypotheses, we found that relational PC and PCB related to personal IM use at work. However, we also found that when employees with relational PC are more likely to offset personal IM at work by engaging in work-related IM during non-work time. Thus, our finding provides a new perspective on personal IM at work, which has traditionally been considered a form of cyberloafing workplace deviance. The theoretical and practical implications of our findings are discussed, along with avenues for future research.

- 882 TECHNOLOGY IMPACT IN THE WORK ENVIRONMENT: THE PERCEPTION OF EARLY CAREER EMPLOYEES IN BRAZIL**
Jorge Fernando PONTIFICAL CATHOLIC UNIVERSITY OF SÃO PAULO

Leonardo Trevisan PONTIFÍCIA UNIVERSIDADE CATÓLICA DE SÃO PAULO
Elza Veloso 1. FMU - CENTRO UNIVERSITÁRIO DAS FACULDADES
METROPOLITANAS UNIDAS

In this paper, we discuss some issues associated to the technological development and its effect on human beings, particularly in the realm of work. While some show a certain “techno-optimism” towards such changes, highlighting their supposed numerous benefits – people getting apart from heavy, “dirty”, repetitive jobs, or having extended access to information – others see a high risk of humans being replaced with machines even in tasks requiring creativity and socio-emotional skills, an expansion of the “information panopticon” and the society taken into a sort of “techno-feudalism”, with some happy “overlords” and most people relegated to the role of “superfluous serfs”. We carried out a survey with early career employees to explore their perception about some current and future consequences of automation on their personal and professional lives. Results pointed out to some degree of consciousness among respondents about the gradual replacement of some human tasks with computerized systems, even though this group did not feel particularly threatened themselves as the perceived risks were chiefly associated to manual or routine work rather than to managerial or creativity-related jobs.

Work Environment for Creativity (14:00 - 15:30) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Maria F. Muñoz-Doyague

Discussant(s): Kristina von Gehlen

Paper Presentations:

**903 THE IMPACT OF PHYSICAL ENVIRONMENT ON CREATIVITY:
(IN)CONGRUENT SENSORIAL STIMULI**

Cátia Alves NOVA SCHOOL OF BUSINESS AND ECONOMICS

Maria Beatriz Cordeiro NOVA SCHOOL OF BUSINESS AND ECONOMICS

Luis Martinez NOVA SCHOOL OF BUSINESS AND ECONOMICS

This research aims to study the influence that incongruent (vs. congruent) sensory stimuli displayed at the physical workspace as an attempt to boost creativity. We designed a between-subject-design experimental study to test our hypotheses where we manipulate sensory cues (e.g., color and smell) to be congruent (e.g., turquoise color and peppermint scent) versus incongruent (e.g., turquoise color and cinnamon scent). Data were collected on different types of creative tasks: convergent (RAT); divergent (AUT). Eighty-six students voluntarily participated and were randomly assigned to one of the two conditions (incongruent vs. congruent sensory stimuli). Our results demonstrated that the presence of two congruent sensory stimuli partially

increases convergent creativity, whereas the presence of two incongruent sensory stimuli revealed a (non-significant) tendency of increment on divergent creativity. We believe our research is crucial to better understand how work environments (physical cues) can impact creativity and consequently optimize them to produce a higher creative performance.

1633 INNOVATION CULTURE IN PRACTICE

Emil Røyrvik NTNU
Arne Bygdås OSLOMET
Morten Hatling SINTEF

The paper presents a simple yet sophisticated framework for describing and enabling sustained innovation practices in organizations, by way of conceptualizing innovation as specific forms of cultural practices performed by “homo faber” – man the creative tool-making animal. The outlined approach to “innovation culture” has been developed collaboratively as a concept for development efforts in organizations wanting to work more systematically with the “soft side” of innovation processes. The paper also presents empirical illustrations of specific elements of the framework as it has been enacted and utilized in a Norwegian knowledge intensive manufacturing company producing high-tech tools to make high-tech tools. It argues that creativity and innovation culture in organizations cannot fruitfully be decided, controlled or managed from above, but it can be facilitated systematically and enabled constructively in social relations of communicative interaction.

1222 ORGANIZATIONAL MAGICAL REALISM

Maxim Ganzin UNIVERSITY OF WINDSOR

This paper seeks to conceptually explore the role of magic, enchantment and mystery that exist as an organizational phenomenon in counterpoint to the often over articulated economically rational views within modern organizations. We introduce the term “organizational magical realism” to sensitize the reader to the phenomenal world that underpins the hegemonic framing of economic rationality that permeates most management discourse and to capture the dialectic between the manifest objective framing of most organizational interaction and its latent subjective meaning and context. Drawing from the use of the term magical realism in literary theory, we draw together disparate threads of academic research scattered throughout management scholarship that support five core tenets of magical realism. We briefly outline these tenets and discuss what they mean for the world of organizations. We conclude with a discussion of the managerial and research implications of this perspective.

Entrepreneurship, Regions & Regional Development (15:40 - 17:10) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: ST03_05 - Entrepreneurship, Regions & Regional Development

Chair(s): Giacomo Marzi

Paper Presentations:

1071 INJECTIONS OF KNOWLEDGE? THE MACRO-SOCIETAL RELATIONSHIP BETWEEN ENTREPRENEURSHIP AND HEALTHCARE

Shelby Meek IE BUSINESS SCHOOL
Matthias Tietz IE BUSINESS SCHOOL

We examine how entrepreneurial activity across more than 3000 US counties relates to the healthcare performance of local hospitals. We derive testable hypotheses against the backdrop of knowledge spillover theory in complex activity systems. Econometric fixed-effects regression models on a hand-collected multi-year dataset, representative of the entire hospital population in the US between 2010 and 2014, combined with two sources of entrepreneurial activity clusters in US counties, suggests mixed findings. The strength of local innovation clusters is associated with reduced mortality, and at the same time negatively relates to patient satisfaction. Further a hospital's characterization as a research facility reverses the negative relationship between entrepreneurial activity and patient satisfaction. We make important theoretical contributions to our understanding of entrepreneurial activity systems and the quality of our healthcare system.

1082 "THE PERSON WITH MAXIMUM KNOWLEDGE WILL WIN THE RACE": CONCEPTUALISING KNOWLEDGE IN MICRO-BUSINESSES

Muhibul Haq UNIVERSITY OF HUDDERSFIELD

The concept of knowledge and the process of knowledge sharing in ethnic minority micro-businesses remains neglected in contemporary scholarship. Drawing on a culturalist view, we explore how knowledge is defined and shared in a local niche market. Thematic analysis of semi-structured qualitative interviews with 32 owner-managers and 11 employee-managers reveals that, contrary to studies on larger firms, local knowledge creation and sharing narrowly based on ethnic strengths are valuable sources of competitive advantage. Our study has implications for researchers, policy-makers and practitioners in exploring, supporting and integrating ethnic minority micro-businesses as successful enterprises.

1318 SPECIAL ECONOMIC ZONES IN SOUTH AFRICA: HISTORICAL CONTEXT, SPATIAL INTERVENTION, AND ZONE PERFORMANCE

Chongsheng Yang TSINGHUA UNIVERSITY
Meiyong Chen TSINGHUA UNIVERSITY
Weiyi Zhang TSINGHUA UNIVERSITY

South Africa's history of colonialism and apartheid led to major regional disparities in the level of development. Since 1994, the new democratic government has sought to address the apartheid legacy of high levels of poverty and unemployment as well as spatial inequality via new economic interventions and spatial re-planning strategies. Following the lacklustre experience with the programme of Industrial Development Zones (IDZs) over the past decade, the programme of Special Economic Zones (SEZs) is now expected to meet the goals of not only promoting economic growth and job creation but also helping to tackle South Africa's challenge of unbalanced

regional development. The paper analyses the historical context, the development process, the evaluation of the performance, and the facing challenges of SEZs. The analysis found that the South Africa government endowed the SEZ with multi-functions, including alleviating poverty, creating more jobs, developing the regional economy, and reducing spatial inequalities. However, the government and the SEZ are confronted with a series of challenges, such as the SEZ overdependence on the government funding, the excessive undertaking functions, being hard to identify the uniqueness and speciality while compared with SEZs overseas, the decision of the SEZ locations. The paper contributes to illustrate a relatively overall picture of SEZs in South Africa.

Accountability in public and non profit (15:40 - 17:10) - ISCTE - Building II/Room C4.06
([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Elisa Bonollo

Paper Presentations:

1474 NONPROFITS' GOVERNANCE AND ACCOUNTABILITY PRACTICES: A CROSS-NATIONAL EMPIRICAL STUDY

Giulia Bellante DEPARTMENT OF ECONOMIC STUDIES - G. D'ANNUNZIO UNIVERSITY OF PESCARA

Laura Berardi DEPARTMENT OF ECONOMIC STUDIES - G. D'ANNUNZIO UNIVERSITY OF PESCARA

Michele Rea DEPARTMENT OF ECONOMIC STUDIES - G. D'ANNUNZIO UNIVERSITY OF PESCARA

Eugenia Nissi DEPARTMENT OF ECONOMIC STUDIES - G. D'ANNUNZIO UNIVERSITY OF PESCARA

This article aims to increase the knowledge of nonprofit organizations (NPOs), focusing on the issues of governance and accountability. These strictly connected topics are widely discussed in the literature, but few empirical studies are proposed, especially considering the organizations from more countries. This work tries to fill some gaps in the literature with an empirical study on a random sample of 1000 nonprofit organizations from six different countries and some interesting results emerged. We found that all the studied variables of governance (board size, board committees, CEO duality, and CEO woman) and accountability (social reports, social media, and strategic plan) are positively related with the organization performance. Furthermore, we also verified the existence of associations between some of such variables and the organization's size. All these findings allow us to provide suggestions about good governance and accountability practices useful both for the managers and for the policymakers.

1490 PERFORMANCE EVALUATION OF BRAZILIAN SOCIAL ORGANIZATIONS ACCORDING TO THE BEST INTERNATIONAL

PRACTICES

Maria Madalena Raptopoulos ISCTE-IUL

Ana Simaens ISCTE-IUL

Jorge Silva IAG/PUC-RIO

In Brazil, social organizations demonstrate the results generated to the various beneficiaries by measuring their performances based on the objectives, goals and indicators agreed with their supervisory bodies. Therefore, the adoption of best performance evaluation practices is important to ensure adherence to legal and regulatory standards and to support decision making in approving their annual accounts in order to maintain their qualifications and legitimize themselves for the receipt of new investments and financing. Thus, the objective of this research is to demonstrate if the forms of performance measurement used by the social organizations linked to the Ministry of Education in Brazil adhere to the best international practices. In this way, this work presents contributions by establishing a theoretical reference for performance measurement and comparing it with the methodologies applied in Brazil, by conducting a qualitative exploratory research based on multiple case studies in which the secondary data obtained were treated in the form of content analysis. The results showed that the performance evaluation practices adopted by the analyzed institutions do not adhere to international benchmarking. Additionally, this research points out ways to evolve the methodology currently adopted and brings up other fragilities related to transparency, control and supervision by the supervising Ministry.

925

THE EFFECT OF OWNERSHIP'S STRUCTURE AND DIRECTORS' PROFESSIONAL BACKGROUND ON VOLUNTARY DISCLOSURE, IN STATE OWNED AND PRIVATE OWNED COMPANIES.

Ylenia Lai UNIVERSITY OF ROME TOR VERGATA

Ilenia Cecchetti UNIVERSITY OF ROME TOR VERGATA

Fabio Monteduro UNIVERSITY OF ROME TOR VERGATA

This study examined the relationship between ownership's structure, directors' professional background and voluntary disclosure practices. We analysed websites and annual reports of 170 companies, both state owned and private owned in order to obtain a self-constructed index able to understand how these organizations respond to stakeholders' demands for transparency and accountability through the voluntary disclosure of additional information. We used aggregated disclosure of non-mandatory financial and non-financial information as a proxy for overall voluntary disclosure. Using a multiple regression model, we found that there is a positive correlation between state owned companies and the overall level of voluntary disclosure in particular regarding information in specific sectors: the quality of the public service provided, community issues, and environmental protection. We also showed that board of directors in general tended to pay more attention to the interests of stakeholder groups linked to the previous directors' professional experience. However, results suggest that there is a higher and positive relationship among the professional background of the boards of directors in state owned companies and both the overall level of voluntary disclosure and information in specific fields, than in

private owned companies. We therefore suggest that future research, policy-makers and all those involved in the appointment of directors' state owned or private owned companies should be aware that some non-coercive mechanisms like directors' professional background may have an impact on the levels of organizational transparency.

Ambidexterity, Absorptive Capacity & Learning 1 (15:40 - 17:10) - ISCTE - Building II/Room C2.05 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Mait Rungi

Paper Presentations:

- 151 INTERNALIZATION OF KNOWLEDGE: A LIKELY UNDERSTANDING ON EFFECTIVE LEARNING IN THE PROCESSES OF TRANSFER OF KNOWLEDGE IN THE EDUCATIONAL ENVIRONMENT**
LUCIANA PENNA CENTRO UNIVERSITÁRIO DE SETE LAGOAS
José Márcio Castro PONTIFÍCIA UNIVERSIDADE CATÓLICA DE MINAS GERAIS

Despite the growing increase in adult education in higher education institutions and the relevance of the discussions on the subject of the transfer of academic knowledge, little progress has been made in relation to the findings that reveal how and why students from institutions of higher education. different competitive performance superior to others. Starting from the premise that only when the student internalizes the knowledge can be sufficiently learned by him and, ultimately, be explored in a professional and effective way, it is proposed the construction of a framework, inspired by the transfer of interfirm knowledge, with the central objective of analyzing the effectiveness of knowledge transfer results considering the intensity of the students' absorptive capacity and the level of dissemination capacity of the teachers as levers of the degree of learning, considering the variable internalization as a measure of this effort. In order to do so, a broad review of the literature was developed on the theme that implied the identification of other variables that potentiate internalization / learning, namely: disseminative capacity and absorptive capacity, which resulted in a broad and sufficiently representative framework of the dynamic of contexts of transfer of educational knowledge, and can be adopted empirically; We proceeds to thank Fapemig for financing this hair;

Keywords: Knowledge transfer, dissemination capacity, absorptive capacity, internalization and knowledge learning

- 508 THE MICRO-FOUNDATIONS OF ORGANIZATIONAL AMBIDEXTERITY: THE MECHANISMS OF FUNCTIONAL FLEXIBILITY IN DYNAMIC**

ENVIRONMENTS

Renee Rotmans ERASMUS UNIVERSITY

Organizational ambidexterity is widely understood to be critical for a firm's sustained success and survival. Yet, how firms achieve organizational ambidexterity is still not well understood. In particular, we lack a clear understanding of the micro-foundations of organizational ambidexterity. Ambidextrous organizations require multi-level solutions grounded in individual action to address vexing challenges associated with exploratory and exploitative efforts in dynamic environments. Building on this insight, we argue that organizational ambidexterity is a dynamic and flexible-laden phenomenon, and we locate flexibility at the level of individuals, units and organizations. We therefore develop the argument that functional flexibility i.e. strategic skill flexibility and employee empowerment serve as the micro-foundations of organizational ambidexterity. We test our hypotheses using survey data from over 564 firms operating in the Port of Rotterdam. Our findings reveal that both strategic skill flexibility and employee empowerment act as important micro-level antecedents of organizational ambidexterity. Specifically, we find that the interplay between strategic skill flexibility and employee empowerment nurtures micro-foundational sources of organizational ambidexterity in dynamic environments. The perspective developed in this article opens up promising research avenues to examine how firms manage ambidexterity through certain micro-foundations.

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THE ROLE OF EMOTIONS IN 'ONGOING' PRODUCT DESIGN DECISIONS

Mercedes Bleda THE UNIVERSITY OF MANCHESTER

Adrien Querbes THE UNIVERSITY OF MANCHESTER

Mark Healey THE UNIVERSITY OF MANCHESTER

Research shows that emotions influence design creativity at the initial stages of the new product development process. However, little is known about how emotions influence ongoing design changes, i.e. incremental design refinements at later stages after the initial commercialisation of a product. In this work we investigate this overlooked issue and analyse how emotions might affect ongoing product design decisions. We use a simulation model that represents ongoing design as a complex problem-solving task in which product developers use customers' evaluations of product attributes to implement incremental design modifications. In our analysis, emotions influence the effectiveness of design by causing biases in product developers' assessments of customers' evaluations. We show that for the case of complex products, product developers experiencing positive emotions find better design solutions than those that assess customer information in a negative or emotionally neutral way.

Being ready for competition (15:40 - 17:10) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Ana García Granero

Discussant(s): Aleksios Gotsopoulos

Paper Presentations:

1114 FINANCIAL, POTENTIAL AND HR SLACK AND THEIR RELATION TO FIRM-LEVEL CORPORATE POLITICAL STRATEGY

Richard Brown PENNSYLVANIA STATE UNIVERSITY
William Kline PENNSYLVANIA STATE UNIVERSITY

While the last decade has witnessed many new published works addressing corporate political activity, there are still a number of antecedents that have yet to be modeled against the firm's intensity to engage in such activities. In this paper, we model three types of slack found in the management literature--financial, potential and HR--and their relationship to subsequent lobbying efforts. This is done using a panel dataset of S&P500 firms from 2001 to 2008. We found that firms with higher financial and HR slack engage in more lobbying efforts. However, there was no relationship between potential slack (long-term debt to either book or market value) and subsequent political activities.

168 REINVIGORATING THE ANALYSIS OF OPPORTUNISM IN SUPPLY CHAIN MANAGEMENT

Nuno Oliveira TILBURG UNIVERSITY
Fabrice Lumineau PURDUE UNIVERSITY

Opportunism is a central assumption in transaction cost economics, which is one of the most widely used theories in supply chain management. However, researchers face major challenges concerning the study of opportunism, which is a hard-to-capture construct in supply chains. In this paper, we identify three challenges that prevail in the study of opportunism: the not-out-there problem, the informant's cost-benefit problem, and the social desirability problem. Each challenge features methodological issues that perpetuate conceptual shortcomings in the opportunism literature. We therefore discuss strategies useful to mitigate each challenge alongside pointed opportunities for expanding the set of research designs and data sources beyond the dominant use of surveys. Our discussion paves the way for research that refines and extends the current understanding about opportunism in supply chain management.

1562 ORGANIZATIONAL DECOUPLING: A SYSTEMATIC LITERATURE REVIEW AND DIRECTIONS FOR FUTURE RESEARCH

Rachid Jabbouri RENNES SCHOOL OF BUSINESS
Yann Truong BURGUNDY SCHOOL OF BUSINESS
Dirk Schneckenberg ESC RENNES SCHOOL OF BUSINESS
Mark Palmer QUEEN'S UNIVERSITY BUSINESS SCHOOL

Institutional scholars have thoroughly studied the phenomenon of policy-practice decoupling, leading to valuable insights about isomorphic structures and different kinds of organizational responses to institutional pressures. More recently, another form of decoupling, relevant to the discrepancies between organizational means and

ends, has gained attention as a research subject. Given the increased rationalization and fragmentation of the institutional environment in which contemporary organizations are rooted, adopters felt compelled to devote more efforts into implementing their symbolically adopted policies. However, despite deploying significant resources and following a clear set of inducements, many organizations nowadays fail to achieve the envisaged goals for adopted institutions. As such the phenomenon of means-ends decoupling provides an alternative explanation to this frequent imperfect goal achievement among adopters, thereby complementing the seminal contributions of the extant policy-practice decoupling research in unraveling the larger phenomenon of institutional decoupling. This paper aims at reviewing the existing literature to understand the current state of the field, its current shortcomings, and potential avenues for future research. In so doing, we advance the conceptual idea that a set of lower-level mechanisms lead through their interplay and in their combination to the manifestation of the higher-level phenomenon of means-ends decoupling. We apply these conceptual insights to one practically relevant institutional field, publicly funded cooperative R&D projects, which we argue fits the definition of opaque fields as described by early institutional work. Finally, we discuss the contributions of these conceptual insights to the extant decoupling research and to resolving some of the prevalent governance issues for contemporary organizations.

Board Behavior and Impact (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Jonas Gabriellson

Paper Presentations:

- 370 BOARD QUALITY AND EARNINGS MANAGEMENT: EVIDENCE FROM AN EMERGING ECONOMY**
CHANCHAL CHATTERJEE INTERNATIONAL MANAGEMENT INSTITUTE
KOLKATA
AHINDRA CHAKRABARTI GREAT LAKES INSTITUTE OF MANAGEMENT
GURGOAN
PAROMITA DUTTA XAVIER BUSINESS SCHOOL, ST. XAVIER'S
UNIVERSITY KOLKATA

This paper examines whether board qualities influence earnings management behaviour of firms in a large emerging market set up by using panel data of 783 Indian private manufacturing firms over a period of 7 years (April 2009 to March 2016). The study finds that, it is the board quality that helps in curbing earnings manipulation and not just the board independence. Results reveal that diligent and busy boards help in reducing earnings management, CEO duality affects the quality of reported earnings and promoters' influence on board's increases earnings

management. Domestic or foreign institutional investors do not have any independent impact on earnings management. However, domestic institutional ownership reduces earnings management when promoter's influence exists. The paper contributes to the literature by focusing on whether corporate governance mechanisms are important in curbing earning management in an emerging market context. The findings are expected to be helpful to the policy makers and regulators, while framing appropriate corporate governance policies and regulations.

553

WHICH FACTORS ARE ASSOCIATED WITH THE BOARD BEHAVIOURAL INTEGRATION IN HIGH-TECH START-UPS?

Ekaterina Bjornali NTNU BUSINESS SCHOOL
Siri Terjesen AMERICAN UNIVERSITY

While board demographic characteristics have been extensively investigated, board behavioural characteristics have received less attention. In this study, we address this gap by exploring board behavioural integration and examining its antecedents in high-tech start-ups. Our study is based on hand-collected data on high-tech start-ups in Norway. We distinguish between two types of behavioural integration. The first is related to a sharing behaviour among directors, the second to board stimulation of the firm's innovation through joint decision making. The findings demonstrate that the board chair's leadership, trust and cognitive distance are important antecedents for both types of behavioural integration. However, the effect of good chair leadership weakens when trust is present in the model, and it fades away when both trust and cognitive distance are accounted for. This is valid for both behaviour types.

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DISENTANGLING THE EFFECTS OF BOARD POLICIES ON GREENWASHING PRACTICES

Ivan Miroshnychenko FREE UNIVERSITY OF BOZEN-BOLZANO
Francesco Testa SCUOLA SUPERIORE SANT'ANNA
Roberto Barontini SANT'ANNA SCHOOL OF ADVANCED STUDIES

The need for better corporate governance have led many listed firms to transform their boards and make them more "effective" by introducing policies encouraging board independence, gender diversity and many other aspects. The pressure of higher corporate sustainability has at the same time led to a divergence between environmental practices and communications, and so-called "greenwashing" has started to occur in the corporate world. In this study we attempt to comprehensively explore the corporate governance drivers of greenwashing. We examine the role of board structure and composition in greenwashing, and we test our hypotheses using an unbalanced panel of 3490 publicly traded companies from 19 industries and 58 countries over the period 2002-2014. Surprisingly, the results show that boards with "good" characteristics according to the traditional corporate governance literature, i.e., more independent and diverse boards – are associated with higher greenwashing practices, while firms with "strong boards", i.e., small boards and those in which the CEO holds the role of chairman - are less likely to greenwash. Overall, our results suggest that the impact of corporate board on greenwashing is a double-edged sword, as board structure and composition may play an unexpected role in greenwashing.

Board of Directors (15:40 - 17:10) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: ST02_02 - Board of Directors and Top Management Teams

Chair(s): Hans Van Ees

Discussant(s): Tine Buyl

Paper Presentations:

1317 THE STRATEGY ROLE OF THE BOARD REVISITED

Hans Van Ees UNIVERSITY OF GRONINGEN
Robert Bood PARTNER
Theo Postma UNIVERSITY OF GRONINGEN

The 21st century global systems dynamics calls for a new perspective on corporate governance in particular the strategy role of the board. Building on complexity theory and team production theory a conceptual framework is developed in which the board involvement in strategy is twofold. First, boards safeguard the tacit balance between exploitation, i.e. complexity reduction and exploration, i.e complexity absorption. Second, boards give priority to networking over traditional distant goal alignment to foster the effective exchange of information, collaboration and joint direction and purpose across multiple stakeholders. This way, the strategy role of the board is to act as facilitator and mediator of the learning capabilities of the organization and the reconfiguration of processes and structures in an uncertain and complex business environment.

1523 HOW DOES HEDGE FUND ACTIVISM SHAPE MARKET EXPANSION?

Jyun-Ying Fu NATIONAL CHENGCHI UNIVERSITY
Agnes Cheng HONG KONG POLYTECHNIC UNIVERSITY

Hedge fund activists become prominent in recent years in the capital market. Yet it is unclear how hedge fund activists affect corporate strategies. In this study, we examine the effect of hedge fund activism on corporate market expansion activities. Drawn on the threat-rigidity perspective, we argue that hedge fund activism could be considered a threat to managerial autonomy, and such a threat decreases corporate market expansion, such as launching new products or establishing new branches. The extent of threat also depends on several firm characteristics. We test our argument on a matched sample of firms targeted by hedge fund activists in the U.S. during 2001-2014. Our study provides useful implications for the new phenomenon of hedge fund activism for managers and sheds some light on the theory of threat-rigidity.

1915 COGNITIVE CONFLICT AT THE TOP: HOW AND WHEN BOARD-TMT COGNITIVE CONFLICT IMPACTS BOARD MONITORING AND ADVICE

Dennis Veltrop UNIVERSITY OF GRONINGEN
Irene Mostert UNIVERSITY OF GRONINGEN
Paula van Veen-Dirks UNIVERSITY OF GRONINGEN

By explicitly acknowledging that board-TMT cognitive conflict may very well lie at the heart of board-governance effectiveness, we provide a nuanced understanding of how boards carry out their duties in interaction with top management (TMT). Specifically, building on a unique dataset comprised of unique survey data from board members of Dutch financial institutions, we argue and demonstrate that while board-TMT cognitive conflict may increase board monitoring at may at the same time hamper board advise provision. In line with our theoretical reasoning, our analyses reveal that the negative impact on board advice is contingent on TMT tenure and board tenure. This study also has clear practical implications by demonstrating that current best practice recommendations on limiting board tenure may inadvertently reduce rather than increase board-governance effectiveness.

Business Model 6 (15:40 - 17:10) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): ANABEL Fernández-Mesa

Discussant(s): Dirk Schneckenberg

Paper Presentations:

1568 DOING DIFFERENT THINGS OR DOING THINGS DIFFERENTLY? HOW PRODUCT NOVELTY SHAPES SALES PERFORMANCE OF NEW VENTURES WITH DEVIANT BUSINESS MODELS

Jonas Janisch UNIVERSITY OF SIEGEN
Alexander Vossen UNIVERSITY OF SIEGEN

We examine how new ventures can use market signals to improve sales performance for deviant business models in online markets. Building on literature on market signals, categorical identity and user evaluation of novel products, we show that new ventures can effectively signal both on a product level (i.e. offering novel products) and on a business model level (i.e. offering products in deviant market categories). Using an unbalanced panel dataset on weekly sales data of 2226 products offered by 335 new ventures over 169 weeks, we show that the effect of business model deviance on sales performance follows a U-shaped form. We attribute this to the relative strength of two opposing effects, as rising business model deviance harms sales performance due to a loss in legitimacy, but to a larger extent aids sales performance by eliminating competition. Moreover, our results suggest that the relative strength of both effects determining the U-shaped effect is significantly altered when accounting for the novelty of the products a new venture offers. For new ventures that rely both on novel products and deviant business models the U-shape steepens, for low levels of product novelty alongside a deviant business model even so much that it flips into an inverted U-shape.

1622

4 PILLARS OF DISRUPTION: DAVID DANCING WITH GOLIATH

Neele Petzold MÜNSTER UNIVERSITY OF APPLIED SCIENCES, SCIENCE-TO-BUSINESS MARKETING RESEARCH CENTRE

Alexander Lennart Schmidt MÜNSTER UNIVERSITY OF APPLIED SCIENCES, SCIENCE-TO-BUSINESS MARKETING RESEARCH CENTRE

Laurent Scaringella RENNES BUSINESS SCHOOL

Entrants introducing a disruptive innovation are confronted with the disruptor's dilemma: while reconfiguring their business model the entrants eventually face an interplay with incumbents they stand to disrupt. This interplay is characterized by cooperative tensions, which eventually shape the entrants' business models in a sustaining way and thereby dissuade from the disruptive path. We identified a literature gap concerning how entrants reconfigure their business models during this interplay whilst pursuing a disruptive path within industries characterized by different contextual conditions. We conducted a study of both entrants with disruptive business models and incumbents, collecting longitudinal data in the German insurance and fashion retail industry from 1995-2018. Our analysis reveals the following four pillars shaping the interplay between entrants and incumbents and thus the disruptive path: (1) Entrants strategically build networks with partners unaffected by disruption, thereby gaining access to resources and relationships comparable to incumbents. This enables a prolonged independence from the incumbents and thus, a strategic selection of the interplay timing with incumbents becomes possible. (2) The interplay timing shapes the entrants' disruptive path as an early interplay with incumbents leads to reconfigurations of the entrants' business model in a sustaining way, whereas a late interplay allows entrants to build resources and strong networks to defend the disruptive business model against incumbents' pressure. (3) The interplay timing is shaped by industry regulations: in more regulated environments, the interplay occurs earlier and entrants are more dependent on incumbents' support, whereas in less regulated environments, the entrants remain under the radar and the interplay timing is strategically managed. (4) An open platform business model allows entrants to scale their business quickly by orchestrating a network of partners, which makes entrants less dependent on and less vulnerable to the interplay with incumbents. Our study contributes to the field of disruptive innovation by showing that a consideration of interplay timing provides explanation to the likelihood of the emergence and development of disruptive innovations. Further, an early and strategic choice of partners allows entrants to become similarly well-equipped with resources and relationships as incumbents. This facilitates reconfiguration of the business model, enables management of cooperative tensions, and thus allows further pursuit of a disruptive path during the interplay with incumbents. This early network building is especially realized within open platform business models by orchestrating external knowledge.

1869

THINKING HYBRIDITY ANEW: SHEDDING NEW LIGHT ON THE INTERPLAY OF DESIGN AND IDENTITY CHANGE

Janina Klein UNIVERSITY OF EDINBURGH BUSINESS SCHOOL

John Amis UNIVERSITY OF EDINBURGH BUSINESS SCHOOL

Although research on strategic change has a long tradition in organization studies, our understanding of the interaction between design and identity change remains nascent. One of the reasons for this is the often-narrow approach to research that tends to consider elements of organizations discretely. We respond to calls for greater insight into strategic change from an identity and design perspective with a study of a leading charity. As the hybrid nature of the organization has become more polarized, we show that design changes can surface dormant identity tensions and trigger identity change. Moreover, we show how organizations can move from an ideographic to a holographic identity arrangement by changing organizational structures. Finally, we provide a link between design, identity and performance. Considering the interplay between design and identity change therefore is important for a more holistic understanding of the strategic change process and its potential implications for organizational performance.

Collaborative Mechanisms of OI (15:40 - 17:10) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_07 - Open Innovation

Chair(s): Luciana CASTRO GONCALVES

Paper Presentations:

832 FROM THE BOTTOM TO THE TOP: OPEN INNOVATION CULTURE

Aurelia Engelsberger RMIT UNIVERSITY

Anne-Laure Mention RMIT UNIVERSITY

A deeper, micro-foundational understanding of innovation enablers is highly important for both theoretical and practical standpoint. Although the ability of organizations to benefit from knowledge inside and outside the boundaries of the firms depends on the employee's engagement in knowledge exchange, surprisingly little attention in the open innovation (OI) literature has been paid to the role of individuals and their openness toward knowledge sharing and sourcing (KSS). OI scholars highlight firm's openness to external knowledge as enabler to move from closed innovation to OI but neglect the individual or team level attributes. With this conceptual paper we react to this call and present enablers for OIC brought to the company by their employees (bottom-up). We provide a two-level framework that introduces the concept *OI mindset* and presents a multicultural identity and relational leadership processes as enablers to overcome negative attitudes towards KSS and cultural diversity. Hence, this research offers contributions at two-levels: 1) we provide a deeper understanding on how individual's multicultural identity impacts an OI mindset and KSS. 2) We take a constructionist view and introduce relational leadership processes to explain how KSS unfolds collectively through co-created relationships, mutual adjustment and shared sense-making among team members.

1426 THE IMPORTANCE OF ORGANIZATIONAL CULTURE AND CLIMATE FOR THE INVOLVEMENT OF SWISS ACADEMIC RESEARCH UNITS IN KNOWLEDGE SHARING WITH PRIVATE COMPANIES

Franz Barjak UNIVERSITY OF APPLIED SCIENCES AND ARTS
NORTHWESTERN SWITZERLAND FHNW
Fabian Heimsch UNIVERSITY OF APPLIED SCIENCES AND ARTS
NORTHWESTERN SWITZERLAND FHNW

The culture of “open science” that has governed communication and behaviour in academic organizations for a long time, above all in universities, has undergone changes in the light of the increasing importance of “third mission” activities, such as knowledge and technology transfer and commercialization of academic inventions. However, not all academic organizations have embraced this change and we still do not have a full understanding, how different organizational missions, internal incentives, and regulations of knowledge sharing activities relate to the performance and importance of different mechanisms of knowledge sharing. This contribution addresses this gap by drawing on a new data set of more than 900 institutes at Swiss academic organizations. We find that the mission and self-conception of an organization matters at the immediate level of the institute, as well as at the more remote level of the university or organization. What matters more depends on the mechanism of knowledge sharing in focus. Out of four different rewards, financial rewards stick out as the strongest predictor of the institute’s knowledge sharing performance. They correlate also with teaching-based transfers for which financial rewards are not usually paid, because of the involvement of students in collaborative R&D and transfer projects. Flexibility with regard to the ownership of knowledge and inventions and supportive regulations for knowledge commercialization and working with firms also matter.

**1154 CROWD SCIENCE PROGRAM FOR CANCER EPIDEMIOLOGY:
COORDINATION MECHANISMS TO DEAL WITH GRAND CHALLENGES**
Olga Kokshagina RMIT UNIVERSITY

Dealing with grand challenges requires more inclusive, multidisciplinary and open approaches. Crowd and open science initiatives, characterized by open participation, open sharing of data and problem-solving techniques, might be of benefit to progress on grand challenges. This research focuses on coordination of crowd science program set to progress on grand challenges such as curing cancer. We use ethnographic and archival data over 2 years of an inclusive and open science program to explore its governance system. Launched in 2015, Challenge4Cancer is a full disclosure, transparent system that is entirely open to both specialists and non-specialists in epidemiology of cancer or data analysis. Our findings demonstrate how scientists & non-scientists from different disciplines can collaborate to create substantial research results. In these open settings, iterative and flexible coordination mechanisms are important. Our findings demonstrate how coordination team managed to position the organization and all of its members to be adaptive in light of the volatile and unpredictable environment they are facing. This research complements prior work on crowd science by identifying how leaders of open science movements set up coordination mechanisms and experiment with them in an iterative way. We suggest that our findings are of practical relevance for any actor who is looking to set up data driven projects related to complex multidisciplinary challenges like curing cancer.

Coopetition and innovation (15:40 - 17:10) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Paul Chiambaretto

Discussant(s): Juliane ENGSIG

Paper Presentations:

692 HOW TO WIN MORE IN R&D COOPETITION? THE STRATEGIC ROLE OF PATENTS

Elysé A. SEGBOTANGNI UNIVERSITY OF MONTPELLIER

Frédéric Le Roy UNIVERSITY OF MONTPELLIER

Anne-Sophie Fernandez UNIVERSITY OF MONTPELLIER

Companies cooperate with their competitors to develop innovations. However, the coopetition impact on innovation lacks consensus. For some authors, the impact is positive while for others, the impact is nil or negative. According to recent research, we consider that coopetition can have a positive impact on innovation if it is managed properly. In coopetition, companies share knowledge to develop joint innovations but they can also learn and thus increase their own stock of knowledge. However, coopetition exposes each company to high uncertainty and high opportunism risk. It therefore seems essential to understand how companies can benefit from coopetition while avoiding the risks due to this strategy. While the literature on coopetition recognizes the importance of implementing formal protection mechanisms, the role of patents has been little studied. This research therefore raises the following question: How do patents encourage the sharing and the protection of knowledge in R&D coopetition? To answer this question, we conducted an in-depth case study of the competitive process between Sanofi and BMS. We focused our attention on the role of patents in the knowledge sharing process between these two coopetitors. The results show that the possession of patents on shared knowledge allows to protect the owner company from the opportunistic behavior of the coopetitor and to increase its own stock of knowledge. If coopetition is a win-win strategy, the possession of patents on shared knowledge generates asymmetric gains in favor of the company that owns the patents.

1885 COOPETITION, FORMAL AND INFORMAL APPROPRIATION MECHANISMS AND THE ROLE OF ENVIRONMENTAL DYNAMISM AND COMPETITION INTENSITY

Nina Karthaus MAASTRICHT UNIVERSITY SCHOOL OF BUSINESS AND ECONOMICS

Boris Lokshin MAASTRICHT UNIVERSITY

Wilko Letterie MAASTRICHT UNIVERSITY, SCHOOL OF BUSINESS AND ECONOMICS

This paper studies how firms' use of formal and informal appropriation mechanisms influences their propensity to engage in collaboration with competitors, also referred to in the literature as cooptation. Patents, trademarks, copyrights, and design rights are formal appropriation mechanisms. Secrecy, lead-time, and complexity are examples of informal appropriation mechanisms. The empirical analysis relies on a structural equation model which is estimated on a sample of innovating firms that operate in a large number of industries in the Netherlands in 1998/2000 and 2010/2012. The findings reveal the following pattern of results: firms' reliance on formal appropriation mechanisms has a positive association with propensity to engage in cooptation, while past engagement in cooptation has a positive association with the subsequent use of informal appropriation mechanisms. External environments, characterized by different levels of industry competition intensity and dynamism, moderate the association between the use of appropriation mechanisms and cooptation. In dynamic industries, firms are more prone to engage in cooptation when using formal IP protection. The reliance on informal appropriation mechanisms, however, negatively affects the likelihood of cooptation. In industries characterized by strong competitive pressures, firms relying on informal appropriation mechanisms have a lower propensity to engage in cooptation. The analysis in this paper contributes to the cooptation literature by advancing our understanding of the link between competitor collaboration and firms' use of formal and informal appropriation mechanisms.

546

ORGANIZING THE START-UP SELECTION PROCESS IN INNOVATION COLLABORATIONS

carole donada ESSEC

Nogatchewsky Gwenaëlle UNIVERSITÉ PARIS DAUPHINE

This research aims to study start-ups selection in innovation collaborations through a case study of IBM France's scalerator, namely the scale zone. Our observations show that control of the selection process and appropriate evaluation criteria are certainly necessary but are not sufficient to select the "good" start-ups and address the difficulties of collaborations between complementors. We highlight the importance of paying attention to the composition of the team selecting start-ups, namely the selection team, and describe four complementary profiles: the genius, the smart chameleon, the technical expert, and the sponsor. What is at stake is not only to select promising start-ups, but also to convince and motivate IBM collaborators to work with them. This research aims to study start-ups selection in innovation collaborations through a case study of IBM France's scalerator, namely the scale zone. Our observations show that control of the selection process and appropriate evaluation criteria are certainly necessary but are not sufficient to select the "good" start-ups and address the difficulties of collaborations between complementors. We highlight the importance of paying attention to the composition of the team selecting start-ups, namely the selection team, and describe four complementary profiles: the genius, the smart chameleon, the technical expert, and the sponsor. What is at stake is not only to select promising start-ups, but also to convince and motivate IBM collaborators to work with them.

Creativity (15:40 - 17:10) - ISCTE - Building II/Room C6.10 ([Top](#))

Track: ST06_05 - Knowledge, learning and innovation in cross sector collaborations

Chair(s): Irene Sala

Discussant(s): Frank Siedlok

Paper Presentations:

**953 ACADEMIC SOCIAL MEDIA SITES DISSEMINATE KNOWLEDGE OR
CONNECT RESEARCHERS? INVESTIGATING RESEARCHERS'
SATISFACTION AND LOYALTY**

Mehwish Waheed TECHNISCHE UNIVERSITÄT DORTMUND
Jane Klobas MURDOCH UNIVERSITY
Noor UL-Ain UNIVERSITÀ CA'FOSCARI VENEZIA

Examines how does perceived Knowledge Quality (KQ) influence researcher satisfaction with Academic Social Media (ASM) site use, perceived learning from use and loyalty towards the site. Built upon the theoretical grounding of the Information System (IS) success framework, it was hypothesized that satisfaction, perceived learning and loyal behaviour towards an ASM site are all functions of the perceived quality of knowledge obtained. Data were collected by an online survey from 348 researchers registered on ResearchGate and subjected to SmartPLS structural equation modelling, bootstrapping, and blindfolding. The hypothesized relationships were supported. Perceived KQ significantly influences researchers' satisfaction with ASM site use, and satisfaction affects perceived learning and researchers' loyalty with ASM site. Identification of the relationships between perceived KQ and success extends the study of ASM sites from usage patterns to understanding the effect of content quality on essential outcomes of use. ASM sites rely on the quality of knowledge contributed by their members for satisfaction, loyalty, and perceptions of value (learning). The ongoing success of an ASM requires directed attention to quality knowledge provision. This paper provides fresh insights into ASM site usage through a focus on the role of perceived KQ on satisfaction, learning, and loyalty.

**1138 KNOWLEDGE SHARING MECHANISM INTERACTIONS IN
ENTREPRENEURIAL PRODUCER CO-OPERATIVES**

Frank Siedlok UNIVERSITY OF AUCKLAND
Lisa Callagher UNIVERSITY OF AUCKLAND

Based on an inductive five-year qualitative research in five entrepreneurial producer co-operatives, we develop characterisations of six knowledge mechanisms in achieving collaborative innovation: 1) differentiating communication, 2) facilitating mentoring among members, 3) utilising opinion leaders, 4) leveraging knowledge brokers, 5) regular discussions about the co-operative strategy, and 6) maintaining direct lines of communication to the top management, and three supporting structures that underpin them: differentiated management of members, member liaison office,

and translating of knowledge. Whereas extant models identify the individual knowledge sharing mechanisms that underpin various knowledge processes and isolate what makes some more common or effective than others, our analysis highlights the effects of the interaction *between* these knowledge sharing mechanisms. Our model shows how the dynamics between multiple knowledge sharing mechanisms are important in supporting shifts towards close coupling and collaborative innovation.

1821 OPENING THE BLACK BOX OF BROKERING: EXPLORING BROKERS' BEHAVIORS WITHIN THE COLLECTIVE CREATIVITY PROCESS IN A CROSS-SECTOR PARTNERSHIP

Irene Sala UNIVERSITY OF BOLOGNA

Cristina Boari UNIVERSITY OF BOLOGNA

This article provide insights into how the collective creativity process is enacted within a multi-actor cross-sector partnership and how brokers, as individuals, impacted this process through their behaviors. Given the challenge cross-sector partnerships face to come out with collective and inter-disciplinary novel ideas for answering wicked problems, we underline the relevance of the creative process for their success, and thus the importance of scrutinizing this phenomenon in these settings, which is rather overlooked in the literature. Adopting the framework suggested by Perry-Smith and Mannucci (2017), we analyzed the collective creativity process dividing it into five phases – idea generation, elaboration, championing, production and impact – and we uncovered the intangible and primary needs that the group of partners faced during each phase. Acknowledging the key role that brokers play in supporting partners during the whole partnership cycle and in facilitating the collective creative process, we identified the behaviors and functions that individual brokers enacted within the different phases of the whole idea journey in response to these collective needs.

Creativity and Cultural Institutions (15:40 - 17:10) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: T01_04 - Arts for Business and Society

Chair(s): Davide Bizjak

Discussant(s): Julianna Faludi

Paper Presentations:

1074 BEND BUT DON'T BREAK: A CASE STUDY ON THE CO-CREATING STRATEGY OF A CULTURAL ENTREPRENEURIAL PROCESS

nunzia coco CA'FOSCARI UNIVERSITY OF VENICE

monica calcagno DEPARTMENT OF MANAGEMENT, CA' FOSCARI UNIVERSITY OF VENICE

Rachele Cavara CA'FOSCARI UNIVERSITY OF VENICE

Cultural entrepreneurship dynamics have attracted considerable interest of management scholars in the last years. Research in this field has so far focused the level of analysis on the cultural entrepreneur as individual or network agency, without extensively examining a broader concept of collective agency. By investigating the case study of a three-dimensional entrepreneur in the field of the publishing industry that acts as a bookseller, as an independent publisher and as a cultural mediator, the study explores the actual possibilities of cultural entrepreneurship. We developed content analysis of three corpora of documents, tracing the evolving of the narratives in the entrepreneurial journey. Our findings position the cultural entrepreneurship on the level of a recursive collective co-creation narrative between the entrepreneur himself and different stakeholders over time. In a journey of continuous experimentation, the cultural entrepreneur evolves to a cultural mediator, in order to overcome the duality between his cultural and economic aspirations through the immersion in the social context where he works and through the use of the book as a cultural and social artifact.

685 MUSEUMS AND VISITORS INVOLVEMENT THROUGH CROWDSOURCING

Federica Rosso SAPIENZA UNIVERSITY OF ROME

Francesco Cappa LUISS

Luca Giustiniano LUISS GUIDO CARLI UNIVERSITY

Recently it has been growing the managerialization of cultural institutions, which is the implementation of managerial practices in order to achieve an improved efficiency and efficacy. As firms are increasingly involving individuals external to their boundaries for innovating and problem solving, the inclusion of crowds can be effective also in cultural organizations. Individuals from outside firms' boundaries have been evidenced to be not just passive actors but useful sources of ideas to improve firms' products or services. Therefore, also museums can involve a crowd, in this case visitors, for the improvement of the cultural experience, in what we coined visitors-sourcing. This study highlights the relevance of visitors-sourcing for the collection of valuable ideas able to benefit cultural organizations. The intended benefits brought about by visitors-sourcing are in terms of improved experience, thanks to the idea collected, and satisfaction of visitors, as visitors feel to be active actors in cultural organizations rather than passive users. The aim of this study is to evidence the benefits of visitors-sourcing, as an extension of crowdsourcing in the museum context, for improving the satisfaction of citizens and the overall

cultural experience, towards an increased number of visitors. The implications of such objective is an increased economic sustainability as well as an increased literacy of citizens, which support the hybrid nature of museums of improving their economic sustainability and of providing a public good to the wider number of citizens.

1623 ORGANIZING BETWEEN AUDIENCE AND ORGANIZATIONAL ROLES: ITALIAN LITERARY FESTIVALS AND THEIR CULTURAL OFFER

Luca Pareschi UNIVERSITÀ DI BOLOGNA

Luigi Maria Sicca UNIVERSITY OF NAPLES FEDERICO II

Within creative industries we tackle the *festivalisation* phenomenon that hit Europe over the last thirty years and focus on seven Italian literary Festivals. In particular we tackle the relation between the cultural offer proposed to their audience, and the organizational roles and skills of festivals' staff. First, we scrutinize the offer by analyzing festivals' programmes through Topic Modeling. Then, we use the knowledge gained to interview festivals' directors and festival staff to analyze the relations between the cultural offer (i.e. oriented toward market or aesthetic canons) and the organizational structure, including skills and knowledge of the staff. We thus combine text analysis with in depth interviews to understand the big picture of how literary festivals in Italy organize their internal structure to propose a specific cultural offering. Market for cultural festivals is overcrowded and these cultural events are facing in different ways the issue of Audience Development. In particular, our paper tackles the balance between searching for an existing audience, thus following its tastes and demands, or influencing audience's wants through the knowledge and creativity of festivals' organizers. We inductively inquiry what kinds of organizational competences and structures are needed for a cultural Festival in the contemporary scene.

1345 ARCHAEOLOGICAL MUSEUMS FOR SUSTAINABLE ACTIONS: ONE INCLUSIVE EXPERIENCE FOR CHILDREN WITH AUTISM

LUISA VARRIALE UNIVERSITY OF NAPLES PARTHENOPE

PAOLA BRIGANTI UNIVERSITY OF NAPLES PARTHENOPE

GIOVANNI MINUCCI SOCIETA' COOPERATIVA IL TULIPANO

MARIA FERRARA UNIVERSITY OF NAPLES PARTHENOPE

This paper aims to investigate the museums evidencing how they can better play their role in engaging humans and adding value for the entire community. Specifically, following the sustainable action construct, this exploratory study reports the experience occurred for children with Autism and their family in visiting the archeological museum located in Southern Italy (The Archological Museum of Paestum). The visit for children with Autism and their family was planned according to a specific format considering as toolkit a visual agenda (forms, figures, colors, and emoticons) which made children and their parents to really enjoy the museum environment overcoming the barriers and limits that usually exist for them. After the museum visit, parents (N=5), and staff and volunteers (N=6) completed a

questionnaire for evidencing their perceptions about the participation of children with Autism in museum activities and their suggestions and criticisms. Although the sample is very small, significant considerations have been developed thanks to the study. For instance, parents were very thankful for the sense of community provided from this experience, but most negative aspects concerned the reactions from others during typical museum experiences. Museum staff and volunteers evidenced that museum participation was important, but most of them also outlined the need to be adequately trained about Autism for creating an optimal museum experience. Studies such as this should be very helpful for developing effective best practices where museums become more inclusive and sustainable perform.

CSR AND FIRMS (15:40 - 17:10) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_06 - Market for Society

Chair(s): Lucas Moreno

Discussant(s): Érica Calópe

Paper Presentations:

359 RECONCILING BUSINESS VALUES WITH THE SOCIAL ECONOMY: THE WOLF LYING DOWN WITH THE LAMB?

Laëtitia LETHIELLEUX UNIVERSITY REIMS CHAMPAGNE ARDENNE
Maryline THENOT NEOMA BS
Caroline ANDRE NEOMA BS

The unique features of cooperative firms (dual membership, staff involvement in company strategy definition, existence of indivisible reserves, etc.) lead to the development of another way of doing business that attempts to combine values, respect for the individual, and economic development. This communication, based on an exploratory quantitative study of two French cooperatives, discusses the alignment of business models, social economy values, and social values (in line with Schwartz' table, 1992). Our aim is to identify whether these organisations manage to reconcile the unique features of the social economy with their business objectives depending on whether cognitive dissonance appears between staff perceptions and the values conveyed by the organisations and, consequently, to highlight potential risks.

1324 SYNERGIES FOR VALUE CHAIN RESPONSIBILITY: THE CASE FOR ALIGNING SSCM AND TRADE COMPLIANCE

Carolin Baier CATHOLIC UNIVERSITY OF EICHSTAETT-INGOLSTADT
Markus Beckmann UNIVERSITY OF ERLANGEN-NUREMBERG
Jens Heidingsfelder FRIEDRICH-ALEXANDER-UNIVERSITY ERLANGEN-NUREMBERG

Companies are increasingly held responsible for negative impacts along their supply chain. At first glance, these challenges are mainly addressed by the corporate function

of sustainable supply chain management (SSCM). However, trade compliance (TC) as an additional corporate function also plays an important role to cope with such challenges. Yet, this function has so far been widely overlooked by SSCM scholars. While both functions come from different functional and historical backgrounds, they share, on a meta level, conceptual ground to take responsibility along the corporate supply chain. As a key contribution, our study aims to add the function of TC to the wider discussion on SSCM and corporate value chain responsibility (VCR). In order to harvest synergies of a potential integration or alignment of both functions, we first introduce the differences of SSCM and TC. Then, we identify drivers of convergence of both functions. In more detail, we introduce particular drivers of convergence (regulatory & stakeholder, sustainability dimensions and waning differences in management practices) and general value chain developments (increasing depth, increasing transparency & traceability requirements, and increasing dynamism). In a next step, we focus on potential synergies of aligning SSCM and TC by highlighting four areas of cross-functional management. We close our study with some concluding remarks and avenues for future research.

1458 THE IMPACT OF BUSINESS MODEL SUSTAINABILITY ON FIRM PERFORMANCE: THE ROLE OF ORGANIZATIONAL CAPABILITIES AND EMPLOYEE RELATIONS

Muhammad Imran EMLYON BUSINESS SCHOOL

The study analyzes the business model sustainability and its value creation potential. The process of adopting sustainability in business model is theorized on dynamic capabilities perspective. While analyzing longitudinal data, it is found that business model sustainability creates value for the firm but the impact begins to diminish after certain level. Furthermore, the R&D capabilities of the firm enhance the value creation from the business model sustainability. While the sustainable practices regarding the employee relations reduces this effect mainly due to costs associated with loss in employee interests during the process of adopting sustainability in the business model. The study contributes to the literature in sustainable business models and corporate sustainability.

Culture and Climate III (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Joana Story

Paper Presentations:

754 PERFORMANCE IN SERVICE CONTEXTS: THE ROLE OF CLIMATE FOR SERVICE, ENGAGEMENT AND SUPERVISOR ORGANIZATIONAL EMBODIMENT

Luis Paes NOVA SCHOOL OF BUSINESS AND ECONOMICS

Joana Story FUNDAÇÃO GETÚLIO VARGAS EAESP
Filipa Castanheira NOVA SCHOOL OF BUSINESS AND ECONOMICS

Drawing from a sample of 593 employees of a large retail organization, we tested how and when climate for service influenced organizational citizenship behaviors (OCB) of helping behavior and loyalty. Through social cognitive theory, we propose that employees are able to interpret if their organization has a climate for service and because of the perceived rewards and recognition of this climate, they would feel more engaged with their work, and consequently enhance their OCBs. We also proposed that supervisor organizational embodiment (SOE) would enhance the relationship between climate for service and work engagement as a consequence of the consistency of signals employees would be able to interpret about climate for service. We found that overall, high climate for service is related to high engagement, which consequently leads to higher OCBs. However, when there is a low climate for service, supervisor organizational embodiment is an effective way to enhance work engagement and OCBs. Implications for research and practice conclude the article.

883 **WHETHER AND HOW ETHICAL CLIMATE PREVENTS UNETHICAL PRO-ORGANISATIONAL BEHAVIOUR? THE MODERATING ROLE OF SERVICE CLIMATE AND THE MEDIATING ROLE OF MORAL DISENGAGEMENT**

Xiaowen Hu QUEENSLAND UNIVERSITY OF TECHNOLOGY
Hongmin Yan UNIVERSITY OF QUEENSLAND
CHIA-HUEI WU DURHAM UNIVERSITY

The current study examined the relationship between ethical climate and unethical pro-organisational behaviour (UPB). Building on organisational climate theory and prior research on UPB, we suggest that multiple organisational climates (i.e. ethical climate and service climate) operate together to influence UPB, via their joint impact on moral disengagement. We tested our predictions using two-wave panel data from a sample of 191 employees who work in service roles in the hospitality industry. Consistent with our predictions, perceived ethical climate was negatively related to UPB via its impact on moral disengagement, only when employee perceive a strong service climate. When service climate was low, the relationship between ethical climate and moral disengagement was not significant. These findings advance our knowledge in the field of organisational climate and UPB.

1781 **TWO LEVELS OF 'FIT' BETWEEN WORKING SPACES AND ORGANIZATIONAL CULTURE: A COMPARATIVE CASE STUDY**

Monika Maślikowska UNIVERSITÀ DELLA SVIZZERA ITALIANA
Michael Gibbert UNIVERSITÀ DELLA SVIZZERA ITALIANA

We used a set of two case studies compared on previously eclipsed by research two levels of analysis (company and work group level) to re-analyze the role of fit in the relationship between design of working spaces and organizational culture. The gathered triangulated data involved observations and interviews with the users, managers, and designers of spaces in two organizations. We entered the field with a deliberately broad research question addressed in the first single holistic case: How

can organizations develop a 'fit' between organizational space and culture? Although the preliminary results on the company level indicated that there is a strong relationship between space and the organizational culture, which leads to positive outcomes, the deeper analysis on the group level revealed surprising inconsistencies causing the observed 'noise' in the data. In order to expand the results the study moved to a second, single embedded case to find out if: It is possible to modify the organizational culture through the design of space, assuming that the new space and culture are 'fitting' with each other, focusing also on the potential work group level moderators. Findings suggest that the overall 'fit' of space and culture is not sufficient to engender positive outcomes (such as job performance and employee satisfaction). Specifically, results point to moderating factors on the work group level of analysis (such as the type of job and employees' personalities), as well as on the company level (implementation of the change management process) as crucial drivers of job satisfaction, and productivity. The final multiple embedded outcomes, which show that it is not only the fit between organizational space and culture, which defines the outcomes (positive or negative) in the cultural change, but it is the match between four elements: space, type of job, personalities and seniority of the users of space.

Delivery of Major / Mega Projects (15:40 - 17:10) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: T10_04 - The Bounded Manageability of Major Projects

Chair(s): Derek Walker

Paper Presentations:

389 IDENTIFYING CHALLENGES FACING PPP CONSTRUCTION PROJECTS, PARTICULARLY IN DEVELOPING COUNTRIES: A SYSTEMATIC REVIEW OF THE LITERATURE, 1997-2017

Ahmad Almeile UNIVERSITY OF SOUTHAMPTON

Maxwell Chipulu UNIVERSITY OF SOUTHAMPTON

Ramesh Vahidi UNIVERSITY OF SOUTHAMPTON

The advantages of the Public-Private Partnership (PPP) procurement model should be particularly salient in construction projects in developing countries. At the same time, the challenges facing PPP construction projects may be even more pronounced in such countries due to political and economic instability, and culture. Research is yet to fully consider this issue. We identify the key challenges faced by PPP construction projects overall, and the challenges that are exclusive or dominant in developing countries. We conducted a systematic review of PPP construction projects research published between 1997 and 2017. Using mixed methods, namely qualitative coding of 106 journal articles with NVivo 12, classification and cross-tabulation analysis, we identified 23 challenges that researchers reported in the literature. The key challenges appear to be 'appropriate risk allocation and risk sharing', 'concession period', and 'government guarantees'. However, 'compatibility and complementary skills among key parties', 'competitive procurement process', 'democracy', 'favourable legal

framework', 'efficient approval processes' and 'transparent and efficient procurement' are the challenges that were exclusive to studies of projects in developing countries. We also analyse the state, nature and health of the literature to offer guidance on how the PPP construction projects literature may be advanced.

759 **LEARNING FROM INTERORGANIZATIONAL FAST TRACK PROJECTS: THE CASE OF ISLAMABAD-RAWALPINDI METRO PROJECT IN PAKISTAN**

Rehab Iftikhar TAMPERE UNIVERSITY
Tuomas Ahola TAMPERE UNIVERSITY

The purpose of the current study was to explore lessons, learnt from an interorganizational fast track project. For this purpose, we closely examined the Islamabad-Rawalpindi Metro project in Pakistan. Using grounded theory approach, data for this study was collected through interviews, archival data and illustrative materials. We dissect learning into three categories: (1) project (2) organizational and (3) project and organizational learning. After a careful analysis, we identified eight lessons: impeccable planning and implementation, involvement of stakeholders, design compatibility, conceive rational timeliness, personality traits of leadership, capacity building, working procedures and investigation of underground services, conditions & maintenance of databases. The findings concluded that five out of eight lessons fell under the project learning domain. There are few lessons dedicated for fast track project. Discussion and conclusion are provided at the end.

1889 **SELECTION OF PROJECT DELIVERY AND CONTRACT STRATEGIES IN CAPITAL CONSTRUCTION PROJECTS (A STRUCTURED LITERATURE REVIEW)**

Anna Nikulina ROTTERDAM SCHOOL OF MANAGEMENT
Finn Wynstra ROTTERDAM SCHOOL OF MANAGEMENT

Abstract: The modern construction industry is characterized with high levels of outsourcing; contractors and suppliers play a key role in the project realization and outcomes. Thus, for the project owner it is very important to appropriately define the way to execute a project, and select capable parties to do it through what is called 'project delivery and contract strategy'. Recognizing the importance of the project strategy selection problem, researchers have investigated it for almost three decades, and the interest to this topic is spread over multiple research disciplines. However, until now there has been no attempt to systemize and analyze the existing research, thus, we lack understanding about methods, empirical settings and theories applied by the academics. We also have no overview of (under)investigated questions and promising future research directions, and no clarity about whether the existing research provides relevant recommendations for practitioners. Thus, we undertake an effort to systemize the existing research on project delivery and contract strategy selection from 1983 to 2017, focusing on engineering and construction management, project management and operations and supply chain management research outlets.

We find that researchers have two different approaches: some authors treat project delivery and contract strategies as separate problems, whereas other take an

‘integrated’ view of this question, combining both strategies in one selection process. Overall the literature is undertheorized and largely exploratory; conceptual publications prevail over empirical. A substantial number of papers is focused on developing the decision aid tools for practitioners. Project selection is typically studied at the organizational level and is viewed by researchers as fully rational process.

To advance the research and its scientific value more rigorous use of theories is recommended. Verification of developed decision aid tools and methods and assessment of their practical applicability should be made in place of continuous strive for new methods and solutions. Qualitative studies are needed to understand how the process of strategy selection happens in the organizations; they can also help in evaluating the need for decision aid techniques. Finally, studies of the strategy selection should be performed taking teams, not only organizations as unit of analysis; diverging motivations and biases of individuals and teams can bring to light new angles and complexities of the problem, which until now has been studied at the organizational level only.

Key words: construction project, contract strategy, project delivery strategy

Dynamics of Organizational Cognition (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.28 ([Top](#))

Track: T09_07 - Organisational Cognition: Theories, Applications and Advancements

Chair(s): Rasmus Gahrn-Andersen

Paper Presentations:

542 WHY ORGANIZATIONAL COGNITION SHOULD BE PREFERRED OVER DISTRIBUTED COGNITION

Rasmus Gahrn-Andersen UNIVERSITY OF SOUTHERN DENMARK

Organizational Cognition (OC) is an emerging perspective in the study of organizations and organizational behavior. The current paper explores how OC differs from the established research approach of Distributed Cognition (DC) which is well-known for providing valuable insights into the cognitive processes in organizations. Thus, it remains imperative for proponents of OC to clarify how their perspective relates to - and differs from - DC. The paper presents the argument that DC’s focus on highly routine-based organizing in the context of well-known tasks entails a neglect of important aspects of organizational becoming including instances where a novel task or piece of technology is introduced into the organization. Further, the paper elaborates on the point made by OC researchers that organizing should be explored as a phenomenon that involves micro, meso and macro domain dynamics. It does so by exploring organizational cognition in relation to two kinds of change described by the organizational literature: synoptic and performative change.

1654 A DYNAMIC APPROACH TO RECOVERY: INDICATIONS FOR ITS MEASUREMENT

Kyriakos Tsamantouridis UNIVERSITY OF THESSALY
Victoria Bellou UNIVERSITY OF THESSALY

This conceptual paper examines recovery, a fundamental process for unwinding the negative implications of burnout. Through an extensive review of recovery measurements, we conclude that important information is lost when measurements are taken only once (or even twice) in a given time period (e.g. a day). Thus, we propose a more dynamic recovery measurement approach, that will ensure better identification of fluctuations in individual's loss and replenishment of resources within that given time period. Finally, this conceptual paper is expected to help both individuals and organizations to manage resources more effectively.

1895 PROTOTYPICAL TIMES: MORE THAN JUST AN ANALOG CLOCK ARTIFACT

Christopher Conway IÉSEG SCHOOL OF MANAGEMENT

Purpose of the article Atypical task start times have been shown to affect task performance via cognitive load. In order to test the hypothesis that cognitive load increases with the use of analog clocks, I examine the cognitive load induced by analog and digital clocks, and by typical and atypical start times, to determine whether cognitive load is increased primarily by analog clock faces, or if atypical start times increase cognitive load through some other mechanism.

Methodology/methods The present study asked respondents to calculate the amount of time left for a task in five examples of each of eight possible combinations of digital clock faces, analog clock faces, and prototypical and atypical times. Responses were timed and checked for accuracy. Response time was used to provide a proxy for the respondent's cognitive load.

Scientific aim Since time-remaining calculations are an important component of task performance, an accurate description of the causes of increased cognitive load will enable effective load-reduction mechanisms. Prior researchers did not test their assumption that childhood training with prototypical times on analog clocks left workers ill-equipped to make time-remaining calculations in atypical start time scenarios; thus, this study aims to pinpoint the causes of the increased cognitive load.

Findings Cognitive load increased in all atypical cases, whether using analog or digital clocks. Cognitive load was clearly related to how atypical the start time was: the more atypical the times were, the higher the cognitive load rose. While analog clock faces did increase cognitive load, the effect of time typicality was stronger overall.

Conclusions Because the cognitive load was not primarily caused by analog clock faces, another explanation for the cognitive load increase must be found.

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Emotions in Leadership (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.26 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Anthony Silard

Paper Presentations:

- 448** **BEYOND EMOTION VALENCE: A NEW FOCUS ON THE TARGET OF LEADER EMOTION EXPRESSION WITHIN LEADER-MEMBER DYADS**
Anthony Silard CALIFORNIA STATE UNIVERSITY SAN BERNARDINO
Marie Dasborough UNIVERSITY OF MIAMI

To date, most research on emotion and leadership in organizations has emphasized only one dimension of emotion: valence. An organizing framework for making sense of the effects of leader emotions vis-à-vis the direction in which those emotions are targeted, however, has yet to be developed. To address this shortcoming in the literature, we present a new framework to explore the impact of the target of leader emotion within leader-member dyads – when the emotion is targeting either the follower or the leader themselves. We theorize that leader positive and negative emotions each have disparate effects, depending on whether they are directed externally toward followers, or if they are self-directed. The valence and target of the leaders’ emotional expressions are signals that shape the perceived status of each individual in the dyad such that, depending on the valence of the emotion, it may accentuate or attenuate the status of the leader.

- 723** **MAKE THE BEST OF BOUNDARY SPANNERS: THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND SHARED LEADERSHIP ON INTERORGANIZATIONAL RELATIONSHIP QUALITY**
Tingting Cao TIANJIN UNIVERSTIY
Giorgio Locatelli UNIVERSITY OF LEEDS
Nigel Smith UNIVERSITY OF LEEDS
LIANYING Zhang TIANJIN UNIVERSITY

Boundary spanners (BSs) have a substantial impact on project-based interorganizational relationships with external stakeholders. BSs both at the higher level (board members) and at the lower levels (middle managers and operating staff)

share the leadership roles to evoke concerted actions. The article investigates how to enhance the interorganizational relationship by making the best of the BSs with their emotional intelligence and shared leadership roles. The results from the analysis of 22 projects in China suggest that EI of BSs at higher level is positively associated with interorganizational relationships through their boundary spanning behaviors: representation, coordination, information scanning. However, the mediation effect of representation behaviors is not significant for lower-level BSs. These relationships are moderated by shared leadership. Linking EI and shared leadership roles of BSs at different levels advances the previous study on leadership in interorganizational collaboration. Lower levels BSs deserve more attentions in such non-hierarchical leadership network.

1800 WEAK OR CARING? WHEN SAD LEADERS ARE PERCEIVED AS MORE EFFECTIVE THAN ANGRY LEADERS

Pinar Celik SOLVAY BUSINESS SCHOOL

The literature on negative emotions and impression formation of leaders make contradictory predictions on whether expressions of sadness by leaders will be perceived as more or less effective than expressions of anger by leaders. Drawing from the literature on emotions as social information and a social-cognition approach on leadership perception, we hypothesized that when the social context induces observers to form impressions of leaders' communal qualities (as opposed to their agentic qualities), leaders' who express sadness in reaction to a problematic organizational event would be seen as more effective leaders and receive more endorsement, than leaders who express anger in reaction to the same problematic event. In three experiments we found that when observers were induced to form an impression of a leaders' communal qualities, they perceived leaders' that expressed sadness as possessing more communal qualities, than leaders that expressed anger, but not less agentic qualities. Because leaders' perceived communal qualities in turn positively predicted leadership effectiveness (Study 2) and leadership endorsement (Study 3), observers that were induced to form an impression of leaders' communal qualities, perceived leaders expressing sadness to be more effective than leaders expressing anger, and preferred a sad leader above an angry leader.

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Enhancing Employer Attractiveness (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Wen Wang

Paper Presentations:

1068 MEASURING EMPLOYER ATTRACTIVENESS: FADO OR THE EMPAT SCALE AS A HR MANAGEMENT TOOL

Paulo Henriques ADVANCE/CSG, ISEG, UNIVERSIDADE DE LISBOA
Alexia Andrade ISEG, UNIVERSIDADE DE LISBOA
Helena Jerónimo ADVANCE/CSG, ISEG, UNIVERSIDADE DE LISBOA
Teresa Lacerda ADVANCE/CSG, ISEG, UNIVERSIDADE DE LISBOA

A solid reputation as an employer can be considered to be a source of competitive advantage, as it increases an employer's ability to attract and retain talented workers. Ensuring a reputation as an employer is not only the result of a management strategy, but is also the result of adapting that strategy to the expectations of actual and potential employees. In this way, it is essential to design a form of measuring the expectations of actual and potential employees as part of the process of reputation development strategy.

Based on the Employer Attractiveness Scale (EmpAt) (Berthon, Ewing and Hah, 2005), this study uses a structural equations model to analyse 182 respondents from the same consultancy services organisation in order to examine which of the five factors which are ranked as being the most important by the respondents. The study also tests the sensitivity of the importance attributed to the factors to changes in the demographic characteristics (age, seniority, literacy, and gender) of the respondents. Simultaneous the applicability of the EmpAt scale as a human resources management tool is also tested.

The results of this study indicate that the EmpAt scale should made available to the management of organisations as a tool. The results also indicate that economic, development, social, interest, and application factors are all sensitive to demographic variations, especially to gender variation. In this way, perhaps unexpected, the results point to the relatively minor importance attributed to the value of the salary package (economic factor) and work environment (social factor), and the fact that the factors of professional development (development), possibility of practicing (application), and innovation and professional challenge (interest) are of greater importance.

In summary, the results indicate that certain myths, such as attracting the best employees depends on the economic capacity of the organisation or relies on the construction of a unique and special work environment, are, indeed, really myths.

1444

“WE ARE A MEMBER-OWNED BANK”: IS THE COOPERATIVE GOVERNANCE A GOOD SIGNAL FOR EMPLOYER BRANDING TO ATTRACT POTENTIAL EMPLOYEES?

Chloé GUILLOT-SOULEZ UNIVERSITY OF LYON, UJML3, IAELYON
SCHOOL OF MANAGEMENT, MAGELLAN
Sébastien SOULEZ UNIVERSITÉ JEAN MOULIN LYON 3

In many countries, the financial sector is facing recruitment challenges. In an employer branding (EB) perspective, this research examines the issue of firm governance as a potential factor of differentiation for member-owned banks as employers. Indeed, within the banking sector, there are not only investor-owned firms but also member-owned companies, which play a central role and are of growing

interest to scholars. Based on a qualitative exploratory study conducted among potential candidates wishing to work in the banking sector, this study highlights three central dimensions associated with the positive image of member-owned banks as employers: corporate philosophy, commercial philosophy and HR philosophy. The study contributes to research on HRM and EB in various ways. First, the study highlights the employer brand image, or beliefs, of potential employees associated with working in a member-owned firm within the banking sector. Second, this research highlights the interest of taking into account the type of governance in the management of the employer brand. This organizational characteristic, little explored until now, appears to be a signal for potential employees and a differentiating factor for firms to distinguish themselves as employers.

420 HOW DO GREENEST AND BEST EMPLOYER CERTIFICATIONS INFLUENCE THE ATTRACTIVENESS OF MEMBER-OWNED AND INVESTOR-OWNED FIRMS?

Chloé GUILLOT-SOULEZ UNIVERSITY OF LYON, UJML3, IAELYON
SCHOOL OF MANAGEMENT, MAGELLAN

Sylvie ST-ONGE HEC MONTRÉAL

Sébastien SOULEZ UNIVERSITÉ JEAN MOULIN LYON 3

An increasing number of firms realize the core importance of being perceived as being a “*green employer*” and a “*great place to work (GPTW)*” to attract and retain talents. This study investigates the impacts for organizations of the communication, in their recruitment advertising, of these certification(s) on their perceived organizational attractiveness with their perceived prestige and the perceived “person-organization fit” as mediating variables. In addition, this research explores the moderating impact of the firms’ type of governance - stock or investor-owned firms vs member-owned firms - on the relationship between the communication of their certification(s) and their perceived attractiveness. Our results confirm that the communication of the *greenest* employer certification has a higher positive influence on the member-owned firms’ attractiveness via its perceived prestige and the perceived PO fit. The communication of the two logos -- *Greenest* and *GPTW*-- is also particularly beneficial in increasing investor-owned employers’ attractiveness but not that of member-owned firms. Whether a firm is a member-owned or an investor-owned company, people interpret the same accreditation logos differently in attributing to them different perceived organizational prestige and perceived PO fit.

Entrepreneurial Orientation and Performance (15:40 - 17:10) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_12 - Knowledge Management and Knowledge Transfer in Start-ups and SMEs

Chair(s): THOMAS SCHØTT

Paper Presentations:

ENTREPRENEURIAL ORIENTATION AND PERFORMANCE: WHAT ROLE FOR MANAGEMENT CONTROL SYSTEMS?

Chaffik Bakkali UNIVERSITY OF MONTPELLIER

Jonathan Maurice TOULOUSE CAPITOLE UNIVERSITY

In this paper, we consider the concept of entrepreneurial orientation (EO) as a potential determinant of performance. Although numerous authors have noted this relationship, the literature indicates that it is complex and very much influenced by external and internal factors. The aim here is therefore to look more closely at one of the potential internal factors: management control systems. To do so, we focus on the model of Simons (1995), which distinguishes four levers of control: interactive control, diagnostic control, belief systems and boundary systems. An in-depth literature review provides theoretical arguments that yield four propositions about the effect of these control levers on the EO–performance relationship. The paper’s major contribution is our development of the idea that interactive control and belief systems have positive moderating effects on the EO–performance relationship, whereas diagnostic control and boundary systems have negative moderating effects.

EMPLOYEES' ENTREPRENEURIAL WORK

THOMAS SCHØTT UNIVERSITY OF SOUTHERN DENMARK

Ye Liu ZHEJIANG SCI-TECH UNIVERSITY

Purpose. – An employee performs work that may be routine or may be entrepreneurial in the form of developing new activities. For an employee’s entrepreneurial work, especially valuable human and social capital may be entrepreneurial capital encompassing self-efficacy, opportunity-alertness, risk-propensity, and acquaintance with entrepreneurs. Employees are working in a social context that may be conceptualized as culture. When focus is on entrepreneurial work, a most relevant dimension of culture is expectedly a kind of culture that promotes entrepreneurial work. Expectedly, entrepreneurial work is promoted by a culture characterized by emancipative values. This frames the research question, How is employees’ entrepreneurial versus routine work shaped by their background, specifically their entrepreneurial capital, and by their context, specifically emancipative culture in society?

Research design. – A globally representative sample of employees has been surveyed in the Global Entrepreneurship Monitor. These employee-level data are combined with national-level data on emancipative culture, obtained in the World Values Survey, amenable to hierarchical linear modelling.

Findings. – Employees’ entrepreneurial capital is found to benefit their entrepreneurial work. This finding is similar to the understanding of independent entrepreneurs. Employees’ behavior is embedded in the culture of society. Emancipative values are found to be enhancing the benefit of employees’ entrepreneurial capital for their entrepreneurial work.

Contribution. – The study contributes to understanding employees' entrepreneurial work as shaped by their individual resources and by their cultural context.

1638 DOES INNOVATION HELP FIRM PERFORMANCE? AN EMERGING MARKET STUDY

Youssef Chetioui AL AKHWAYN UNIVERSITY IN IFRANE

Satt Harrit AL AKHAWAYN UNIVERSITY IN IFRANE

Sylvia Rohlfer CUNEF

Simon Fietze UNIVERSITY OF SOUTHERN DENMARK

Khrifi Khawla AL AKHAWAYN UNIVERSITY IN IFRANE

Using unique innovation and performance survey data collected from a homogenous sample of firms in Morocco, this paper presents an analysis of the firm level determinant innovation performance on different types of firm performance as well as the mediating effect of this variable on the effect of different types of firm's innovation on firm performance measures. While past research has been fragmented by focusing on specific types of innovation on specific types of firm performance, this research considers a holistic approach examining the specific and combined effects of innovation types on firm performances. This research uses a questionnaire survey of CEO of Moroccan firms and applies regressions analysis. We find that while specific types of innovation (organizational and product) have a positive impact, marketing innovation is negatively related to any type of firm performance and process innovation being insignificant. The mediation effect and direct effect of innovation performance was partly supported.

Ethics and Values II (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Sara Hajikazemi

Paper Presentations:

496 NORMALIZATION OF DEVIANCE IN THE CONSTRUCTION INDUSTRY; A MANAGERIAL PERSPECTIVE

Sara Hajikazemi LONDON SOUTH BANK UNIVERSITY

Tuomas Ahola TAMPERE UNIVERSITY OF TECHNOLOGY

Kirsi Aaltonen UNIVERSITY OF OULU

Wenche Aarseth NORD UNIVERSITY

Bjorn Andersen NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY

Organizational factors such as complexity, weakness in organizational design and capabilities, optimism bias or strategic misinterpretation are often the most important drivers behind situations where conflicts, mistakes or disasters occur. It is the specific problem of teams normalizing unacceptable behavior which makes this phenomenon

potentially damaging. This phenomenon has been referred to as “Normalization of Deviance” by Vaughan (1986), based on her study of the culture of NASA prior to the Challenger disaster. In a project management context, this term can be defined as the gradual process through which unacceptable project management practices or standards have become acceptable. As this behavior is repeated without catastrophic results, it gradually becomes the social or operating norm of the project group, organization (Pinto, 2014) or even industry. In these situations, people often accommodate, explain away or normalize discrepant cues of problems, because they are part of a system, routine or culture which unintentionally reduces mindfulness. This will all together prevent the organization from anticipating a wide range of crises. This study will investigate the project management practices within the construction industry which have become an acceptable part of the system, but in hindsight lead to overall poor performance of construction projects. This study will investigate the counterproductive managerial practices which overtime become embedded into the organizational culture, the characteristics which put construction project organizations in a position to fall into the slope of normalization of deviance and the contribution of sensemaking in overcoming conditions under which organizations fall into this slope.

633 IMPLICIT MORALITY THEORIES: UNDERSTANDING WHY AND WHEN EMPLOYEES’ BELIEFS ABOUT THE MALLEABILITY OF MORAL CHARACTER INFLUENCE ETHICAL BEHAVIOR

Zhiyu Feng NANYANG TECHNOLOGICAL UNIVERSITY

Krishna Savani NANYANG TECHNOLOGICAL UNIVERSITY

Hu Li NANJING UNIVERSITY

Implicit morality theories refer to people’s beliefs about whether individuals’ moral character is fixed or malleable. Drawing on the social cognitive theory of morality, we examine *why* and *when* employees’ implicit morality theories influence their ethical behavior such as organizational citizenship behavior toward coworkers (OCBC), and unethical behavior, such as coworker-directed deviance (CDD). Specifically, we propose a theoretical model whereby employees’ implicit morality theories influence their sense of moral control, which in turn affects their OCBC and CDD. We furthermore theorize that personal factors, such as moral identity, and situational factors, such as group ethical climate, would serve as first-stage and second-stage moderators, respectively, for the indirect relationship between employees’ implicit morality theories and OCBC and CDD via their sense of moral control. Using a multi-stage, multi-source field survey, we found that when moral identity was low, employees with more fixed morality theories (i.e., those who believe that moral character is stable) perceived a greater lack of moral control. This perceived lack of moral control, in turn, led to decreased OCBC, particularly when group ethical climate was weak. However, this relationship did not hold for CDD. Thus, although more fixed implicit morality theories led to reduced ethical behavior (i.e., OCBC) through a perceived lack of moral control, they did not lead to increased unethical behavior (i.e., CDD). This research indicates that implicit morality theories represent an important construct in the behavioral ethics literature.

1505 A RISING TIDE LIFTS FEW BOATS BUT LEAVES BEHIND MANY OTHERS: THE HARMS OF INEQUALITY-INDUCED STATUS SEEKING AND THE REMEDIAL EFFECTS OF EMPLOYEE OWNERSHIP

Boyka Bratanova SCHOOL OF MANAGEMENT, UNIVERSITY OF ST. ANDREWS

Juliette Summers ST. ANDREWS UNIVERSITY

Shuting Liu UNIVERSITY OF ST ANDREWS

Christin-Melanie Vauclair INSTITUTO UNIVERSITÁRIO DE LISBOA (ISCTE-IUL)

Income inequality creates a context where status and self-esteem pursuits become of paramount priority for citizens. Through increased competition, highly polarized distribution of material wealth and social capital and the high cost of falling out of the system, achieving status becomes an overarching goal that people can hardly opt-out from. The high stakes associated with status make not only the pursuit of social recognition and respect of paramount importance; we argue that individuals' self-worth becomes vested and contingent on success in domains where status can be achieved. We examine the effects that status and self-esteem pursuit can have for individuals and societies. Based on this analysis, we conclude that the paramount priority of status and self-esteem pursuit in people's lives has an overall damaging effects for interpersonal relationships, health and wellbeing, and educational and workplace performance. Along with Wilkinson and Pickett (2018), we propose an alternative form of labour organisation – namely, employee ownership and democratic labour governance – as an avenue that can mitigate the negative effects of societal and organisational inequality and allow for a more sustainable way of life.

Expatriate Management 5: Working Internationally (15:40 - 17:10) - INDEG Building/Room 1.18 ([Top](#))

Track: ST07_01 - Expatriate Management

Chair(s): Vlad Vaiman

Paper Presentations:

776 A NANNY, A GYPSY, AND A CLEANING LADY WALK INTO A BOARDROOM: PROFESSIONAL VS. SOCIAL STATUS INCONGRUENCE AND SIE ADJUSTMENT

Agata Mirowska RENNES SCHOOL OF BUSINESS

Bernadett KOLES RENNES SCHOOL OF BUSINESS

Jbid Arsenyan RENNES SCHOOL OF BUSINESS

Self-initiated expatriation (SIE) is an increasingly prevalent phenomenon, yet the available literature on this population – as opposed to assigned expatriates – remains sporadic. The present study investigated differences in the expatriation and adjustment experiences between two types of SIEs – status congruent versus status

incongruent, based on stereotypes concerning national origin and professional identities – residing in France. Using semi-structured interviews and text analysis of written responses, the results point to notable distinctions in terms of perceptions of locals, coping strategies, behavioral and affective adjustment. Status congruent participants reported more positive impressions of locals, engaged in more positive coping strategies and expressed greater positive tone, as well as higher levels of anger (a high-status emotion; Gullekson & Dumaisnil, 2016). Status incongruent participants reported more negative impression of locals, use of more negative coping strategies and expressed more negative tone and emotions, along with greater expressions of sadness and anxiety. Relying on a 3 component model of expatriate adjustment (Haslberger, Brewster, & Hippler, 2013), differences were also revealed in terms of behavioral as well as affective adjustment between congruent vs. incongruent SIEs. Managerial implications and future directions are discussed.

266 **‘CONTRACTORS ON-CALL: CROSS-CULTURAL ADJUSTMENT, PERSON-ENVIRONMENT FIT AND WORK RELATED OUTCOMES AMONG INTERNATIONALLY TRAINED NON-CONSULTANT HOSPITAL DOCTORS WORKING IN IRELAND’**

Eimear Nolan TRINITY BUSINESS SCHOOL, TRINITY COLLEGE DUBLIN
Michael Morley KEMMY BUSINESS SCHOOL, UNIVERSITY OF LIMERICK

Many world health care systems are relying heavily on internationally-trained doctors to fill vacancies in their health services as homegrown doctors seek opportunities abroad. In recent years, there has been a decline in the number of internationally-trained doctors applying, taking up positions, and remaining in Ireland despite the significant need for them. Our paper examines the cultural adjustment, person-environment fit, and work-related outcomes among a sample of internationally-trained non-consultant hospital doctors working in public hospitals in Ireland, the first research of its kind to do so. Three hundred and sixty-nine non-consultant hospital doctors working across 34 public hospitals in Ireland completed our questionnaire. Our results, generated through path analysis, indicate that health care policy makers should focus on strengthening non-consultant hospital doctors’ cross-cultural adjustment and fit while working in Ireland as higher levels of overall adjustment and fit are consequential for work-related outcomes.

308 **IT TAKES TWO TO TANGO: KNOWLEDGE TRANSFER BETWEEN EXPATRIATES AND HOST COUNTRY NATIONALS**

Yu-Shan Hsu CONCORDIA UNIVERSITY
Yu-Ping Chen CONCORDIA UNIVERSITY
Flora Chiang CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL
Margaret Shaffer UNIVERSITY OF OKLAHOMA

This study aims to explicate the transfer of knowledge between expatriates and host country nationals (HCNs) by considering how both individuals influence each other’s knowledge acquisition. Drawing on social capital theory and based on a sample of 107 expatriate-HCN dyads, we found that the extent to which the receiver acquires knowledge from the sender depends on the sender’s perceptions of the social capital that they have. These perceptions are influenced by the receiver’s cultural

intelligence. Furthermore, when the receiver's perceived collaborative-based HR configuration is high, the positive relationship between the receiver's cultural intelligence and the sender's assessment of social capital is stronger. By examining the bi-directional knowledge transfer from both parties - the expatriate and his/her HCN counterpart - this study not only advances the expatriation and knowledge transfer literatures that focus mainly on unidirectional knowledge flow but it also highlights the importance of considering the interdependent nature of both the sender and receiver in the transfer of knowledge. Implications to theory and future research are discussed.

1447 SUCCESSFUL MIGRANT ENTREPRENEURSHIP: A SOCIAL IDENTITY PERSPECTIVE

Washika Haak-Saheem HENLEY BUSINESS SCHOOL, UNIVERSITY OF READING

Chris Brewster HENLEY BUSINESS SCHOOL

Jean-Luc Cerdin ESSEC BUSINESS SCHOOL

Lovanirina Ramboarison-Lalao EM STRASBOURG BUSINESS SCHOOL

This study addresses the effect of the social identity decisions of migrant entrepreneurs the new country. Our analysis is based on 33 in-depth interviews with migrants in Germany, France and the United Arab Emirates. Our results revealed that these entrepreneurs made decisions between assimilation and differentiation after an initial assimilation phase. These decisions were more prevalent in businesses that had a service-focused nature characterized by diverse customers. Their assumption was that clear assimilation or differentiation positively impacted the business outcome. Based on these findings, we develop a model illuminating the role of personal and business interests. Wider social structures determine a chosen identity at a particular time and situation. A prospect theory lens is used to explain the decisions between assimilation and differentiation to guide future research and practice

Exploring entrepreneurial innovation (15:40 - 17:10) - ISCTE - Building II/Room C5.07
([Top](#))

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Alessandra Tognazzo

Paper Presentations:

1235 RE-VISITING EFFECTUATION: THE RELATIONSHIPS WITH CAUSATION, ENTREPRENEURIAL EXPERIENCE, AND INNOVATIVENESS

Yi Ruan UNIVERSITY OF NOTTINGHAM NINGBO CHINA

Virginia Cha INSEAD BUSINESS SCHOOL SINGAPORE

Michael Frese NATIONAL UNIVERSITY OF SINGAPORE

This study enriches the theory of effectuation by discussing the four independent dimensions of effectuation and their relationships with causation. Additionally, we fill the gap in prior literature by showing how entrepreneurial experience moderates the relationship between effectuation and innovativeness of the venture. Our study of 171 practising entrepreneurs regarding their entrepreneurial decision making logic yielded multiple findings. We find that entrepreneurs rely on causation as well as effectuation in their decision making; the more experienced entrepreneurs are, the more they actually use causation; and entrepreneurial experience moderates the relationship between effectuation and innovativeness of the venture firm.

1226 WHEN POSITIVE PSYCHOLOGY MAKES A DIFFERENCE INNOVATIVE BEHAVIOR OF ENTREPRENEURS: A MODEL OF ANTECEDENTS AND CONSEQUENCES

yomna sameer ABU DHABI UNIVERISTY- DUBAI
Nizar Becheikh AMERICAN UNIVERSITY IN CAIRO

We drew upon positive organizational behavior theory and strategic management and entrepreneurship theory models to form an integrated model of innovative behavior and venture performance including constructs from micro research domains. The model of innovative behavior and venture performance was tested with responses from 159 companies from different industries. Entrepreneurs' competencies of hope, optimism, self-efficacy, resilience as well as the four constructs combined together were direct predictors of entrepreneurs' creative behavior and trait personal initiative and also had indirect effects on innovative behavior. The relationship between these competencies and innovative behavior was mediated by creative behavior and personal initiative. Entrepreneurs' competencies of PsyCap were also found to predict venture performance; however, this relationship was not mediated by creative behavior or personal initiative.

1584 ENTREPRENEURIAL BEHAVIOR AS THE KEY TO SUCCESS IN VENTURE AND PRIVATE LIFE

Tobias Kollmann UNIVERSITY OF DUISBURG-ESSEN
Simon Hensellek UNIVERSITY OF DUISBURG-ESSEN
Karl Lucas Kleine-Stegemann UNIVERSITY OF DUISBURG-ESSEN
Philipp Jung UNIVERSITY OF DUISBURG-ESSEN

Due to their newness and smallness, founders and their ventures are often confronted with resource constraints. However, entrepreneurial ventures have to be highly innovative in order to survive in volatile environments. At the same time, their founders have to balance their working and private life in order to achieve life satisfaction and health. By considering the resourceful behavior of entrepreneurial bricolage and the moderating role of entrepreneurial and employee experience, this paper discovers a promising way to meet these challenges in order to be successful on organizational as well as on personal level. In an empirical study with 653 entrepreneurial ventures, we identified a positive effect of entrepreneurial bricolage on both entrepreneurial venture innovativeness and entrepreneurs' work-life balance. In alignment with our predictions, we found that entrepreneurs' employee experience moderates the relationship between bricolage and innovativeness, while

entrepreneurial experience moderates the link between bricolage and work-life balance. Theoretical and practical implications are discussed.

Finance and the Environment: Pitfalls and Perspectives (15:40 - 17:10) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_03 - Finance and Economy for Society: Inclusion, Empowerment and Sustainability

Chair(s): Catherine Karyotis

Discussant(s): Peter Wehnert

Paper Presentations:

1408 SME CASH HOLDINGS AND PERFORMANCE IN THE EU ENERGY INDUSTRY: A MODERATING ROLE OF ENVIRONMENTAL PERFORMANCE

Elvira Tiziana LA ROCCA DEPARTMENT OF ECONOMICS, UNIVERSITY OF MESSINA

Ekaterina Skatova DEPARTMENT OF BUSINESS ADMINISTRATION AND LAW, UNIVERSITY OF CALABRIA

Our key research objective in this study is to examine the relationship between cash holdings and firm operating performance in the European context of energy small and medium-sized enterprises (SMEs). We focus on the energy industry in which sustainability and environmental responsibility issues are of special interest, but in which context the role of environmental performance on the association between corporate liquidity and SME performance has not yet been studied. A rapidly growing corporate trend in European energy sector in recent years is the number of small and medium-sized companies engaged in strategy decision to “go to be green” that has a positive environmental impact. With this trend, given that the business environment is generally considered as complex, firms’ investments in environmental sustainability could potentially affect the cash holding-performance relationship. We attempted to find how the level of a country’s environmental performance influences the cash holdings-performance relationship. We test our hypothesis with 25,224 firm-year observations of European energy SMEs during the period 2008-2015 in 27 countries.

1632 THE VALUE OF DEBT IN EUROPEAN ENERGY SMES. DOES SUSTAINABLE ENVIRONMENTAL POLICY MATTER?

FRANCESCO FASANO UNIVERSITA' DELLA CALABRIA
Maurizio La Rocca UNIVERSITY OF CALABRIA

This paper investigates for the first time how capital structure decisions support the business of 12,615 European small and medium sized firms in the Energy industry, focusing on the role of the environmental sustainability policies at country level. Considering the attention of scientific community, mass-media, politicians and public

opinion concerning renewable energy, the present work investigates how the impact of financial choices on EU Energy SMEs value is affected by the environmental sustainability policies at country level. Results, interestingly show that the use of debt has shift from a negative to positive effect on EU Energy SMEs performance when strong environmental commitment exists at country level. Thus, the country-level degree of attention to environmental issues is relevant per se, affecting the value of debt. The implications our research suggest that Countries investing in better environment quality policies although constrain SMEs to adequate their production system, also improve SMEs efficiency allowing for a valuable use of debt.

1750 OPTIMAL TIMING OF VENTURE CAPITAL-BACKED IPO

Imen MEJRI NEOMA BUSINESS SCHOOL

Donia TRABELSI LITEM, UNIV EVRY, IMT-BS, UNIVERSITÉ PARIS-SACLAY

This paper investigates the optimal exit time for a venture capitalist (VC) through an initial public offering (IPO). We use a real options approach and develop a model based on the uncertainty of the VC-backed firm's cash flows. We assume that the VC sells his stake in two stages, i.e., at the IPO date (taking underpricing into account) and at the expiration of the lockup period. We find a closed-form solution of the threshold at which it is optimal for the VC to exit and determine the expected first hitting time. Our main results show that more risk averse VC brings firms public earlier even if firm's cash flows are negative; the IPO is more rapid if the VC required rate of return and firm cash flows' volatility are high. However, underpricing does not play an important role in the VC decision regarding exit timing.

Frontiers in female entrepreneurship research (15:40 - 17:10) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: T03_10 - Female entrepreneurship

Chair(s): Marina Bourgain

Discussant(s): Katherina Kuschel

Paper Presentations:

- 632 BUSINESS ACCELERATORS AND FEMALE HIGH GROWTH VENTURES: DELINEATING THE DEMAND FOR SERVICES**
Agnieszka Kwapisz MONTANA STATE UNIVERSITY

Business accelerators facilitate new venture creation. We use the resource-based view and market failure business incubation perspectives to develop models of high growth women-led ventures' demand for business accelerator services. Drawing upon a database of 2,000 U.S. entrepreneurs, we found that women leading high growth ventures value access to potential investors or funders more than women leading slow growth ventures and men. They also give higher priority to formal networking benefits, matching in this respect their male counterparts, and are most likely to be accepted to accelerators. In general, female entrepreneurs place greater value on knowledge transfer benefits than men.

- 1367 GENDER AND PERFORMANCE: PRELIMINARY EVIDENCES FROM ITALIAN INNOVATIVE SMES**
Michela Mari TOR VERGATA UNIVERSITY
Sara Poggesi TOR VERGATA UNIVERSITY
Federico Giannetti UNIVERSITY OF ROME TOR VERGATA

Entrepreneurship and small and medium sized enterprises (SMEs) play a pivotal role for the socioeconomic development worldwide. They are, indeed, recognised as important economic drivers as their activities can boost economic growth in various ways, such as being source of employment, promoting equality among socioeconomic and demographic groups, and fostering the development of new goods and services (e.g. Audretsch, 2012). In line with this, SMEs contribution to innovation has been extensively investigated by researchers and policy makers (e.g. Acs and Audretsch, 1988; Rosenbusch et al., 2011). European Union, for example, has developed numerous programmes to foster innovation in and by SMEs, even identifying, categorizing and periodically analysing the so called "innovative SMEs". However, very scant is the attention, at the international level, devoted to the analysis of the role of gender in innovation per se and in innovative SMEs. This paper fits into this underinvestigated stream of research by specifically analysing the impact, if any, of gender on Italian innovative SMEs' performance.

- 1479 SUPPORTIVE MEASURES FOR FEMALE ENTREPRENEURS THROUGH BUSINESS INCUBATORS**
Manal Haimour UNIVERSITY OF BREMEN

Female entrepreneurship has been researched for almost thirty years now in the setting of female venture creation in developing and developed countries. However, what research on female entrepreneurship lacks is the focus on innovative startups developed by female entrepreneurs and how they are supported by business incubators. Business incubators offer support services and assistance for emerging business in order for them to develop and grow. For these business incubators to be able to offer relevant support; the needs and characteristics of their targeted incubatees must be considered. With this in mind, business incubators focusing on female entrepreneurs must consider that female entrepreneurs have different needs

and require different support compared to their male counterpart. In this article, we address how business incubators focusing on female entrepreneurs may need to design their key resources, activities, and partnerships; in order to meet the specific needs of female entrepreneurs.

Gender & Organizations (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Sumita Datta

Paper Presentations:

184 GENDER DIFFERENCES IN THE WORKPLACE: THE CASE OF THE PHARMACEUTICAL INDUSTRY IN CHINA

Maria Gabriela Silva INSTITUTO UNIVERSITÁRIO DE LISBOA (ISCTE – IUL),
BUSINESS RESEARCH UNIT (UNIDE – IUL)

Zhao Fei SOUTHERN MEDICAL UNIVERSITY, CHINA AND INSTITUTO
UNIVERSITÁRIO DE LISBOA (ISCTE–IUL)

Gender's equality is still an allusive phenomenon in twenty-first century workplaces. Previous studies have suggested that gendered assumptions and organizational factors may contribute to gender's inequality. However, little research has investigated how individuals make sense of their roles in the workplace in the Chinese context. Drawing on cultural constructions of gender's roles in organizations, we address three research questions: What are the meanings different actors ascribed to the sales occupation? To what extent are different actors able to (re)construct the dominant culture in the sales context? What are the implications of existing reproduction processes of the dominant culture for the way people experience their lives at the workplace? Through a discourse analysis this article examines the transcripts of thirty narratives on women in sale roles to critically analyse people attitudes to transform the dominant culture in working life. We argue that initiatives sponsored at different organizational ladders, and by both genders, are (un)consciously reproducing sales occupation's masculine cultures in the pharmaceutical sales industry. The study reveals that while there is a discursive space within the salesforce for gender's equality, in practice men and women at the workplace engage in masculine status quo, contributing to legitimize unequal relations between the genders in the sales industry in China.

515 EFFECTS OF INCOME LEVEL AND GENDER ON COMPETITIVENESS

Pooja Mishra SINGAPORE MANAGEMENT UNIVERSITY

We propose and test a model explaining why gender differences in labor market outcomes (the “gender gap”) are amplified at higher income levels (the “glass ceiling” pattern). We integrate the social role theory of gender differences with social psychological research on socioeconomic status to propose that men's greater competitiveness relative to women's is particularly pronounced at higher income

levels. Because men's greater competitiveness is one factor contributing to the gender gap, our theoretical integration explains why the gender gap is amplified at higher income levels. By combining data from a large field study (study1) with a survey study with employed professionals (study 2) we show that although men are always willing to compete more than women, this gender difference is larger among higher-income people than among lower-income people. Moreover, we also examined whether generic zero-sum construal of success is affected by people's income level and gender and found that while there's is no gender difference among lower-income people such that they all viewed the world as highly competitive, there was a significant gender gap among higher-income people in their zero-sum construal of the world. Theoretical and organizational implications of these results are discussed.

1056 GENDER INEQUALITY: A REVIEW OF THE WILLFUL BLINDNESS OF LEADERSHIP IN ORGANIZATIONS

Sharon Roberts, Ph.D. UNIVERSITY HEALTH NETWORK

Systemic factors that add to inequity in organizations may be at the root cause of leadership's willful blindness of spoken and unspoken problems related to gender inequality. The purpose of this qualitative narrative review was to explore the willful blindness of leadership in organizations and its influence on social-structural forces resistant to change gender inequality. The conceptual lens used included several social theories to explain the social-structural relationships that occur at an individual, group, organizational, and societal levels. Data sources included were 20 social theories and 93 scholarly peer-reviewed journal articles related to the willful blindness of leadership in organizations. In the data sources, included 8 emergent themes using thematic analysis: choice, silence, conformity, fear, culture, failure, bias, and inequity. The Ishikawa diagram developed from findings of the review as a framework for future research related to gender inequality demonstrates the social-structural forces predicted by the willful blindness of leadership in organizations.

High Tech small business. (15:40 - 17:10) - ISCTE - Building II/Room C5.06 ([Top](#))

Track: T03_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs

Chair(s): Giorgia Profumo

Discussant(s): Roberta Scarsi

Paper Presentations:

493 BARRIERS TO THE GROWTH OF HIGH-TECH FIRMS

Ivan Zupic KINGSTON BUSINESS SCHOOL

Tomaž Čater UNIVERSITY OF LJUBLJANA, FACULTY OF ECONOMICS

Aleš Pustovrh UNIVERSITY OF LJUBLJANA, FACULTY OF ECONOMICS

The barriers to growth literature has been criticized for being underdeveloped and undertheorized. In this paper barriers (or obstacles) to growth are conceptualized as

firm-level factors that are necessary conditions for growth. The necessary conditions logic demands that all conditions must be met if the firm is to grow. We define finance, human capital, growth ambition, growth management knowledge, and product-market fit as five such factors of (barriers to) growth. Our conceptualization is based on 32 interviews with technology entrepreneurs, investors, and support-institution representatives, data from a 3-month observation of a startup batch in a venture accelerator, and the existing literature. We contextualize barriers in Spigel's (2015) model of the entrepreneurial ecosystem by specifying how the conditions for barriers on the entrepreneurial ecosystem level influence barriers on the firm level.

1300 HOW TO GAIN ADVANTAGES FROM INTERNATIONAL R&D ALLIANCES: THE ROLE OF R&D CAPACITY AND INTEGRATION MECHANISMS IN SMES

Alberto Ferraris UNIVERSITY OF TURIN
Gabriele Santoro UNIVERSITY OF TURIN
Stefano Bresciani UNIVERSITY OF TURIN

The literature on R&D alliances has explored many aspects so far. However, when we look at the R&D internationalization phenomenon, this stream of literature appears poor and still many gaps exist to deal with the complexities of cross-cultural R&D alliances. According to the ever growing global trends, we focused on the relationship between international R&D alliances and innovation performance that seems to be underestimated in literature so far, in particular in the small and medium enterprises (SMEs) context. Therefore, this paper aims to fill a gap in the literature shedding light on the complex relationship between international R&D alliances and the unique capacity of firms of developing successful innovations into the market. More specifically, this research addresses the issue of how to stimulate both incremental and radical innovations, that is ambidextrous innovation, through R&D alliances established by SMEs with international actors. Moreover, the research tests the role of two potential enablers of international R&D alliances, R&D capacity and internal integration mechanisms (IIM), which may help SMEs in improving ambidextrous innovation performance. Thanks to a unique sample of Italian medium sized firms, we found support of an inverted U shaped relationship between international R&D alliances and ambidextrous innovation performance. Interestingly, while we did not find support for the moderation effect of R&D capacity, we found that IIM enhance the above mentioned relationship.

1413 EXIT STRATEGIES FOR EUROPEAN HIGH TECH STARTUPS. THE ROLE OF TIMING AND PROXIMITY IN CROSS-BORDER ACQUISITIONS

Alessia Pisoni UNIVERSITY OF INSUBRIA
Giada Riva UNIVERSITY OF INSUBRIA
Alberto Onetti UNIVERSITY OF INSUBRIA

The purpose of this paper is to provide substantial quantitative data and research able to shed new light on the "exit" phase of the entrepreneurial and start-up process that has been so far under-explored by extant literature on entrepreneurship. We investigated the acquisition deals involving European high-tech startups. We tracked 1,123 cases of exited startups occurred in the period 2012-2016. The ultimate goal is

to provide evidence of the main characteristics of both the acquired startups and their buyers. In doing so, we focused on two specific dimensions of the investigated process, i.e. the role of geographic “proximity” and “timing” (i.e. when exit occurs in the life cycle of the startup). By providing evidences of the main worldwide trends in startups’ acquisition, our exploratory research also posits relevant implications for startup entrepreneurs. First of all, data show how acquirers of startups prefer to buy local companies. Thus, internationalization strategies (specifically startup relocation decisions in large tech hubs) seem to be key to increase the exit opportunities for startups aiming at an early exit. Indeed, early exit appears to be a global trend among startups. Therefore, founders of high tech startups need to be prepared and structure the company to deal with this phase of the entrepreneurial process, i.e. possible acquisitions early after inception (in the very early-stage).

HRM General Session I (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Kristine Tamayo-Verleene

Paper Presentations:

**1470 OVEREDUCATION, UNDEREMPLOYMENT, OVERQUALIFICATION:
ARE THESE THE SAME OR NOT?**

Angeliki Tsameti UNIVERSITY OF THESSALY
Victoria Bellou UNIVERSITY OF THESSALY

Abstract

A substantial number of researchers from different scientific fields (e.g. economists, sociologists, management practitioners, behavioral scientists), has sought to address the issue of mismatch between an individual’s qualification and the demands of his/her job position. Interestingly, the terms are various, with the most prominent being overeducation, underemployment and overqualification. Albeit there are occasions that these terms have been treated as synonymous, and thus interchangeably, there is evidence that they are distinct. The aim of this conceptual paper is to delineate these constructs, highlight their content, and ultimately identify the context in which each should be adopted.

**1109 HUMAN RESOURCES MANAGEMENT FOR CULTURAL INCLUSION:
TOWARD A DYNAMIC AND COMPLEX MODEL**

Fabrizio Maimone LUMSA UNIVERSITY ROME

This paper addresses cultural diversity (see Cox, 1993; Stahl et al., 2010) and is particularly focused on the study of inter-cultural dynamics (see Adler et al., 1986), that occur within and across organizational boundaries of contemporary transnational and multicultural organizations. The concept of cultural diversity refers to the variety of identities and cultural frameworks observable within a social context. As Ely and

Thomas pointed out (2001, p. 130): -“Members of a cultural identity group tend to share certain worldviews (Alderfer and Smith, 1982), norms, values, goal priorities, and sociocultural heritage (Cox, 1993).”-

This conceptual paper aims to shed light on the mechanisms that may lead to the development of a culturally inclusive workplace in transnational/multicultural organizations, adopting an culturally inclusive approach to HRM. The aim of this paper is twofold: a) to propose a theoretical framework for the development of cultural inclusiveness in multicultural organizations; b) to provide a complex approach for the development of more culturally inclusive HRM strategies and practices. The originality of the work is due to the proposition of an innovative dynamic and complex model, that is focused on an inclusive approach to intercultural HRM. The findings of the paper show that it is possible to conciliate diversity and inclusion, through the adoption of a culturally inclusive approach to Organizational and HRM strategies and practices.

- 310 TRENDS, TERMS, AND TRANSFER OF KNOWLEDGE IN THE CONTEXT OF SMES – A BIBLIOMETRIC ANALYSIS**
Amitabh Anand SKEMA BUSINESS SCHOOL, UNIVERSITIE COTE D'AZHUR
Birgit Muskat DEAKIN UNIVERSITY
Aniko Csepregi UNIVERSITY OF PANNONIA

This paper conducts a systematic review of the literature on knowledge transfer (KT) and knowledge sharing (KS) in the context of small and medium enterprises (SMEs). Although there has been some interest in reviewing and consolidating the knowledge management literature in the SME domain, existing reviews have some notable limitations. For example, prevailing studies are criticized for their unexplained, inconsistent methodological rigor, and importantly for failing to predict future trends for SME research. We use a novel approach and apply bibliometric analysis to address these critical points. With VOSviewer freeware we systematically analyse data from 194 articles, extracted from the Scopus database. Specifically, we apply two complementary bibliometric analysis techniques 1) co-citation analysis of reference and 2) bibliographic coupling analysis of documents and science mapping to visualize the bibliometric results. With these novel methodologies, we contribute with important results including a synthesis of the literature, emerging trends in the SME knowledge management domain, and a clarification of terminology. Limitations and future research suggestions are discussed.

Humble and Authentic Leadership (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.28
([Top](#))

Track: T09_04 - Leadership

Chair(s): Arménio Rego

Paper Presentations:

139 THE CONNECTIVE AND FUNCTIONAL PATHWAYS OF AUTHENTIC LEADERSHIP TO FOLLOWERS' POSITIVE PSYCHOLOGICAL RESOURCES AND PERFORMANCE

Hana Johnson UNIVERSITY OF IDAHO

Sean Hannah WAKE FOREST UNIVERSITY

Bruce Avolio UNIVERSITY OF WASHINGTON

Dustin Bluhm UNIVERSITY OF COLORADO COLORADO SPRINGS

Paul Lester RESEARCH FACILITATION LABORATORY, U.S. ARMY

Despite the long theorized importance of psychological resources as a mechanism for authentic leadership's influence on follower performance, this relationship has not been tested. Further, prevailing thinking is that positive leadership theories such as authentic leadership may simply make followers feel good, satisfied, or increase the liking of the leader, resulting in more positive connections with followers without necessarily influencing performance. Utilizing positive psychology theories, we argue that authentic leadership fosters followers' positive psychological resources through both the connective and functional mediating pathways of organizational identification and role clarity, respectively, which then enhance followers' performance. In two multi-level, time-lagged, multi-source field studies, our results provide support for the indirect effect of authentic leadership on follower performance through organizational identification, role clarity, and positive psychological resources.

1660 HOW HUMBLE LEADERS INSPIRE TO GO THE EXTRA MILE: THE ROLE OF LEADER-MEMBER EXCHANGE AND LEADER EFFECTIVENESS

Urszula Lagowska GETULIO VARGAS FOUNDATION IN RIO DE JANEIRO (BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION)

Liliane Furtado UNIVERSIDADE FEDERAL FLUMINENSE

Filipe Sobral GETULIO VARGAS FOUNDATION IN RIO DE JANEIRO (BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION)

Giovanna Pereira GETULIO VARGAS FOUNDATION IN RIO DE JANEIRO (BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION)

Research is yet to fully explore the implications of humble leadership especially in terms of its effect on the relationships between leader and follower. Drawing from the social exchange theory, we assess the proposition that humble leaders can significantly impact followers' citizenship behaviors (OCB) through the development of high quality leader-member exchanges (LMX) with their followers. Further, building on the stereotype content literature and prior studies on the contingencies of humility, we test the proposition that this effect is moderated by leader's managerial effectiveness. A multisource approach is used to collect the survey and objective data pertaining to 200 employees, and their supervisors from a Brazilian oil and gas company. The results confirm an indirect and positive effect of humble leadership on follower's OCB through LMX quality and partially support the moderating effect of leader's effectiveness.

1959 GRITTY AND HUMBLE LEADERSHIP FOSTERING EMPLOYEES' IMPROVISATIONAL BEHAVIOR THROUGH THEIR PSYCHOLOGICAL CAPITAL

Arménio Rego CATÓLICA PORTO BUSINESS SCHOOL, AND INSTITUTO UNIVERSITÁRIO DE LISBOA (ISCTE-IUL), BUSINESS RESEARCH UNIT

Andreia Vitória UNIVERSIDADE DE AVEIRO

Bradley Owens MARRIOTT SCHOOL OF MANAGEMENT, BRIGHAM YOUNG UNIVERSITY

Miguel Cunha NOVA SCHOOL OF BUSINESS AND ECONOMICS

Ana Ventura UNIVERSIDADE DE AVEIRO

Susana Leal ESCOLA SUPERIOR DE GESTÃO E TECNOLOGIA, INSTITUTO POLITÉCNICO DE SANTARÉM, PORTUGAL AND CENTRO DE INVESTIGAÇÃO EM QUALIDADE DE VIDA

Camilo Valverde CATÓLICA PORTO BUSINESS SCHOOL

Rui Lourenço-Gil CATÓLICA PORTO BUSINESS SCHOOL

Through four studies, we show that (a) conveyed leader grit, but not leader self-attributed grit, predicts employees' improvisational behavior through their psychological capital, (b) this indirect effect is moderated by leader-expressed humility, in that the potential positive effect of a high level of grit in leaders on employee's improvisational behaviors materializes fully *only* when the leader also expresses high humility. The findings indicate the need to explore the boundary conditions moderating the effect of grit on leadership effectiveness.

Hybrid Organizations and Social Impact (15:40 - 17:10) - ISCTE - Building I/Room 1E10
([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Pietro Versari

Paper Presentations:

876 SOCIAL-BUSINESS TENSIONS IN SCALING EFFORTS OF A MICRO-HOUSING CORPORATION IN INDIA

Elisabeth Niendorf EBS UNIVERSITÄT

Karin Kreutzer EBS UNIVERSITÄT

Supriya Sharma INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Amit Karna INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

In order to unfold their full potential and contribute to societal or environmental improvements, social enterprises need to scale up their operations – a dynamic process that often leads to conflicts and tensions resulting from the divergent social and business demands inherent in social enterprises. While the extant literature provides rich insights into generic organizational as well as individual responses to

those social-business tensions, we know little about how they develop in the process of scaling up a social enterprise. Our longitudinal inductive single-case study explores social-business tensions over time, i.e., the life-cycle of a social enterprise from India. Our understanding of the organization's historical and current context was informed by archival data covering a 10-years period of the organization, personal interviews with organizational members and stakeholders as well as onsite observations and field visits. We identified three sources of social-business tensions, i.e., (i) human resources, (ii) organizing, and (iii) investor expectations, and offer three novel insights. First, we show that, under certain conditions, social enterprises purposefully choose an imbalance of social and business demands. Second, we highlight the role of anticipated in contrast to manifested tensions. Third, we depict the interlinkages between different responses to social-business tensions as cascades of up-and downward changes.

973 SOCIAL IMPACT SUPPLY CHAIN MANAGEMENT: INSIGHTS FROM MIGRANTS INTEGRATION

Davide Luzzini EADA BUSINESS SCHOOL
Annachiara Longoni ESADE BUSINESS SCHOOL
Mellie Pullman PORTLAND STATE UNIVERSITY

Social enterprises are acquiring an increasingly relevant role as focal organizations for managing supply chains to address social problems. We argue that the presence of multiple institutional logics generates institutional complexity and tensions between these focal firms and their supply chain stakeholders. Using a single inductive case study, we develop a conceptual framework based on institutional logic theory and propose new dimensions to define relationship management practices in these supply chains related to social power, trust and relationalism. We observe the application of different practices relative to the types of tensions within and between supply chain stakeholders. Finally, we relate different relationship management practices to specific tension management approaches (i.e., win-win, integrative and paradoxical) and offer propositions based on our findings.

1995 COLLECTIVE SOCIAL ENTREPRENEURSHIP FOR INCLUSIVE GROWTH: THE CASE OF THE SELF-EMPLOYED WOMEN'S ASSOCIATION (SEWA)

Chintan Kella LUISS UNIVERSITY

Empirical studies have examined how entrepreneurs in emerging economies establish trade/market associations to protect the value of their enterprise and to secure larger opportunities. These studies highlight the *collective nature* of informal entrepreneurship by pointing to the fact that, while alone, individual informal entrepreneurs are susceptible to formal institutional enforcement and opportunistic behaviors of other stakeholders, collective efforts can increase their influence within their contexts (Itzigsohn, 2006; Odegaard, 2008; Webb et. al, 2013). Parallel research and work on institutional entrepreneurship also describe the collective dimension of institutional change and the involvement of a variety of actors (Battilana et al. 2009; Dorado, 2005; Wijen & Ansari 2006), arguing that a lone actor is “unlikely” to be solely responsible for institutional entrepreneurship (Maguire et al. 2004, p.

173). While most of these studies have looked at the ongoing role played by such individual or collective social enterprises, we know little about how collective social entrepreneurship can engage in institutional work which can then result in both institutional and positive social change. Marginalized entrepreneurs struggle in an environment in which the needed networks and institutions are unwilling to collaborate or are even absent. The question then arises as to how collective entrepreneurs initiate a movement toward positive growth in such a context. Thus, a deeper understanding needs to be developed by studying the various processes and strategies social enterprises adapt as they move from i.) Identifying the social issue they want to address, ii.) Developing various infrastructure to not only increase the human capital of the community they work with but also sustain themselves, and iii) eventually result in institutional change. Using an institutional work framing for our case study of informal sector workers, I discuss in detail the novel organizational form that SEWA built over the years primarily to support its beneficiaries. These developments made the community highly resilient in the face of legal and socio-economic uncertainties. This hybrid organizational form also enabled SEWA to engage in active advocacy and push for various regulatory and institutional changes in an ongoing effort. By doing this, SEWA helped to provide legal recognition to various workers in informal economy.

Information System and Strategizing (15:40 - 17:10) - ISCTE - Building II/Room C2.01
([Top](#))

Track: ST13_07 - Strategic Processes and Practice: Theorizing Emerging Strategic Processes and Practices

Chair(s): Isabelle Bouty

Discussant(s): James Holohan, Kerstin Pichel

Paper Presentations:

1461 STRATEGILITY - THE NEED FOR AGILE STRATEGY PROCESSES

Kerstin Pichel ZHAW

Andrea Mueller ZHAW SCHOOL OF MANAGEMENT AND LAW

Current discussion focuses mainly on the agility of management processes, with practice and research also examining agility in strategic and leadership processes. Companies are gaining initial experience with agile strategic processes and identifying questions for practical application and research. Strategic planning is regarded as an inevitable process for strategy development in theory and practice (Carpenter and Sander, 2014; Grant and Nippa, 2006). In this paper, we describe the iterative procedure for the development of an agile strategy based on a case study, derive insights into benefits and challenges, and offer initial design tips for agile strategy processes based on practical experience and an interview with a specialist.

166 HOW THE ALIGNMENT OF BUSINESS AND INFORMATION SYSTEMS STRATEGIES IS PRACTICED BY INFORMATION SYSTEMS MANAGERS IN IRELAND'S INSTITUTES OF TECHNOLOGY: A STRATEGY-AS-PRACTICE PERSPECTIVE.

James Holohan LIMERICK INSTITUTE OF TECHNOLOGY

Mohammad Sarhan KING ABDUL AZIZ UNIVERSITY, SAUDI ARABIA

This paper presents a Strategy-as-Practice (SaP) based study undertaken within Ireland's Institutes of Technology (IIT), using a case study research design. Two cases were chosen to explore how the alignment of business and information systems (IS) strategies is practiced by IS managers in IIT. We applied a methodology that joins together within the interpretive paradigm, the three research pillars of; Whittington (2006) integrative framework for SaP, the constructivist grounded theory coding method espoused by Charmaz (2014), and case study research design. To help the reader recognise and appreciate the findings of the study, the findings are divided into major and minor. The major findings are those based on the central focus of the research, which is how the alignment of business and IS strategies is practiced by IS managers in IIT. The value chain is availed of as a framework to aid presentation of these major findings. The minor findings are not based on the central focus of the research, but are those that emerged during the study and are compared with the supporting literature sets. The primary limitation of the study is that the findings are based on empirical evidence from only two of the thirteen IIT. This and other limitations of the study, are addressed in the penultimate section of the paper.

International Management 4: Border Management (15:40 - 17:10) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Mantas Bileišis

Discussant(s): Erik de Waard

Paper Presentations:

10 THE ROLE OF STRATEGIC AMBIGUITY IN MORAL INJURY: A CASE STUDY OF DUTCH BORDER GUARDS FACING MORAL CHALLENGES

Jori Kalkman NETHERLANDS DEFENCE ACADEMY

There is widespread agreement that lower-level organizational members face moral challenges because their personal values conflict with organizational directions. Yet, we argue that intentional strategic ambiguity, too, may lead to moral challenges, particularly among organizational members operating in high-stake situations, who make far-reaching moral decisions. Drawing on interviews with border guards deployed to Greece during the European migration crisis, we make use of vignettes to present two coping strategies. First, members may disengage from moral challenges

and redefine their work as a clear-cut duty. Second, they may embrace moral disorientation and conflicts, and follow felt moral obligations. Since neither of these strategies relieve members from moral responsibility and the experience of moral conflict, both can lead to 'moral injury'. Moral injury refers to psychological suffering (e.g. guilt, shame, anger) that is engendered by performing, failing to prevent, or falling victim to actions that conflict with one's moral belief system. We make three theoretical contributions by: 1) identifying the roots of moral challenges in strategic decision-making, 2) signaling different coping mechanisms, which vary from reconstructing a clear-cut duty to following felt moral obligations, and 3) criticizing the pragmatic perspective on strategic ambiguity by demonstrating its potential moral dark side.

591 ETHICS EDUCATION FOR BORDER GUARDS - RULES VERSUS VIRTUES
Peter Olsthoorn NETHERLANDS DEFENSE ACADEMY

While the idea of universal human rights leaves room for states and supranational organizations such as the European Union to restrict migration, both notions clearly do not sit well together. The ensuing tension manifests itself in our ambivalent attitude towards migration, but also affects the border guards who have to implement national and supranational policies on migration. Little has been written on how an ethics education that can guide these border guards in their work might look like. Contrasting the ethical outlook that prevails within the field of border guarding with the ethics of the somewhat related military profession, this article shows that the ethical view point of border guards is comparatively rule-guided. It subsequently outlines to what extent the ethics education that is to prepare border guards for their morally challenging work mirrors that confidence in rules, and makes some recommendations that might help us to actually improve the moral education of border guards.

**1510 MUDDLING THROUGH WITH BLACK SWANS CIRCLING OVERHEAD:
BORDER OFFICIAL'S PERSPECTIVE ON BORDER SECURITY IN EU**
Svajune Unguryte-Ragauskiene MYKOLAS ROMERIS UNIVERSITY
Mantas Bileišis GENERAL JONAS ŽEMAITIS MILITARY ACADEMY OF
LITHUANIA

This paper discusses the results of two focus group discussions with managing officers within the European border guarding community. Frontex - EU's executive border and coast guard agency conducts multiple activities, which involve member-state officers in various forms. In one of these Frontex format we have identified a group of officers and officials who have extensive professional experience at both national and European levels of border security policy and enforcement. In our study we find that the perception of European border security challenges is closely related to how these officers see EU integration overall. For the officers it is clear that effective external border security enforcement requires further policy harmonization and there is alignment of views how that can be achieved. At the same time the officers take a mostly fatalistic stance towards the political feasibility of overcoming many of the hurdles. The key hurdles that discussions have identified are: (i) a lack of political agreement on what the endgame of integration is, (ii) opaque motivation of national

and European political decision-makers towards border security policy, and (iii) resource misallocation. EU border security is one of the two flagship EU integration projects that show a global political ambition and constitute key hallmarks at the same time causing challenges that current EU institutions find hard to tackle with. Assuming that neither federalization, nor a retreat from the Schengen agreement will occur this paper discusses what border security management models are feasible within the existing institution constraints and the findings from the focus group discussions, offering a contribution to the theory European administrative space from a street-level bureaucracy perspective.

Involvement, identity and routines (15:40 - 17:10) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: T13_10 - Strategic Responsiveness and Organizational Adaptation

Chair(s): Simon Torp

Paper Presentations:

178 FOSTERING STRATEGIC RESPONSIVENESS: THE ROLE OF MIDDLE MANAGER INVOLVEMENT AND STRATEGIC PLANNING

Stefan Linder ESSEC BUSINESS SCHOOL

Johanna Sax DANSKE BANK AND COPENHAGEN BUSINESS SCHOOL

Long-term success today requires firms to sense changes in their environments early and react efficiently to them. Increasing middle managers' participation in decision-making about market-related and product-related questions has been suggested as one way of enhancing this strategic responsiveness; abandoning formal planning, such as annual budgets, has been another. Yet, empirical evidence on the matter is scarce and conflicting. Drawing on data from Denmark's 500 largest firms, we show that participation of middle managers in decision-making about new products and markets to serve, in-deed, increases firms' strategic responsiveness as assessed by a reduction in firms' downside risk. However, this effect is not a direct one. Nor does it interact positively or negatively with the emphasis put on formal planning as submitted in literature. Our evidence suggests that emphasis on planning mediates the relation between stronger participation of middle managers in decision-making and the increase in firms' strategic responsiveness. This has implications for ongoing theory building and practice.

708 IDENTITY, STRATEGY, AND FIRM PERFORMANCE - EVIDENCE FROM FIRM CRISES

Jan-Philipp Ahrens UNIVERSITY OF MANNHEIM

Marc Kowalzick UNIVERSITY OF MANNHEIM

Jochim Lauterbach TECHNICAL UNIVERSITY OF MUNICH

Michael Woywode UNIVERSITY OF MANNHEIM

Turnaround performance of corporations remains a specific discipline, an arcane field with many unanswered questions. In this research, we clear some of the smoke by

elucidating how identity of those at the helm of the firm shapes turnaround strategy and performance. We contribute a dynamic model of identity, which relates identity to changing social contexts while firms evolve. Using this framework, we explain unique crisis behavior and performance of family firms as compared to non-family firms by singling out entrepreneurial and p(m)atriarchal identities in a panel of S&P 1500 firms for the years 1996 to 2017.

1922 ROUTINE OSCILLATION: HOW THE INTERPLAY OF CONTEXTUAL CONSTRAINTS AND PROFESSIONAL IDENTITY AFFECTS ROUTINE DYNAMICS

Emre Karali ÖZYEĞİN UNIVERSITY
Henk Volberda AMSTERDAM BUSINESS SCHOOL
Jatinder Sidhu RSM, ERASMUS UNIVERSITY

An organizational routine may change over time because of how actors perform or enact the interdependent set of actions that constitute it. This article examines how contextual constraints influence actors' routine performances, thus producing changes in a routine. This ethnographic case study, carried out in the acute cardiac complaints unit of a hospital in the Netherlands, reveals that the patient diagnosis routine in the unit loops regularly between two states to form a pattern that is best described as routine oscillation. The two states of the diagnosis routine entail a contracted and an expanded set of performances, caused by nurses' varying interactions with other medical staff and patients. The expanded state of the routine is set in motion by financial, physical and formal constraints the unit faces when a period of high patient influx follows a period of low patient influx. When enactment of the diagnosis routine's contracted state becomes difficult because of the combination of many incoming patients and contextual constraints, nurses' professional identity becomes more salient in that their routine performances vary in accordance with their empathy for patients. As a result, there is an increase in the set of interdependent actions making up the diagnosis routine. The article discusses how the observed oscillation in the diagnosis routine adds important granularity to our understanding of variation and change in routines. It also discusses how the interplay of context and professional identities underlines the importance of paying greater attention to actors' salient identity when examining routine performances and dynamics.

Issues of inclusion, quality and ease when considering methods (15:40 - 17:10) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): David Guttormsen

Paper Presentations:

76 TOWARDS INCLUSION IN STRATEGY RESEARCH: TRANSPARENT REPORTING OF FIELD STUDIES AS A CATALYST BETWEEN QUALITATIVE AND QUANTITATIVE SCHOLARS

Matthias Weiss RUHR-UNIVERSITÄT BOCHUM
Lakshmi Balachandran Nair UTRECHT UNIVERSITY
Michael Gibbert UNIVERSITÀ DELLA SVIZZERA ITALIANA
Martin Högl LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN
Helene Doms LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN
Bareerah Hafeez Hoorani UNIVERSITÀ DELLA SVIZZERA ITALIANA

At its core, inclusion is about understanding ‘the other’, i.e., quantitative scholars’ appreciation of qualitative field studies and vice versa. Successful inclusion of qualitative and quantitative field research hinges on its transparent reporting. Albeit, in strategic management (unlike in other disciplines) it is far from clear what the label ‘transparent research procedures’ entails. To help rectify this, we offer an evidence-based *sine qua non* for methodological transparency in quantitative and qualitative scholarship. Our recommendations originate from a review of 396 field studies published over 20 years (1997-2016), across five major management journals as well as interviews with the journals’ editors.

1231 THE STATE OF PLAY: QUALITY CRITERIA AND CRITICAL APPRAISAL FRAMEWORKS IN MIXED METHODS RESEARCH

Roslyn Cameron AUSTRALIAN INSTITUTE OF BUSINESS

Mixed methods research (MMR) has become an established and legitimate methodology which is reaching a level of maturity evidenced by the utility of MMR across disciplines (Creswell and Plano-Clark 2007; Fabregues et al. 2018) and includes business and management disciplines (Molina-Azorin 2011; Molina-Azorin and Cameron 2015). Along with this maturity has been the development of quality criteria to critically appraise mixed methods studies. This conceptual paper provides an overview of the quality criteria used for assessing quantitative and qualitative research before presenting the recent developments in quality criteria and critical appraisal frameworks for mixed methods research.

Other than a few exceptions (Caracelli and Riggin 1994) a flurry of conceptualisation and development of quality criteria for MMR occurred in what Creswell and Plano-Clark (2007) refer to as the advocacy as a separate design period (2000+) of the mixed methods research movement. Since then two trends have emerged. Firstly, due to the increasing number of publications presenting sets of MMR quality criteria this has in turn seen some recent reviews of these studies (Sale and Brazil 2004, O’Cathain et al 2008; Heyvaert et al 2013; Fabregues and Molina-Azorin 2017). The latest review by Fabregues and Molina-Azorin (2017) reviewed articles published up until February 2016. The second trend is in the field of systematic review methodology. Systematic review is a methodology which is derived from evidence informed policy and practice mainly in healthcare where systematic reviews are most utilised. There is an increasing focus on critical appraisal frameworks for systematic reviews of diverse studies inclusive of mixed methods research studies. This paper establishes the current state of play in terms of the development of quality criteria for MMR and brings this

together with the emergent literature on critical appraisal frameworks for systematic mixed studies reviews.

As such the paper is a useful resource for novice researchers and Early Career Researchers (ECRs) embarking on MMR studies. It is also useful and expedient resource for academics and researchers who are required to review MMR journal submissions, examine MMR theses and judge research grant applications applying MMR designs. It is also a valuable resource for those teaching MMR or conducting research training workshops and advanced research capacity building.

1604 MAKING RESEARCH EASIER: COMPARING SPLIT AND COMPREHENSIVE QUESTIONNAIRE DESIGNS IN COGNITIVE CAUSAL MAPPING

Caio Bianchi ESCOLA SUPERIOR DE PROPAGANDA E MARKETING (ESPM)
Júlio Figueiredo ESCOLA SUPERIOR DE PROPAGANDA E MARKETING (ESPM)

Applying questionnaires is both vital and a hurdle for researchers and, if they are used for cognitive causal mapping, these hurdles boost due to questionnaire size. But what if it was possible to split an extensive questionnaire to make research easier, cheaper and more efficient? With such inquiry, the research aim is to verify if split and comprehensive questionnaire designs present equivalent results for cognitive causal mapping. The literatures on split questionnaire design and cognitive causal mapping were reviewed and the research was designed following steps proposed by them. Then, an application was conducted with both questionnaire designs, originating a mean cognitive causal map of each type of questionnaire. The datasets were statistically compared with parametric and nonparametric tests, proving they have equivalent variances, medians and means above 1.5. Also, the mean difference and the difference median are zero, and there is no distribution difference between them. Ultimately, this research provides insights that there is no difference between split and comprehensive questionnaire design results, allowing researchers to increase productivity in cognitive causal mapping researches.

IT and temporality (15:40 - 17:10) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Miia Martinsuo

Discussant(s): Leentje Volker

Paper Presentations:

599 MIND THE GAP: TOWARDS A DYNAMIC THEORY OF TEMPORARY ORGANISATIONS
Karyne Ang PROJECT MANAGEMENT PROGRAM, CIVIL ENGINEERING,
FACULTY OF ENGINEERING AND INFORMATION TECHNOLOGIES

UNIVERSITY OF SYDNEY

Shankar Sankaran UNIVERSITY OF TECHNOLOGY SYDNEY, AUSTRALIA

Natalie Smith UNIVERSITY OF QUEENSLAND

Temporary organisations have been conceptualised as inherently different to the relatively permanent organisations that initiate them on the dimensions of time, task, team and transition, and with a propensity for action-taking over decision-making. With the increasing use of projects and temporary organisations, it is timely to revisit these theoretical underpinnings. The revised conceptualisation adapts Porter's dynamic theory of strategy to explore how projects and organisations are paradoxically different but intrinsically linked to their host organisation or organisations. It argues that previous notions of decoupling projects at their initiation into a decision-making void and bridging back at the end contribute to the well-established challenges with delivering projects successfully. Instead, temporary organisations, their dominant form, projects, and the under-utilised concept of programs, need to be reconceptualised to be intentionally and dynamically linked and aligned to the host organisation, and actions predicated by decisions based on the dimensions of strategy, value and risk.

1118 IT PROJECT PERFORMANCE: THE ROLE OF THE INTERACTIVE USE OF MANAGEMENT CONTROL SYSTEMS

Farzana Mir UNIVERSITY OF GUELPH, CANADA

Davar Rezania UNIVERSITY OF GUELPH

Information technology (IT) project performance remains an area of interest for researchers and practitioners due to the low success rates of the IT projects. These projects are knowledge-intensive settings that involve specific management control challenges. Although, the centrality of control systems is a recognized area in project management, the evidence regarding the relationship between the interactive use of project-level management control systems (MCS) and project performance is limited, and the findings are mixed. This study aims to understand the impact of the interactive use of MCS on IT project performance. Drawing upon the organizational learning theory and focusing on the mechanism of team learning behaviour, a model is developed explaining how the interactive use of MCS affects IT project performance. The contextual influence of the organizations' emphasis on process accountability is also considered.

Data was collected from a cross-sectional survey of 109 IT project managers working in organizations in Canada and USA. Using hierarchical component reflective-formative measurement model in Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis showed that the team learning behaviour mediates the relationship between the interactive use of MCS and project performance. Moreover, emphasis on process accountability moderates the relationship between the interactive use of MCS and team learning behaviour and has a conditional indirect effect on the project performance.

This study makes several contributions. First, it integrates disparate bodies of knowledge, i.e. MCS, team learning behaviour and process accountability to offer a conceptual model, and empirically tests it to enhance our understanding about the mechanisms through which the interactive use of MCS impacts IT project performance. Second, this study extends the domain of organizational learning theory by using it as a lens to explain new theoretical relationships, specifically in the area of project management. Third, it addresses the research gap of the lack of empirical studies about MCS frameworks' application at the project-level. Fourth, this study applies the interactive use of MCS as a reflective-formative construct in-line with its theoretical definition. Additionally, a scale is developed to measure project manager's perceptions about the organization's emphasis on process accountability. Finally, this study informs project managers on how to improve their project performance by focusing on their style of use of MCS and the learning behaviour of their teams.

1362 THE ROLE OF ICT IN PROJECT-BASED ORGANISING TO BRIDGE THE TEMPORARY AND PERMANENT

Jillian Yeow THE UNIVERSITY OF MANCHESTER

Projects are a form of temporary organisation gaining traction in many sectors; in some cases, these temporary projects are situated within larger 'permanent' organisations, and the individuals involved have other 'homes' within the organisation before, during and after the project ([Lundin & Söderholm, 1995](#)). At the same time, the use of information and communication (ICT) to aid and mediate work is also very prevalent. This leads to two outcomes – at the individual level project workers can work flexibly in locations and at times conducive to the task with the aid of ICT; at the collective level project teams can be assembled based on the needs of the projects and the skills required to deliver them rather than where team members might be located, resulting in the use of teams who rely on a range of socially-centred and technologically-mediated ways to communicate and collaborate. Indeed, it is often implied in the literature on virtual teams that the teams under study work flexibly and are organised in projects. However, the focus tends to be on the 'virtual' dimension and the technology itself, with scant consideration of the nature of projects and its impact on such ways of working. Thus the aim of this study is to explore how information and communication technology (ICT) might be used to manage some of the tensions and contradictions of temporary project-based organising when it is enacted alongside permanent organisational employment. Using qualitative data obtained from semi-structured interviews with knowledge professionals, this study finds that ICT plays a role in negotiating individual and collective work, both in enabling but also downplaying the necessity of spatial mobility.

Knowledge Management and Learning on Projects and in Project Based Organizations (15:40 - 17:10) - ISCTE - Building II/Room C4.01 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Martina Huemann

Paper Presentations:

745 THE IMPACT OF MULTIPLE TEAM MEMBERSHIP ON INDIVIDUAL AND TEAM LEARNING: A MULTI-LEVEL EMPIRICAL STUDY IN THE PROJECT ENVIRONMENT

Kai-Ying Chan DEPARTMENT OF ENGINEERING AND TECHNOLOGY MANAGEMENT, GRADUATE SCHOOL OF TECHNOLOGY MANAGEMENT, UNIVERSITY OF PRETORIA

Leon Oerlemans DEPARTMENT OF ORGANIZATION STUDIES, TILBURG UNIVERSITY

Nicoleta Meslec DEPARTMENT OF ORGANIZATION STUDIES, TILBURG UNIVERSITY

The increasing number of organizations using projects and project teams as means to organize their activities results in individuals having simultaneous multiple memberships in various teams. This concept known as multiple team membership (MTM) is empirically investigated in this paper by examining its effects on learning at individual and team level. This study further distinguishes between multiple memberships in intra-organizational and inter-organizational teams. Data from 435 team members in 85 engineering project teams were analyzed using hierarchical and multivariate OLS regression models. It is found that at the individual level, membership variety (in terms of intra-organizational and inter-organizational memberships) has a positive impact on individual learning. Moreover, this positive relationship is stronger if the individual has average levels of need for cognition. As for learning at the team level, both internal team learning and external team learning are examined. The number of simultaneous inter-organizational memberships (MTM-inter) of a team has a positive impact on the team's external team learning; however, this positive relationship is negatively affected by the number of simultaneous intra-organizational memberships of the team (MTM-intra). Result from the cross-level analyses show that the individual learning has positive impact on both internal as well as external team learning.

991 TECHNIQUES FOR TRANSFER AND STORAGE OF PROJECT KNOWLEDGE: A QUALITATIVE STUDY

Lina Girdauskiene ASSOC.PROF.

Asta Savanevičienė KAUNAS UNIVERSITY OF TECHNOLOGY

Sandra Gustaite MRS

Although scientists pay a lot of attention to knowledge and project management during several past decades, still there is a gap of scientific knowing how effectively to transfer and store knowledge in a project organization during all project management stages and trying to retain all gained knowledge at all levels. So the aim of this paper is to construct a model for transfer and storage of project knowledge, which integrates all project management stages, three knowledge levels, knowledge types, knowledge transfer and storage techniques. Qualitative research findings show that explicit knowledge must be transferred and documented from the planning stage to the completion of the project using a case-based solution. Tacit knowledge is

transferred and saved through mentoring, informal communication, meetings, brainstorm, stories, and training.

1936 AN EXPLORATORY STUDY ABOUT DECISION-MAKING AND MANAGEMENT STYLE OF PROJECT MANAGERS

Caroline Mota UNIVERSIDADE FEDERAL DE PERNAMBUCO (UFPE)

Pamela Ramos UNIVERSIDADE FEDERAL DE PERNAMBUCO (UFPE)

Lais Silva UNIVERSIDADE FEDERAL DE PERNAMBUCO (UFPE)

Luciana Alencar UNIVERSIDADE FEDERAL DE PERNAMBUCO

This research presents an exploratory study in order to identify the management style adopted by Brazilian project managers. This study evaluates four dimensions of management styles, by a questionnaire composed of 29 affirmatives, reflecting the attitudes of the respondents. Data from 129 project managers' practitioners were analyzed using factorial analysis, suggesting that it would not be possible to draw a particular management style and decision-making style. However, we have observed that most managers affirm to behave in accordance with a proactive and flexible management style and give importance to the interaction between parties when making decisions. The results of this study have implications for practitioner's project managers interested in developing management abilities, concerning team members' self-esteems, company's reputation as well as interaction between superiors and subordinates.

Leadership on Projects and in Project Based Organizations (15:40 - 17:10) - ISCTE - Building II/Room C4.02 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Michael Morley

Paper Presentations:

831 WHAT DOES IT TAKE TO BECOME A PROJECT TEAM LEADER? THE EFFECTS OF STATUS AND POWER ON LEADERSHIP EMERGENCE FROM A STRUCTURAL PERSPECTIVE

Jin Park ZAYED UNIVERSITY

This study examines two important forms of informal social hierarchy - status and power, and theorizes their effects on leadership emergence. We conducted a field study using an employee sample from a consulting company in South Korea, and found that status and power are related yet distinct concepts and have different impacts on leadership emergence. The findings suggest that status is positively related to leadership emergence during project team formation stage, especially in project teams that deal with highly uncertain tasks. Power, however, has no effect on leadership emergence regardless of task uncertainty.

- 1721 WHEN OLD DOES NOT MEAN GOLD: LEADER CHANGE IN SEQUENTIAL INNOVATIVE PROJECTS**
Frederik Situmeang AMSTERDAM UNIVERSITY OF APPLIED SCIENCES
Lita Napitupulu VRIJE UNIVERSITEIT AMSTERDAM

Despite abundant research in project leadership, leader change in sequentially developed innovative projects is not yet understood. Using a sample of 5370 sequential video games development projects in a period of ten years, this study aims at examining the impact of changing leaders on sequential project performance which is measured by sales and quality performance. We found that leader change may have direct and indirect effect on project performance. Direct impact is demonstrated by better project performance which may be a result due to change in team values, goals, vision and operating system in team. Meanwhile, indirect impact is due to mobilized resources where resources needs are filled and resources redundancies are reduced which result in better performance. Mobilized resources are indicated by change in team composition. We discuss the implications of this research for fluid teams along with suggestions for future research.

- 1445 WHY DO PROJECT, PROGRAM AND PORTFOLIO MANAGERS FACE DIFFICULTIES TO REACH SENIOR POSITIONS? AN EXPLANATORY MULTIPLE-CASE STUDY**

Rami ALKHUDARY SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, LILLE, FRANCE
Paul Gardiner SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, LILLE, FRANCE
Adil Eltigani SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, PARIS, FRANCE

Project, Program and Portfolio Managers (PPPMs) face difficulties to reach senior positions. We discuss competing explanations to this problematic phenomenon which distributes the community of project management. These explanations are derived from the literature of career path. Our research, furthermore, suggests a rival explanation which emphasizes that, Talent Management (TM) plays a crucial role in project management career development. The paper, builds on different streams of research from career path theory, talent and project management to develop a conceptual framework (PPPMs-Talent) based on empirical data. In doing so, we conduct multiple-case study of five organizations. In the same vein, we plan to deal with a variety of evidence (interviews, internal documents and biographies). Finally, we conclude by proposing an agenda for future research opportunities and implications.

Management and Organization Theory: Systems Theory (15:40 - 17:10) - INDEG Building/Room 1.13 ([Top](#))

Track: ST12_02 - Management and Organization Theory: Evolutionary, Critical and Systems Approaches

Chair(s): Steffen Roth

Paper Presentations:

1637 THE BUSINESS FAMILY 3.0: DYNASTIC BUSINESS FAMILIES AS FAMILIES, ORGANIZATIONS AND NETWORKS – OUTLINE OF A THEORY EXTENSION

Tobias Köllner WITTEN INSTITUTE FOR FAMILY BUSINESS AT THE WITTEN/HERDECKE UNIVERSITY

Heiko Kleve WITTEN INSTITUTE FOR FAMILY BUSINESS AT THE WITTEN/HERDECKE UNIVERSITY

Arist von Schlippe WITTEN INSTITUTE FOR FAMILY BUSINESS AT THE WITTEN/HERDECKE UNIVERSITY

Tom Rüsen WITTEN INSTITUTE FOR FAMILY BUSINESS AT THE WITTEN/HERDECKE UNIVERSITY

The initial point of departure for this paper is that business families are permanently confronted with a dual function: they engage in the family relations of a “classic” family on the one hand, while at the same time formally organizing the decision-making processes relating to business and family strategy. However, large business families – which can consist of several hundred shareholders who own one or more family businesses – are confronted with an additional dynamic: they not only have to play a dual role of family and organization, they have a third function, too: as well as the tasks associated with the immediate family and the business, these large-scale families also have to ensure that networks of informal give-and-take are established between distantly related shareholders. Precisely this phenomenon can lead to the emergence of interdependent responsibilities within the family community as a whole – a non-formalized reciprocity that involves interpersonal bonds, commitments and loyalties being formed. The challenges involved in initiating, shaping and maintaining such social networks require an extension of the existing theoretical observations regarding family businesses, thereby establishing the basis of a systems theory of the large-scale business family.

1299 NEGATION OF INSIDES - THE FORM OF CONSULTING

Lars Clausen UCL UNIVERSITY COLLEGE, DENMARK

From 2011 to 2020, the global expenditure on "management consulting" is expected to rise from 107 to 158 billion USD. With consulting corporations such as PWC, Boston Consulting and McKinsey, global actors have gained public attention, as they advise corporations, governments and institutions. But what exactly is "management consulting"? One is poised to think of consulting as actions non-grata, as consulting has challenged the historic expertise resting with professors and researchers based in universities, from where they shared their expert findings and insights. In one perspective, consulting is the ugly duckling of true scientific knowledge. The business of consulting changed from truth criteria to market value and penetration: knowledge as commodity.

Such a post-marxist understanding of consulting might for some be the reason, why consulting as a subject of scientific research in management and developments of theories was not given the attention it as a rising global phenomenon should have been awarded.

In the first section of this paper, I propose a different kind of explanation. The practice of consulting was by the very design of contemporary theories of management poised to be excluded as a marginal phenomenon.

In the second part, I propose a programme for developing theory of consulting as a process of 'dirty distinctions'. Dirty distinctions imply scientific non-coherency, yet generate internal complexity, that can be solved by managerial means and practices. The form of consulting by means of dirty distinctions is, the paper concludes, a coherent practice of negating insides.

1401 IN SEARCH FOR A MULTIFUNCTIONAL SEMANTIC FOR DEVELOPING DIGITAL COMPETENCIES FOR THE FUTURE - CO-CONSTRUCTION OF A COMPETENCE MODEL INFORMED BY SOCIAL SYSTEMS THEORY AND DESIGN THINKING.

Margit Neisig ROSKILDE UNIVERSITY
Uffe Hansen ROSKILDE UNIVERSITY

In this paper a multifunctional semantic – a competence model – is explained, and also the process of designing this model. The model needs to help a fluid network of vocational and educational organizations and interest organizations that collaborate with small and medium sized enterprises (SMEs) in creating competencies for the digitalization ahead. The need for a multifunctional semantic are theorized through social systems theory.

The paper is based on the Social Foundation project: “Digital Pathways to Growth: Competency”.

The process of creating this semantics is unfolded and analyzed as the semantics needs to enable sense-making in many types of SMEs, across many occupations and tasks, and across different types of educational and training institutions as well as by process consultants from a variety of knowledge institutions, labor unions and industrial interest organizations.

Social systems theory explains networks as structurally coupled systems, which makes sensemaking in networks requiring a shared multifunctional semantic reservoir. In this paper, we argue, that design thinking and cocreation of such multifunctional semantics - as the competence model – is useful as both a practical method and a social systems theoretical research strategy. The role played by the design thinking, when developing the competence model as a multifunctional semantic are concluded and the future research outlined.

The research hopefully will generate knowledge of practical value for educational “ecologies” as the need increases for stronger links between education, business and

research, as well as the involvement of social partners and civil society to increase Europe's innovation capacity. This project provides knowledge on how to make this happen in local and regional contexts and what it takes to create a shared “competency language”: a competence model, guided by social systems theory. Hereby, it also brings forward the field of competence modelling. However, this piece of research is also put into perspective in relation to a long-term research strategy on the development of a social system theoretical way of understanding the role and interlinkage of trusting and multifunctional management semantics when transitions occur in complex polycentric contexts, and to the always ongoing reflection on the relation between method and theory.

Managing strategic relationships (15:40 - 17:10) - ISCTE - Building II/Room C2.02 ([Top](#))

Track: ST13_08 - The inner life of business ecosystems

Chair(s): Thommie Burström

Discussant(s): Han Wu

Paper Presentations:

390 THE PRICE IS NOT ENOUGH: CUSTOMER-ORIENTED OFFER STRATEGIES TO DRIVE VALUE CAPTURE

Sebastian Stabenow UNIVERSITY OF ANTWERP
Sascha Albers UNIVERSITY OF ANTWERP

Price is a common cut-off point between firm value capture and value slippage to customers. Thus, discussions on firm value capture traditionally centre around a firm's ability to adequately set prices for its products, from which a plethora of pricing strategies have emerged. We argue that firms can further enhance their value capture, without increasing value created towards customers, by not restricting variation to the price but also varying other determinants of the value proposition across transactions with customers. In addition to the price, this value proposition comprises decisions regarding which products to include in and which assortment of options to present to customers. We refer to this combination as firm offers. A firm can drive value capture from each customer transaction by aligning offers with customers' preferences and valuations through bargaining. From these bargaining efforts, we identify four generic offer strategies and discuss conditions that shape their implementation. As speed of decision making and value of information are fuelled by digitalization, developed strategies gain particular relevance for value capture in the digital era. We outline how offer strategies enable a flexible recombination of valuable resources to create additional value for customers, and thereby integrate firm value creation and capture efforts on the level of firm–customer transactions.

867 “DO AS WE SAY, AND AS WE DO”: CLIENT-FIRM ISOMORPHISM AND THE EXPANDED ORGANIZATIONAL FIELD

David Goodman IE UNIVERSITY
Salvador Carmona IE UNIVERSITY/IE BUSINESS SCHOOL

In this paper, we examine the relevance of isomorphism to strategic management, by expanding the organizational field to include the client. Empirical support for this investigation has been gathered from a longitudinal, archival study of the complete population of architects and architecture firms engaged in professional practice in the Chicago metropolitan area, from 1928 to 2000. Our results suggest that specialist firms tend to adopt the traits of their clients more frequently than their generalist counterparts. Furthermore, our findings indicate that specialist firms' strategy and structure are significantly determined by their client specialties. Finally, we suggest that firms adopting their clients' traits are more frequently recognized as exemplars through publications and awards, and are less likely to fail, than their counterparts not adopting their clients' traits. Specialist firms can also harmonize the competing imperatives of legitimacy and efficiency through a close relationship with primary clients or client types. Our paper also makes suggestions for further research in this area.

509 THE MOTIVATION BEHIND MUSLIM CUSTOMER PARTICIPATION IN THE SHARING ECONOMY IN INDONESIA

Ying-Che Hsieh NATIONAL TSING HUA UNIVERSITY
Muhammad Zamakhsary Adnan NATIONAL TSING HUA UNIVERSITY
Hua-Wei Hung NATIONAL TSING HUA UNIVERSITY

The concept of the sharing economy has attracted considerable attention among academic researchers as well as practitioners. It is essential that companies understand customers' motivation to participate in sharing-economy activities so that they understand their customers and the increased features and quality of services they need to provide for them. However, the current literature on customer motivation to participate in the sharing economy is still underdeveloped. We also observe that no research has tackled customer motivation in the Muslim context. Muslim customers have a unique lifestyle that encompasses Islamic values. Therefore, this study seeks to narrow this gap by building theory about the motivation behind the participation of Muslim customers in the sharing economy, by looking at the deeper aspects of internal, external and Islamic values. We take the grounded theory approach to develop our theory. We interviewed 19 Muslim customers who had been using Go-Jek, an Indonesian unicorn startup operating a sharing economy platform. Our findings lead to the development of a Muslim customer motivation model, indicating that, not only internal and external factors, but also Islamic values offer important motivation to Muslim customers to participate. External influences will also affect customer decisions to participate even if their intentions are not in line with those influences.

Meet the Editors 1 (15:40 - 17:10) - ISCTE - Building II/ Auditório B2.04 ([Top](#))

Mentoring in processes (15:40 - 17:10) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: T03_07 - Entrepreneurial Processes

Chair(s): Bisrat Misganaw

Discussant(s): Olga Yttermyr

Paper Presentations:

1867 MENTORING FUNCTIONS IN FORMAL ENTREPRENEURIAL MENTORSHIP

Marta Dowejko HONG KONG BAPTIST UNIVERSITY
Elsa Chan CITY UNIVERSITY OF HONG KONG

While the role of formal mentoring relationships is crucial to new venture performance, the composition and configurations of mentoring functions received by the founding teams are relatively unexplored. In this study, we introduce an inventory of mentoring roles that goes beyond their traditional understanding and clarify their importance for the new venture founders. Building on fieldwork in 37 new venture teams seeking to establish formal mentoring relationships in an acceleration program, we uncover a function of new venture support that is prioritized by the founders over psychosocial support and role modelling. Surprisingly, we also uncover that founders expect their mentors to assume the investor role in the long-term. Overall, we add insights to the mentoring and entrepreneurship literatures on what team-level mentoring functions, especially in the context of uncertainty and complexity, shape subsequent entrepreneurial mentoring relations.

1891 COACHING ENTREPRENEURS: CHARACTERISTICS AND FUNCTIONS OF ENTREPRENEURIAL COACHING THROUGHOUT THE ENTREPRENEURIAL PROCESS

Isabell Diermann UNIVERSITY OF KASSEL
Silja Kotte UNIVERSITY OF KASSEL
Kathrin Rosing UNIVERSITY OF KASSEL
Heidi Möller UNIVERSITY OF KASSEL

Coaching has become a part of many start-up grants and is offered by an increasing amount of service providers. However, many of those programs are not sufficiently customized to the entrepreneurs' needs and are based on passive knowledge transfer instead of active learning. Coaching, on the other hand, appears to be a suitable and promising way of assisting entrepreneurs. Surprisingly, only little is known about entrepreneurial coaching. Our study identifies characteristics and functions of entrepreneurial coaching using a comparative approach of coaches' and entrepreneurs' views and takes a process perspective, investigating the development of coaching functions throughout different entrepreneurial stages. We conducted 67 semi-structured telephone interviews with entrepreneurial coaches ($n=44$) and entrepreneurs ($n=23$), in order to explore their respective perspectives on coaching. Interviews were analysed using qualitative content analysis. We identified key characteristics that distinguish entrepreneurial coaching from other coaching fields,

like a stronger emphasis on expert vs. process orientation and increased demands on the coaches' role, and coaching functions specific of the entrepreneurial field. We conclude that entrepreneurial coaching fulfils process as well as expert consultancy functions. Further, we position coaching in entrepreneurial education. Our study opens the black box of entrepreneurial coaching and carves out its characteristics, both in contrast to other types of coaching and to other forms of entrepreneurial education. By extracting the implications of the different entrepreneurial stages for coaching, we provide a dynamic perspective.

1897 A SOCIAL LEARNING CYCLE SUPPORTING THE ENTREPRENEURIAL PROCESS OF IDEA INTUITION AND DEVELOPMENT

Laura Castaldi UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA LUIGI VANVITELLI
Valentina Iscaro ALABAMA A&M UNIVERSITY

The new way to innovate lies in a “mode 3” of knowledge creation, diffusion and use, which is founded on Innovation Networks, which nurture creativity, trigger invention, and catalyse innovation, and Knowledge Clusters, agglomerations of co-specialized, mutually complementary, and reinforcing knowledge assets in the form of “knowledge stocks” and “knowledge flows”. In an attempt to deal with entrepreneurship from a cognitive perspective, we designed, realized and employed a virtual platform called ExperimentaLab. Adopting a knowledge-based approach to entrepreneurship, the ExperimentaLab is an innovation network, which enhances the cognitive dynamics of a knowledge ecosystem and activates a Social Learning Cycle, thus supporting would-be entrepreneurs in the acquisition of entrepreneurial competencies.

We claim that this acquisition of entrepreneurial competencies is due to the infrastructure of the designed virtual platform, which provides both mechanisms to externalise and diffuse personal knowledge, and mechanisms to appropriate a suitable part of the value each member contributes to generate in the network, thus overcoming the paradox of the value of knowledge assets.

Organising for resilience in extreme contexts - Societal Challenges (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Mark Hall

Paper Presentations:

1530 LIVING WITH THE DEAD: ORGANISATIONAL CHANGE AFTER CONFLICT

Joanne Murphy QUEEN'S UNIVERSITY, BELFAST
David Denyer CRANFIELD SCHOOL OF MANAGEMENT

This paper explores the experience of transformational change of a police service located within an extreme context generated by long running ethno political conflict. Despite an extensive literature on security sector reform processes after conflict, there is little recognition that peacebuilding is an organisational, as well as a political endeavour. We contend that despite significant investment and change such legacies of conflict have the potential to trap organisations within change processes and prevent transformation from completing. Drawing on a growing body of work on liminality as a theoretical lens, the paper investigates the concept of ‘permanent’ liminality - to help us to understand how a change in an extreme environment can get ‘fixed’ in transitional space. The paper makes three contributions. First it adds to and extends the literature around organisational processes in risky environments. Secondly, it illuminates change as a particularly vulnerable activity in such environments, and thirdly, it introduces liminality as a useful frame for organisations stuck in conflict paradigms. In doing so it contributes to and extends literature around risky contexts, change in extreme environments and liminality in management and organisational studies.

1722 IF LIFE DEALS YOU LEMONS, MAKE LEMONADE: CSI-BASED CRISES AND RESPONSES THROUGH CSR

Aline Pereira Pündrich ECOLE DE MANAGEMENT DE STRASBOURG - HUMANIS

Luciano Barin Cruz HEC MONTRÉAL

This paper observes the use of corporate social responsibility (CSR) as a tool of crisis management and the practices organizations adopt in order to capitalize over crises that their own mistakes have caused due to their socially *irresponsible* behavior. When organizational crises issued from corporate social irresponsibility (CSI) strike, CSR practices may be the source of mechanisms that will help managing such events. This paper identifies therefore five different strategies (*preserving good image; demonstrating a socially responsible behavior as stakeholders expect; reinforcing relationship with stakeholders by acknowledging their power; combining crisis and CSR as levers for posture change; and improving image as an oil company*) and three mechanisms (*recognizing stakeholders’ power and demands; relying on organizational reputation; and managing stakeholders’ expectations for action and transparency*) to minimize externalities caused by organization’s irresponsible practices. By employing a multiple case and inductive approaches, it aims to better understand responses to crises among which irresponsible organizational practices figure as causes and analyses the context of the oil industry, illustrated by the case of the Brazilian company Petrobras, in order to do it. As a result, study presents three main contributions. First, it contributes to the field of crises management, especially in what concerns the use of CSR to respond to events of crises, for it draws attention to the rupture that characterises crises as source of new practices, new ideas and new commitments organisations may assume. Second, it advances the development and discussion of the concept of corporate social irresponsibility, which lacks attention in the literature and deserves consideration due to its importance and its recurrence within organizations, as well as for its interdependence regarding CSR. Third, it apprehends the use of CSR as a response to CSI within contexts of crisis, highlighting

the positive and negative aspects of the interactions between both fields. Besides, the analysis of one single organizational context through multiple situations allows a much further analysis and deeper understanding of the stakes around the crises presented in this paper.

1771 DO EMPOWERED EMPLOYEES BOOST ORGANIZATIONAL RESILIENCE? AN IN-DEPTH CASE STUDY OF ORGANIZATIONAL RESILIENCE IN THE DUTCH HOME CARE INDUSTRY

Jennifer van den Berg EINDHOVEN UNIVERSITY OF TECHNOLOGY
A.G.L. Romme EINDHOVEN UNIVERSITY OF TECHNOLOGY
A.A. Alblas EINDHOVEN UNIVERSITY OF TECHNOLOGY
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To date, research failed to inclusively conceptualize organizational resilience and empirically establish the influence of empowerment on resilience. This paper addresses this gap, by scrutinizing the effects of empowerment on organizational resilience in an in-depth case study in a Dutch home care organization. The study provides a novel multi-level perspective on the dimensions of organizational resilience that are driven by two types of empowerment: formal and informal empowerment. Specifically, the study shows that the type of empowerment as well as the type of resilience differs between organizational layers. This study therefore contributes by providing an in depth understanding of how organizations can enhance their resilience through empowerment of their members.

Policy Applications in Healthcare (15:40 - 17:10) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Irene Gabutti

Discussant(s): baret christophe

Paper Presentations:

1155 STRATEGIC RESPONSE TO REGULATORY UNCERTAINTY: THE CASE OF BUNDLED PAYMENT REIMBURSEMENT

Claudia Guerrazzi WIDENER UNIVERSITY

Alignment with the environment is the first step in the definition of a strategy, especially when there is uncertainty in the environment. In industries heavily regulated by the government, a major source of uncertainty is regulatory uncertainty, and it is important to understand how organizations react to regulatory uncertainty. This paper reviews the literature about regulatory uncertainty and suggests that, in a context where the regulatory agency acts as a change agent, organizations need to be pro-active. In particular, organizations will act in order to: (i) to participate in the policy-making process, (ii) to have a strategic flexibility allowing them to be ready to change according to the environment, and (iii) to wait until the regulatory agency

makes a decision, before adapting their strategy. To better investigate this suggested framework, this paper describes the exploratory case of how providers react to the regulation introducing a mandatory test to change from fee for service to a bundled payments reimbursement model, where health care providers will be jointly responsible for the entire episode of care. After presenting this preliminary case, the study presents some suggestions for testing this framework in future research.

1179 THE IMPACT OF TRANSITIONAL CARE INTERVENTIONS ON EMERGENCY DEPARTMENT USE: A PROPOSED FRAMEWORK TO EXPLORE THE ROLE OF HEALTH LITERACY, PATIENT ACTIVATION, AND OTHER PATIENT LEVEL FACTORS

Allyson Hall UNIVERSITY OF ALABAMA AT BIRMINGHAM

There is significant programmatic attention aimed at reducing emergency department (ED) visits. Patients are often caught in a cycle of crisis care involving repeated ED visits. Transitional care interventions support the transfer of patients from one health care setting to another and hold promise for reducing repeated ED visits. Features of transitional care programs include connecting patients to primary care providers, and providing self-management supports. This paper describes a proposed framework for understanding why these transition of care programs might work. The framework focuses on the role of health literacy and patient activation in ensuring that patients engage in appropriate health care behaviors that can prevent the need to return to the ED. Health systems seeking to reduce ED use might consider strategies that improve health literacy and the ability of patients to engage in their own care, and not simply focus on ensuring patient connections to primary care providers.

1588 ENGAGING ELDERLY INTO HEALTHY AGEING THROUGH DIGITAL TECHNOLOGIES: AN EMPIRICAL INVESTIGATION OF THE INTENTION TO USE A PERSONALIZED VIRTUAL COACH FOR HEALTHIER LIFESTYLE BEHAVIOURS

Marta Pinzone POLITECNICO DI MILANO
Emanuele Lettieri POLITECNICO DI MILANO
Francesca Visconti POLITECNICO DI MILANO
Eleonora Volani POLITECNICO DI MILANO

Ageing is an urgent priority on the agenda of all the most industrialized countries. Ageing – and its implications – is harming the sustainability over time of the national healthcare systems. While policymakers are paying major attention to chronic care and the emerging new needs of patients who are aged 60+, less light has been shed on how to promote and enable population-wide Healthy Ageing initiatives that offer the opportunity to postpone the need of institutionalized care and thus guarantee a longer healthy life to elderly. Against this background, this study aims at furthering the ongoing debate about how Healthy Ageing initiatives for elderly aged 60+ who do not suffer severe or chronic diseases might be implemented to contribute to the sustainability of national healthcare systems. Specifically, this research investigates the behavioural determinants of elderly's intention to use a personalized, artificial intelligence-enabled, virtual coaching system for healthy ageing. Being the use of these systems based on individual "voluntariness", understanding what might enable

or inhibit such behaviour is of great importance for policymakers, professionals and developers. In fact, recent evidence shows that, despite the demonstrated benefits of these systems, the level of adoption among citizens aged 60+ falls far short of the expectations. This study - carried out within the NESTORE H2020 project - develops and empirically tests an original framework that, adopting the Technology Acceptance Model (TAM) as overarching theory, adds three external explanatory variables, i.e. Subjective Norm, Health Literacy and Information Technology (IT) Literacy. Data from 436 citizens aged 60+ were collected in Italy to test the hypotheses through Structural Equation Modelling (SEM). Results confirmed that Intention to Use a virtual coaching system is explained by Perceived Ease of Use and Perceived Usefulness. While Subjective Norm was found to have an indirect influence, contrary to our expectations, Health Literacy has a negative effect on the Perceived Usefulness. Finally, IT Literacy positively influenced Intention to Use through the partial mediation of Perceived Ease of Use. This study offers new insights that contribute to advance both theory and practice. With respect to theory, our findings unfold the role played by Subjective Norm, Health and IT Literacy, being the last two variables at the core of a variety of improvement interventions implemented in national healthcare systems worldwide. With respect to practice, the study offers implications to policymakers, professionals and developers to facilitate the adoption (and

Presidential Meeting - 2 (15:40 - 17:10) - ISCTE - Building II/Room B1.02 ([Top](#))

Public Motivation (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: T09_06 - Motivation and Trust: Current Links and Challenges

Chair(s): Asta Dis Oladottir

Paper Presentations:

915 WHAT IS THE EXPERIENCE OF PUBLIC SECTOR EMPLOYEES ON THE USE OF OPEN-PLAN WORKSPACES?

Asta Dis Oladottir UNIVERSITY OF ICELAND

Fjola Bjornsdottir UNIVERSITY OF ICELAND

This article discusses the introduction of open-plan workspaces in the public sector. The main objective of the study is to examine the experience of public sector employees in changing to open-plan workspaces and whether the implementation of these extensive changes has been successful. It is also questioned whether the Icelandic Government has formulated and adopted a formal policy on the implementation of open-plan workspaces in the public sector.

Opinions on the use of open-plan workspaces are varied. Previous studies have shown that the design of the workspace and employee participation are crucial when changing to an open-plan workspace. Within Iceland, very little research has been

done on employee experiences of changing to open-plan workspaces, and this is the first study on public sector employee attitudes toward such changes.

In this study, two public sector organisations and two ministries that had recently implemented open-plan workspaces were selected. A survey was sent out to 180 of their employees, of which half of the employees participated, answering questions on the positive and negative aspects of the changes. Government officials were also interviewed in order to obtain information on whether a formal policy has been formulated and adopted for the implementation of open-plan workspaces in the public sector. The main conclusion of the study is that half of the participants liked being in an open-plan workspace, but given the choice, the majority preferred to be in a closed office. Most participants felt that there was less privacy to do their work, noise levels had increased and it was harder to concentrate on projects. One-third believed that productivity had also been reduced. The results from Iceland are in line with previous research on open-plan workspaces abroad. Furthermore, interviews showed that no formal policy has been formulated by the authorities regarding the introduction of open-plan workspaces in the public sector.

**970 ARE PUBLIC EMPLOYEES MORE SATISFIED THAN PRIVATE ONES?
THE MEDIATING ROLE OF JOB DEMANDS AND JOB RESOURCES.**

Lourdes Gastearena PUBLIC UNIVERSITY OF NAVARRA

Previous research has demonstrated strong relationship between work characteristics and work outcomes such as job performance engagement, job satisfaction. So far, little attention has been given to public sector employees. This paper seek to investigate the factors which affect satisfaction at work, either public and private sector employees, and see if it can be influenced by the job characteristics provided by the jobs in both sectors. We have used a Job Demands-Resources model (JD-R) which help to explain how a combination of job demands and resources can impinge on job satisfaction, either directly or indirectly. Data comes from the “Quality of Working Life Survey” carried out by the Spanish Ministry of Work and Social Affairs. In our analysis Baron and Kenny (1986) approach is followed. Results show that the level of job satisfaction is higher in employees working for public institutions than those who pertain to private sector. It has also revealed that job demands, and resources partially mediated this relationship.

**529 WHO CARES ABOUT CORPORATE SOCIAL RESPONSIBILITY? AN
ORGANIZATIONAL JUSTICE PERSPECTIVE**

KONSTANTINOS TASOULIS AMERICAN COLLEGE OF GREECE

Pavlos Vlachos ALBA GRADUATE BUSINESS SCHOOL

Adam Kay UNIVERSITY OF QUEENSLAND

A number of studies indicate that corporate social responsibility (CSR) can be an effective tool to attract job seekers (e.g. Burbano, 2016). However, much of the research on the impact of CSR on firm attractiveness is done independently of the impact of HR practices (Morgeson, Aguinis, Waldman, & Siegel, 2013; Smith & Langford, 2011). Recent studies (e.g. Auger et al, 2017) indicate that the effect of CSR on job seekers is minimal when considered alongside other resources that form

part of an employer's value proposition (e.g. financial rewards, career opportunities, work-life balance). We seek to reconcile these two research streams by articulating a more elaborate appreciation of micro-level job seekers' reactions to CSR, one that is more complex and potentially less rosy than currently portrayed in the literature. Drawing from the organisational justice literature, we posit that job seekers are primarily interested in how the firm treats them (i.e. first-party justice), at least up to a threshold level that meets their personal needs. Beyond that level, additional first-party resources start to lose their appeal, and CSR (conceptualized as a form of third-party justice) becomes a more salient tool that can indeed be used to attract candidates. We posit that these mechanisms are accentuated in the case of exceptionally talented or 'star' job seekers (O'Boyle & Kroska, 2017). This is because of star performers' egocentric and self-serving tendencies (Miller & Xu, 2016).

Rethinking the Design Paradigm in Management: Theories, Activities and Organisations (15:40 - 17:10) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Stefano Cirella

Paper Presentations:

580 SOCIOCRATIC DECISION CIRCLES AND THEIR CONTRIBUTION TO RENEWAL OF MANAGEMENT. AN INTERDISCIPLINARY APPROACH IN A FRENCH CULTURAL CONTEXT

Anne CARBONNEL CEREFIGE-UNIVERSITÉ DE LORRAINE

Jacqueline De BONY CNAM-LISE-CNRS

Thomas MARSHALL CENTRE FRANÇAIS DE SOCIOCRATIE

This communication analyses sociocracy and circular organisational design as a pertinent way to react to « vertical » management. Our research focuses on sociocratic decision circle, a management tool that aims at sharing power and responsibility between actors according to an equivalence principle. In this regard, integration of sociocracy in a French cultural context appears as a real challenge. Hence, this work analyses the means by which decision circle can be integrated in French decision processes. It further discusses the potential of sociocracy for the future of management.

Authors mobilize an interdisciplinary approach by crossing sociological, managerial and communicational perspectives and make use of an intervention research methodology. This research restitutes two organisational ethnographies performed in two French organisations : an alternative school and a third place in the form of a cooperative relying on collective interests.

Results pinpoint a capacity to learn and integrate the sociocratic process and, more specifically, by initiating proposals and formulating objections. In a French context,

these new capacities can be considered as real « treasures » for projects and people altogether. Authors propose sociocracy as an innovating approach for a more sustainable and long term management.

1115

THE ROLE OF PARTICIPATING IN USER-DRIVEN RESEARCH PROJECTS ON SCHOLAR'S ACADEMIC PERFORMANCES: A MODEL THROUGH C-K DESIGN THEORY

Quentin Plantec MINES PARISTECH, PSL UNIVERSITÉ, CENTRE DE GESTION SCIENTIFIQUE, I3 UMR CNRS 9217 ; INSTITUT NATIONAL DE LA PROPRIÉTÉ INDUSTRIELLE (INPI)

Pascal Le Masson MINES PARISTECH PSL

Benoît Weil MINES PARISTECH

Many scholars and policy makers have advocated, at least since the 1980s, to foster the consideration of use and needs of the innovation ecosystem's partners in science and research projects. Hence, based on literature analysis, we review the role of being involved in user-driven research projects to explain academic performance variance. We highlight that very few scholars record user-driven outputs such as: patents applications, spin-off creations, university-industry co-publications or co-patents. Those who do record significant higher academic performances in terms of publications, citations and average journal rankings. Conversely, a large share of academics are considered as “engaged scholarship” (Perkmann & al., 2013) but without producing above user-driven outputs. We propose a model based on Design Theory to help in the understanding of the situation. In particular C-K framework is useful to represent knowledge dynamic. Based on Hatchuel & al. (2013) works we considered scientific knowledge production as a design process of modelling: proposing new theories based on observations and anomalies. We make the assumption that scholars can be fixed in specific design paths (in particular related to their discipline areas) and that user-driven projects help scientists browse new independent knowledge that help to propose new original theories. We propose a taxonomy of knowledge that can be exchanged with ecosystem's partners to reach this goal. Applying this model to our case, we highlight that two restrictive conditions are necessary in order to help ecosystem's partners such as industrial to stimulate science. First, the user-driven research project has to include bi-directional knowledge exchange. Second, the exchanged knowledge has to be different from the initial knowledge base of each party.

We then discuss how those insights could help explaining the variance of academic performances and the role of being engaged in user-driven projects. Indeed, it seems that those conditions are very restrictive and that only a few academics are able to participate in that projects. A large share is instead involved in more transactions projects that are not maximising the exposure to new distinct knowledge for the scientist. Finally we discuss our model through two case studies. In particular, we took two famous cases of scientific discoveries identified as fundamental research ones and discuss the role of user-driven projects. The first is based on Pasteur discovery of the microbiology and the second on CRISPR-Cas9.

1369 A LAW OF FUNCTIONAL EXPANSION - ELICITING THE DYNAMICS OF CONSUMER GOODS INNOVATION WITH DESIGN THEORY

Pascal Le Masson MINES PARISTECH PSL
Kenza El Qaoumi MINES PARISTECH - PSL
Armand Hatchuel MINES PARISTECH PSL
Benoît Weil MINES PARISTECH

For more than two decades, mobile phone industry has shown that innovation is not only functional optimization and combination but can also be a "functional expansion". Sometimes called radical or disruptive innovation, this phenomenon leads to the development of new method for engineers and designers. However, the intensity remains undemonstrated: is functional expansion a rare phenomenon (few products during very short periods of time) – or is it an intense phenomenon, that even might have accelerated in the last decades? To answer these questions, the paper overcomes two main obstacles: how to measure functional expansion? And what would be a law of functional expansion, that would enable to test the importance and newness of the phenomena? Building on recent advances on the measurement of innovation and on new computational models of design derived from most advanced design theories, this paper presents unique data on functional expansion of 8 consumer products and tests that functional expansion significantly accelerated in the mid 1990s. The paper confirms quantitatively that our societies are now in a new design regime, a regime of innovative design.

Risk and Success Factors (15:40 - 17:10) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Lucrezia Songini

Paper Presentations:

527 BRINGING TOGETHER: LIABILITIES OF NEWNESS AND SMALLNESS

Fernando Serra UNIVERSIDADE NOVE DE JULHO
Luiz Guerrazzi UNIVERSIDADE NOVE DE JULHO
Manuel Ferreira UNIVERSIDADE NOVE DE JULHO
Vanessa Scaciotta FUNDAÇÃO GETULIO VARGAS

The search for the reasons why small firms die is of high interest for both researchers and managers. Although the academic production on this topic is very broad and emphasizes individual causes to explain the high mortality rates among small firms, the mechanisms through which all these factors combined influence low performance and death remain unclear. Bringing together liability of newness and liability of smallness through its components as the main factors leading to mortality, this study develops and empirically examines a model that investigates the mediating roles of three distinct strategic resources related to those liabilities (structure, legitimacy and formalization) on the relationship between the formative roots of the threats of

smallness and newness and firm performance, as human capital, entrepreneurial orientation, and firm age and size. Using meta-analytic methods combined with structural equation modeling, this study integrates findings from separate research streams, covering 20 years of research, and using a sample of 241 effect sizes from 62 studies. The partial mediation model outcomes show that the liabilities primary factors lead the creation of structure, formalization, and legitimation and, through them, affect venture performance. Specifically, the results indicate that formalization and legitimation play a key role in mitigating the effects of the liabilities, shaping reputation, access to resources, acting like dynamic capabilities such as sustainable competitive advantages. Due to this, the findings provide insights for the challenging management of new ventures, as they provide valuable information on how top managers should take action to keep their ventures alive.

**650 SENIOR ENTREPRENEURS AND THEIR INTENTIONS TO START-UP:
EMPIRICAL EVIDENCE FROM EURO-MEDITERRANEAN COUNTRIES**

Diego Matricano DEPARTMENT OF MANAGEMENT, UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA

Mario Sorrentino UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA

In the field of entrepreneurship, senior entrepreneurs (also called grey or elderly entrepreneurs) are attracting more and more relevance among scholars. Because of their age and experience, they are expected to disclose some characteristics that typify them. In this vein, the present paper investigates the drivers of their entrepreneurial intentions.

Among the several frameworks that scholars have already used (or that might use) to investigate this topic, in the present paper the framework related to Intellectual Capital – IC is adopted. Accordingly, the relationships between the three main components of IC (human, structural and relational capital) and entrepreneurial intentions are tested.

The results, based on data retrieved from Global Entrepreneurship Monitor (GEM) website and referring to Euro Mediterranean countries in 2014, indicate that noticeable differences do exist. These differences deal with the components and the impact (i.e. the statistical intensity) of IC. In particular, achieved results confirm that human capital developed over time significantly affect the start-up intentions of senior entrepreneurs.

**1133 WHAT DOES IT TAKE TO STAY ON TOP? A QUALITATIVE
EXPLORATION OF FOUNDER-CEO REPLACEMENT IN SWISS LIFE
SCIENCES START-UPS**

Claudia Astrachan LUCERNE UNIVERSITY OF APPLIED SCIENCES AND ARTS

Isabel Botero STETSON UNIVERSITY

Prior studies largely treat entrepreneurial exit as an individual decision on behalf of the founder. However, there is strong evidence that founder-CEOs are often encouraged or forced to step down from their CEO roles. Oftentimes, these exit decisions are taken by investors that question the founder's capacity to reach the

agreed upon milestones, and to grow the venture according to their expectations. Provided that the relationship between founder and investor is characterized by information asymmetry and high levels of ambiguity, and given the uncertain nature of new business ventures, particularly in highly innovative industries, investors face unusually high evaluation uncertainty when assessing the founder's long-term ability to lead an evolving venture. This paper qualitatively explores how investors assess founders' managerial fitness, and which abilities and characteristics they deem indispensable in a successful founder-CEO. Our results indicate that investors evaluate founder-CEO's managerial abilities on three separate, but interdependent dimensions; the individual level, the team level, and the company level. Complementing prior research, we find that while prior experience is indeed viewed as a central capability, other competencies such as the founder-CEO's learning orientation, or their understanding of the company's need for professionalization as it grows and matures, have not been discussed previously. The theoretical and practical implications of our results are highlighted, and avenues for future research are proposed.

S06.03 - Institutional work and legitimation – exploring theoretical connections and practical implications for innovation management (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE01- Paquete de Oliveira ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Julia Jonas

S09.02 - Organizational Design and Agility: implications for society, business and environment (15:40 - 17:10) - ISCTE - Ala Autonomia/Room AA2.29 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Fabian Homberg, Dinuka Herath, Sharam Alijani, Christopher Worley

Session 3 (15:40 - 17:10) - INDEG Building/Room 1.07 ([Top](#))

Track: T07_04 - Regional Perspectives

Chair(s): Ali Taleb

Paper Presentations:

65 DRIVERS OF THE NEXT PHASE OF GLOBAL M&A: INNOVATION AND STRATEGY

Rosa Caiazza PARTHENOPE UNIVERSITY OF NAPLES
Chaudhuri Saikat WHARTON UNIVERSITY

The recent rise of emerging-market companies' (EMCs) acquisitions of developed-market companies (DMCs) has changed the debate on drivers of global M&A. We seek to reconcile traditional international paradigms with emerging phenomenon. At this aim we develop some propositions on drivers of global acquisitions as a point of departure for future work. We try to explain next phase of global M&A.

1090 **CROSS-BORDER M&A MOTIVES AND HOME COUNTRY INSTITUTIONS**
Peter Zamborsky UNIVERSITY OF AUCKLAND BUSINESS SCHOOL
Matthew Larsen UNIVERSITY OF AUCKLAND

With cross-border mergers and acquisitions (M&As) on the rise, especially by multinationals from the Asia-Pacific region, it is important to better understand their motives. Using the Marketline Advantage data on over 700 cross-border acquisitions of European firms by Asian-Pacific multinationals in 2007-2017, we analyse 11 types of rationales for these deals and how they relate to institutional development and other characteristics of the acquirers' home countries. We find that the home country development mostly does not affect propensity to invest with a particular motive. However, the quality of the home country's regulatory environment is significantly and positively related to M&A motives. We conclude with implications for the research on emerging market multinationals, international M&A strategy and outward FDI policies of emerging economies.

1826 **OBSTACLES TO STRATEGY IMPLEMENTATION**
Mustafa Colak SOCIAL SCIENCES UNIVERSITY OF ANKARA
Said Elbanna QATAR UNIVERSITY
Fakhrah AlQubaisi ADNOC ONSHORE

This study aims i) to identify commonly used strategic planning tools in the UAE's public-sector organizations, ii) to investigate the challenges or obstacles faced by these organizations in implementing their strategic plans, and iii) to provide some guidelines for successful strategic plan implementation.

To achieve these objectives, the study analyses data obtained from the executive managers, senior senior analysts and strategic advisers from 125 government organizations in the United Arab Emirates (UAE). The research mainly focuses on the public sector in the UAE. Previous research was very limited on both strategic plan implementation and the UAE public sector and therefore the findings will, it is hoped, contribute to the literature in this area.

SIG 08 - Managing Sports Plenary (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.40
([Top](#))

Social Innovation/Entrepreneurship (15:40 - 17:10) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Mario Tani

Discussant(s): Ace Simpson

Paper Presentations:

1023 EXPLORING THE ROLE OF FOUNDERS' IDENTITIES AND MOTIVATIONS IN SOCIAL VALUE CREATION IN THE MALAWIAN TOURISM AND HOSPITALITY INDUSTRY

Andrew Mzembe BRED A UNIVERSITY OF APPLIED SCIENCES

Grace Kamanga MZUZU UNIVERSITY, DEPARTMENT OF TOURISM

Social entrepreneurship in Sub-Saharan Africa has begun receiving scholarly attention. Yet, little is known about what motivates individuals to start social enterprises, or how founders create social value through their ventures. To address this gap, we integrate identity and social entrepreneurship theories and insights from the community development literature to explore founders' motivations. We attend specifically to the implication of identity in the degree to which social and commercial logics underpin the orientation of social ventures. We also examine how founders' identities influence social value creation. Our study reveals three types of identities that motivate not only the creation of social ventures, but also the different orientations to social value creation. The study responds to calls from social entrepreneurship scholars to extend our understanding of social entrepreneurship in contexts other than the developed world.

1451 SOCIAL ENTREPRENEURIAL ACTIVITY ACROSS NATIONS: THE MODERATING EFFECT OF CAPITALISM

Alexander Martin HWTK BERLIN UNIVERSITY OF APPLIED SCIENCE

Sabine Nadarević VA VORSORGE- & ANLAGEBERATUNG BEHRENS GMBH

Research on social entrepreneurship is dominated by conceptual work and qualitative studies. The few quantitative studies show, over all, that some factors are more important than others when it comes to explaining cross-country differences in social entrepreneurial activity. Following recent calls, this study focuses on the impact of capitalism on social entrepreneurial activity on the national level. Drawing on institutional theory and on ideas derived from the debate on the varieties of capitalism, the joint impact of gender equality, post-materialism and capitalism is investigated. Our data (n=39) shows that all factors contribute to explaining cross-country variations in social entrepreneurial activity. However, they do so in different ways. In line with research, our study supports the findings that post-materialism unfolds the greatest impact on social entrepreneurial activity. The impact of gender equality is less clear and, overall, weaker. Capitalism itself, however, has no significant impact on social entrepreneurial activity. Instead, this factor seems to leverage the effect of post-materialism on social entrepreneurial activity. Thus, the effect of post-materialism is moderated through capitalism. Based on these findings, we arrive at the conclusion that demand factors (such as capitalism) seem to play an important role in facilitating the impact of supply factors (such as post-materialism). Overall, this study opens new perspectives towards the investigation of the drivers of social entrepreneurial activity by, firstly, conceptualizing and investigating capitalism

as one important institutional force and secondly, by investigating its relation to other relevant factors.

763 COLLABORATIVE NETWORKS FOR SOCIAL INNOVATION: A SYSTEMATIC LITERATURE REVIEW ON THEIR CONSTITUTIVE ELEMENTS

Marcia Prim UNIVERSIDADE FEDERAL DE SANTA CATARINA
Gertrudes Dandolini FEDERAL UNIVERSITY OF SANTA CATARINA
SOLANGE SILVA UNIVERSIDADE FEDERAL DE SANTA CATARINA

Social innovation seeks alternatives to solve social problems in order to promote beneficial changes to a collective. It is expanded by means of collaborative processes, with the involvement of players from several sectors connected in networks, in the search for solutions to social demands. This collaborative network consists of several elements that interact in a systemic way. In this sense, this study aimed to carry out a systematic literature review, about the elements that constitute the collaborative network for social innovation. Based on the documents analyzed, it was concluded that the elements that constitute the collaborative networks for social innovation are: network of players, collaboration, commitment, trust, partnerships, leadership, empowerment, social incubators and communities of social innovations, in addition to knowledge sharing and transfer. It should be noted the possibility of future studies in this area, especially empirical studies, evidencing the existing relationship between these elements.

Social responsibility in family business (15:40 - 17:10) - INDEG Building/Room 1.02 ([Top](#))

Track: GT04_00 - Family Business Research General Track

Chair(s): rafaela gjergji

Discussant(s): Kassa Woldesenbet Beta

Paper Presentations:

460 LET THE FAMILY DECIDE – HOW RELIGION AND ORGANIZATIONAL IDENTITY IMPACT ETHICAL DECISIONS IN FAMILY FIRMS

Friederike Volk RWTH AACHEN UNIVERSITY
Denise Fischer RWTH AACHEN UNIVERSITY

In family firms, religion often plays a key role for the founder family. The family derives her belief system from religious values. Hard work, individual responsibility and the belief that wealth is a gift from God are often main components of this belief set. This shapes the organizational identity of family firms and affects the way decisions are taken in ethical dilemma situations. Organizational identity are the distinct, enduring and central features of an organization which describes '*who we are*' as organization. Family firms have a special organizational identity based on the

normative identity of the family and the utilitarian identity of the firm. This specific identity of a family firm is intensified if the family is religious.

So far, research only investigated the influence of the individual's identity on ethical decision making, but no light has been shed on the impact of organizational identity on ethical decision making. This is why, this papers investigates how ethical decisions are influenced by organizational identity in the special case of family firms.

Furthermore, we investigate how religiousness influences ethical behavior and how the family's identity affects the ethical behavior of non-family employees. We derive propositions based on the ethical decision making model by Rest (1986) and Treviño et al. (2006). Hereby we lay out avenues for future empirical research using our propositions and the enhanced model of ethical decision making in family firms.

This paper contributes to the field of family firm research by detailing our understanding of the influence of a family identity on organizational identity. In addition, we contribute to the ethical behavior literature by enhancing existing models of ethical decision making with religiousness as individual influencing factor and organizational identity as influencing factor on organizational level. For practitioners this research is also relevant as it gives hints how family entrepreneurs can make use of their specific identity to prevent unethical behavior in their organization and to attract the right employees for their organization.

1070 FAMILY FIRM ANTECEDENTS OF SOCIAL RESPONSIBILITY IN THE HOSPITALITY AND TOURISM

Robert Randolph UNIVERSITY OF NEVADA-LAS VEGAS

Esra Memili UNIVERSITY OF NORTH CAROLINA-GREENSBORO

Burcu Koc PAMUKKALE UNIVERSITY

Ozlem Yildirim Oktem BOGAZICI UNIVERSITY

Sevil Sonmez UNIVERSITY OF CENTRAL FLORIDA

Corporate social responsibility (CSR) remains a significant topic of increasing importance to the strategy and competitive success of firms in the hospitality and tourism (HT) sector. The contemporary role of CSR continues to shift from a strategic tactic to a core component of organizational identity and strategic posturing. While studies addressing family firms' CSR activities have recognized the positive role of family influence, the unique pressures facing HT firms suggest a unique institutional context that calls to question the reliance of these behaviors. The present research considers the distinctive interdependence of economic and non-economic objectives in family firm goal systems to argue that family firm psychological capital is a primary factor facilitating long-term sustainability behaviors. Our findings have implications for both the continued study of CSR in the HT sector as well as provide foundational evidence of the strategic family involvement in HT firms and their response to institutional pressures towards sustainability and CSR activities.

Stakeholder Management (15:40 - 17:10) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Edoardo Mollona

Discussant(s): Edoardo Mollona

Paper Presentations:

90 STAKEHOLDER REPRESENTATIVENESS

Sarah Jastram HSBA HAMBURG SCHOOL OF BUSINESS ADMINISTRATION
Zara Berberyan HSBA HAMBURG SCHOOL OF BUSINESS
ADMINISTRATION

In this paper, we present a new concept of stakeholder representativeness. We argue that stakeholder theory has, until now, overlooked this important democratic principle, which is crucial for creating legitimacy and allowing for effectiveness of stakeholder governance. Building on fundamental principles of democracy theory, we suggest that stakeholder representativeness comprises authorization and accountability as its core defining criteria. We derive empirical indicators, as well as guidance on their adaptation in practical stakeholder governance and, thereby, advance and differentiate stakeholder theory.

**116 STAKEHOLDERS WITH DIVERGENT INTERESTS: THE CASE OF
BUSINESS GROUPS IN ENERGY AND MINING SECTORS**

Maria Aluchna WARSAW SCHOOL OF ECONOMICS

Despite extensive theoretical and empirical studies on the stakeholder management, the process of tensions of divergent interest formulated by multiple stakeholders remains unexplored. Specifically, little attempt was made to explain the divergence between stakeholder claims in the multi-objective governance structure and the dynamics of interdependencies between actors engaged. Such conditions are offered by large state-owned business groups which operate in the complex institutional environment and need to balance social, political and economic goals. This paper intends to address this gap in the literature using the case of government-controlled business groups which operate in energy and coal mining sectors in the post-socialist economy of Poland. Adopting the triangulation of the qualitative data collection and inductive analysis we offer a number of propositions to address the relations between stakeholders with divergent interests. We show that the inter-stakeholder tensions are reinforced in the multi-objective environment characterized by contextual legitimacy and equitably distributed power as well as are moderated by intra-stakeholder unity. In addition, our analysis reveals that stakeholders regardless of their identity tend to use their preferential power to abuse others.

**1647 THE ROLE OF STAKEHOLDER ENGAGEMENT AND COLLABORATION
FOR THE DEVELOPMENT OF SUSTAINABLE INNOVATION
STRATEGIES**

Elisabetta Marafioti UNIVERSITY OF MILAN BICOCCA
Mattia Martini UNIVERSITY OF MILAN BICOCCA
Monica Carminati UNIVERSITY OF MILAN BICOCCA

The aim of this paper is to explore sustainable innovation strategies within the agro-food sectors in Italy and identify the business model practices which can sustain a proactive approach to sustainability, with specific attention to the role of stakeholder engagement practices as a potential driver. Relying upon a sample of 72 companies and conducting a cluster analysis on different types of sustainable innovations – products and processes - the study identifies three main sustainable innovation strategies: (1) Proactive, (2) Accomodative, and (3) Defensive. By exploring the differences within the three strategic group in terms of business practices, the study reveals that the engagement and collaboration with different stakeholder, together with other CSR practices, significantly characterize the proactive companies in the field of sustainability. Results then suggest that the ability to evolve innovation strategies towards sustainability largely depends on the companies' willingness and capacity to engage and collaborate with different stakeholders.

Succession and human resources in family business (15:40 - 17:10) - INDEG
Building/Room 1.06 ([Top](#))

Track: T04_05 - Finance, Governance, and Human Resource Management in Family Business

Chair(s): Michael Woywode

Discussant(s): Ine Umans

Paper Presentations:

803 HUMAN RESOURCE MANAGEMENT PRACTICES CONFIGURATIONS IN FAMILY FIRMS

Giulia Flamini ROME TOR VERGATA UNIVERSITY

Marjan I. Bojadjiev UNIVERSITY AMERICAN COLLEGE SKOPJE

The paper aims at investigating configurations of human resource management (HRM) practices in family firms. Four bundles of HRM practices (HRMP - labeled the Administrative, Shared, Integrated, and Professional bundle) are advanced and explored in a sample of 849 family firms. Support for the proposed HRMP configurations has been verified in the data. Next, the paper explores relationships with HRMP functional goals and organizational performances in family firms. The study verifies the assumption of equifinality of the four HRMP configurations as the combined effect of the HRMP on organizational performances of family firms, albeit these configurations reveal different functional goals. Then, we discuss implications, limitations, and further steps for research.

830 LEARNING THE BIAS? HOW SUCCESSOR PRE-SUCCESSION FIRM EXPERIENCE AFFECTS FAMILY FIRM PERFORMANCE

Baris Istipliler UNIVERSITY OF MANNHEIM

Jan-Philipp Ahrens UNIVERSITY OF MANNHEIM

Suleika Bort UNIVERSITY OF CHEMNITZ
Andrew Isaak SOLBRIDGE INTERNATIONAL SCHOOL OF BUSINESS

Stewardship is a key factor to explain family firm performance. Learning stewardship behavior in family firms is frequently achieved through the experiences the upper echelon gains through active involvement, i.e. time spent inside the family firm prior to the succession. However, research based on the behavioral theory of the firm and inspired by upper echelons research on managerial decision making shows that this experience inside the family firm decreases firm performance. This study addresses these two opposing views and investigates how pre-succession experience in the family firm impacts post-succession performance. Using a sample of 804 family firms from Germany, we find that the detrimental effects of cognitive biases arising from pre-succession experience negatively impact post-succession firm performance. Our results also show that pre-succession firm experience of a non-family successor initially increases but then decreases post-succession firm performance. Further, academic education seems to protect successors from detrimental effects of pre-succession firm experience for a certain period of time, while firms introducing new product innovations and active in industries characterized by high R&D investment are more prone to these adverse effects. Our research contributes to family business research that aims to better understand the impact of pre-succession experience on firm performance.

1497 BUDGET AND LIFE CYCLE IN FAMILY BUSINESS IN SUCCESSION PROCESS

Cristina Hillen UNIVERSIDADE FEDERAL DE SANTA CATARINA
(UFSC)/UNIVERSIDADE ESTADUAL DO PARANÁ (UNESPAR)
Carlos Eduardo Lavarda FEDERAL UNIVERSITY OF SANTA CATARINA

The purpose of this study was to understand how the need for a budget in a family business in the process of succession is manifested. The study was based on the perspective of the organizational life cycle and was carried out in the form of a single cross-sectional case study. The results indicated that the need for the budget has increased in recent years, especially since the succession of the patriarch and the policy of expansion of affiliates. This need was based on operational planning and strategic training. The organizational configuration in the stages of the life cycle suggests the longitudinal development of the budget from the effective implantation, which has been hampered so far by centralization, lack of delegation of authority, participation and communication of organizational strategies.

Teaching and Learning with a Difference - 01 (15:40 - 17:10) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Eila SZENDY EL KURDI

Paper Presentations:

STUDENT INFORMATION USE AND DECISION-MAKING IN INNOVATION COMPETITIONS

David Zwicky PURDUE UNIVERSITY

Heather Howard PURDUE UNIVERSITY

At a large university in the Midwestern United States, librarians work closely with an undergraduate agricultural innovation competition. Librarians serve as entrepreneurial information guides, providing business information instruction and consulting with student groups to mentor them through the innovation process. The competition, with a winning prize of \$20,000, focuses on developing new products from soybeans to foster environmental stewardship and reduce reliance on petroleum. Competitions are a form of experiential learning, allowing students to fully experience the product design process and practice making evidence-based decisions. In order to progress through this competition, the students' inventions must be shown to have environmental benefits, technical benefits, feasibility, and novelty. Early stages of the competition require students to investigate and report on the marketability and patentability of their inventions. As a part of this process, students meet with a business librarian and a patent librarian. The business librarian consults with the students on how to conduct market research, and discusses concepts such as ideation, evidence-based decision-making, performing a market analysis, and determining a target market for their products. The patent librarian consults with the students on intellectual property and the United States patent system, focusing on basic patent searching tools and methods and discussing the concept of "novelty" in the area of new inventions.

In 2018, the authors conducted focus groups of students who had competed in that year's competition, to learn how students find and use information in a competition setting and to determine the extent of the impact library support had on the students' use of information. The groups included students at all points in their undergraduate careers, and some students who had participated in the competition multiple times. This paper will present the results of the focus groups and how they will inform continued assessment in future iterations of the competition. Themes explored will include information resources, such as market research databases, search engines, and patent search tools; decision-making; the use of information in the design process; librarians as consultants; and future improvements.

A TWISTED PATH TOWARD FLIPPED-AMPHITHEATRE: A RELATIVE IMPROVEMENT OF MANAGEMENT TEACHING AND LEARNING .

Eve Saint-Germes UNIVERSITÉ CÔTE D'AZUR, ISEM, GREDEG-CNRS

Aura Parmentier Cajaiba UNIVERSITÉ CÔTE D'AZUR

The present paper provides a critical perspective on pedagogical innovation by bringing to the fore the various difficulty of engaging student. We illustrate those arguments based on an experiment of collective flipped classroom project, with on-line activities ("Active introduction to management") initially developed to engage student. One of our result balance student engagement with teacher engagement and the resources available to implement innovative pedagogy.

After a literature review of recent works on active pedagogy and flipped classrooms designs and effects, we describe and discuss the steps and the conditions to flip some undergraduates amphitheater sessions in management. We then illustrate the improvement of student performance and perceptions in management learning by comparing the tests results and the students and teachers feedbacks.

Our exploratory analysis shows a positive impact on tests results and students' perceptions when material condition are good. We also show that the engagement of the pedagogical team and the support of the institution to transform this shared course constitutes alternatively an asset or a limit to this endeavour depending on the level of resources provided in terms of time, HR support, Training support and structural choices. The difficulties to conceive and manage sustainable on-line activities and assessments was perceived very difficult at some points of the project.

826 URBAN CIVIC NETWORKS AS SITES OF SOCIAL INNOVATION AND CO-CREATION OF VALUE. THE CASE OF BARI METROPOLITAN CITY

Alessandra RICCIARDELLI UNIVERSITÀ LUM JEAN MONNET

Francesco Manfredi UNIVERSITÀ LUM JEAN MONNET

Salvatore Russo CA' FOSCARI UNIVERSITY VENICE

The concept of innovation in the public sector assumes particular nuances as the incentives to innovate are very different as each territory and community organisations have their own stakes. To be impactful, innovations must also be scalable, not merely one-off novelties. Meeting the innovation imperative for public administrations implies the power of community's engagement. Creating and delivering innovation within the community is about developing cultural norms and practices that have a substantial impact on both governance and democracy. In exploring these phenomena, the suggested relevant theoretical framework deals with the concepts of public value and of co-creation and co-production of public services.

Leveraging on the concepts of community governance, co-creation and co-production of public services which make up the theoretical framework, the ultimate goal of this paper is to analyse how community's civic networks, with their own organisational models and tools, generate social innovation in urban spaces. The paper presents a case study conducted in the Metropolitan City of Bari and deals with Urban Civic Networks. This local experience, facing the recent administrative reform of "Municipi", has implied a reorganisation of former sub-municipalities into merged and independent ones. The City of Bari's narrative lends itself to placing urban success on social forces, networks and connections boosters that ended up in the creation of civic networks expressing a significantly self-determined local leadership. The method is mainly qualitative and based on case studies and action research. Findings highlight two crucial processes in progress. The first concerns the capacity to generate social cohesion between existing associative civic networks inside the community and booster of interactive co-designing and co-production of critical public services. The second highlights the ability of each "Municipio" to manage

their own budget and the capacity to implement, monitor and control their shared socio-cultural projects.

Urban Civic Networks, which share the same vision and mission, are made of different actors such as schools, for and non-profit association of the third sector, local committees, parishes, foundations, and informal groups all merged into temporary associations of purpose. Standing as quintessential socially struggling entities, Municipi become spaces and places for public policy design and formulation that highlight the importance of community engagement, local leadership and civic networks in fostering urban thriving.

The diversity of the sharing, collaborative and P2P ventures (15:40 - 17:10) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: T03_08 - Entrepreneurship in the Sharing economy: P2P Strategies, Models, and Innovation Paradigms

Chair(s): Urvashi Makkar

Paper Presentations:

- 717 ENTREPRENEURIAL ATTITUDE OF B-SCHOOL GRADUATES TOWARDS ADOPTING E-COMMERCE (A FUTURE PERSPECTIVE FOR SHARING ECONOMY)**
ARVIND BHATT GL BAJAJ INSTITUTE OF MANAGEMENT & RESEARCH
Urvashi Makkar GL BAJAJ INSTITUTE OF MANAGEMENT & RESEARCH,
GREATER NOIDA, INDIA
ASHISH PATEL MORGAN FRANKLIN CONSULTING

Entrepreneurial attitude leads the motivation towards mounting business concepts and creating new venture. The technological innovative way to conduct the business online is growing with fast speedy growth in India. According to the research conducted by Marques and Rodrigues (2012), found that attitude was a strong and direct influencing factor when it comes to predicting entrepreneurial intention. Krueger and Brazeal (1994), tested the attitude-intentions of students; the finding showed that attitude had a significant influence toward intention.

The objective of the study is to study the growth of E-commerce in India, to find out the scope for Business graduates to move into E-commerce and to understand the issues of the Business graduates for starting E-Business in India. Various dimensions of Entrepreneurial Attitude are conversed in the context of gender, student's area of specialization, the level of studies and selected components of entrepreneurial attitude positioning. The conducted research leads to the conclusions concerning the level of Entrepreneurial Attitude (EA) of students of the faculty which is strictly connected with the science and practice of management and entrepreneurship.

The survey took place in November 2018 on the randomly selected sample of 129 students of B-Schools having different specialization area. The study was conducted with the different streams of graduating Business school students through structured questionnaire and also interview conducted with the IT professionals in order to have a significant insight to understand challenges of entrepreneurship through e-business. Totally 129 samples were collected from 4 different specialization from marketing, Human Resource, finance and Information Technology of B-school students from different institutes in India. Interview was conducted from the professionals of ICT companies.

This study is the beginning for the future research on conjecturers of Entrepreneurial Attitude as the foundation of new business ventures. The output of the research also attracts the attention for future research direction towards Peer-to-Peer platform and connects the student's interest in digital entrepreneurship with sponsoring and facilitating organizations.

It outlines the background for examining entrepreneurial traits and contexts which are important for the development of every economy and creation of directions for the practice of management of micro- and small enterprises.

1223 IN THE GREY ZONE: CONSTRUCTING REPUTATIONS OF DISRUPTIVE NEW FIRMS

Andrea Kim CONCORDIA UNIVERSITY
Michael Carney CONCORDIA UNIVERSITY
Gwyneth Edwards HEC MONTREAL

Disruptive new firms recombine existing technologies and organizational practices to provide new sources of value while undermining the viability of established incumbent firms. While the conventional wisdom suggests disruptive firms should conduct their business with integrity to compensate for the adverse effects of their cognitively unfamiliar business models, we reason that there is a growing ideational ambiguity about the expected conduct of disruptors. We narrate a critical, longitudinal case study of a disruptor whose business conduct consistently breaches normative standards of business conduct without incurring the expected reputational penalties. Our findings highlight that the reputations of disruptive new firms' are in an ideational grey zone that allows for greater latitude in standards of business conduct.

1499 A MATHEMATICAL ANALYSIS OF INVESTMENT DECISION ON EQUITY BASED CROWDFUNDING PLATFORMS

Zaka RATSIMALAHELO UNIVERSITY OF BESANÇON
Djamchid Assadi BURGUNDY SCHOOL OF BUSINESS BSB

Crowdfunding (CF), an alternative source of financing for startups and creative projects, has gained prominent attention from practitioners and researchers. However, we find few research papers investigating CF from the perspective of its dynamic processes. In this paper, we proposed a dynamic model of Equity Based Crowdfunding (ECF) that incorporates interaction among heterogeneous

entrepreneurs, funders, and the ECF platforms, and investigated the evolution of crowdfunding processes. This system takes account preference but also captures the important characteristics of evolving processes of crowdfunding in reality such as information asymmetry and ECF platforms control mechanisms. We show the long-run equilibrium analysis of dynamic system. Our results are consistent with and provide a new and comprehensive angle for understanding the empirical results from current literature.

The future of organizations in the age of digital transformation - the organizational perspective (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: T14_05 - The future of organizations in the age of digital transformation

Chair(s): Øyvind Kvalnes

Paper Presentations:

798 ETHICAL DILEMMAS IN SOCIAL MEDIA: A TENTATIVE CATEGORIZATION

Øyvind Kvalnes BI NORWEGIAN BUSINESS SCHOOL

Social media like Facebook, LinkedIn, Twitter, and Instagram have radically changed the ways in which organizations, groups, and individuals can spread, share, and discuss ideas and information. They are at the core of the digital transformation of working life, in that they provide platforms for expressing opinions very rapidly to a wide audience, without interference from an editor or a group of editors. This paper puts forward a tentative categorization of ethical dilemmas that occur when organizations apply social media in their communication with clients, customers, and other stakeholders. It identifies and discusses five categories of dilemmas: Role dilemmas, tempo dilemmas, integrity dilemmas, speech dilemmas, and competence dilemmas. Further studies of ethics in social media may show that there is a need for further, more fine-tuned categorization, but the current paper offers a starting point.

1296 DIGITAL METAMORPHOSIS OF THE ORGANIZATIONS: MYTH OR REALITY?

isabelle aime IPAG BS

Fabienne Berger-Remy SORBONNE BUSINESS SCHOOL (UNIVERSITY PARIS 1 PANTHÉON-SORBONNE)

Marie-Eve LAPORTE SORBONNE BUSINESS SCHOOL (UNIVERSITÉ PARIS 1 PANTHÉON SORBONNE)

Many discourses predict a radical transformation of organizations in the digital age. Thus, this article aims to dig further into a phenomenon that is akin to a management fashion (Abrahamson, 1996). This research focuses on the marketing function which, along with other professions dealing with business intelligence, is particularly touched by the digital transformation. A qualitative thematic study was therefore conducted including 16 in-depth interviews of experts – high level consultants and specialists in

digital marketing transformation –, and 12 conferences. From that, three digital transformation processes are revealed and described in details: the patch strategy, the transplant strategy, and the metamorphosis strategy.

**2017 ACTIVITY BASED WORKING: MANAGING THE PRODUCTIVITY
HURDLES IN NEW 'OPEN' WORK ENVIRONMENTS FOR INNOVATION**
Andrei Villarroel SCHOOL OF MANAGEMENT FRIBOURG

This applied-research paper offers a comparative study of ‘open’ workplaces implemented at a leading New Product Development organization. Specifically, studying two state-of-the-art Activity-Based Working environments for innovation, we unveil distinct gains in team productivity, counter-balancing significant losses in individual productivity —by contrast to traditional office and cubicle workplaces. Novel to the extant literature, we identify hurdles explaining major differences in the outcome variables examined: individual productivity, team productivity. In particular, we show how such hurdles explain important differences previously reported across workplace types when it comes to productivity. Managing those hurdles should thus become central to achieving a high-performance workplace. Finally, we find split results between ABW and the traditional individual office: ABW as an environment favoring team productivity and community development, versus the individual office as an environment favoring individual productivity. These findings assert the existence of a fundamental managerial trade-off between creating a work environment to support individual outcomes versus social outcomes.

**The Role of Technology in Strategic Decision-Making (15:40 - 17:10) - ISCTE - Building II/
Auditório C1.04 ([Top](#))**

Track: ST13_02 - Behavioral Strategy

Chair(s): Philip Meissner

Paper Presentations:

**21 A CONTEXTUALIZED BEHAVIORAL MODEL OF TRANSITION
ECONOMY FIRMS’ TECHNOLOGY SEARCH: THE ROLE OF
INSTITUTIONAL CONTEXT**

Renfei Gao THE UNIVERSITY OF MELBOURNE

Jane Lu CEIBS

Helen Hu UNIVERSITY OF MELBOURNE

Geoff Martin MELBOURNE BUSINESS SCHOOL

The behavioral theory of the firm (BTOF) research typically focuses on intrinsic mechanisms to predict firms’ response to performance feedback, but less is known about how firm decision makers interpret performance feedback based on extrinsic institutional environments. Incorporating the institution-based view (IBV), we develop a contextualized behavioral model to explain transition economy firms

(TEFs)' technology search in response to performance feedback, explicitly accounting for the role of the institutional context in shaping TEF decision makers' response to performance feedback. We further examine the moderating effects of two key institutional factors—pro-market reforms and state ownership—to demonstrate the role of the institutional context in the contextualized effects of performance feedback. Using panel data on 1,016 Chinese listed manufacturing firms in 2007-2013, we find an inverse V-shaped relationship between performance feedback and TEFs' technology search, enhanced by pro-market reforms but weakened by state ownership. This study advances the BTOF research by exploring the implications of institutional contexts for firms' behavioral decision making.

969 EFFECTS OF EMOTIONAL HEALING ON RADICAL INNOVATION: THE MEDIATING ROLE OF ORGANISATIONAL LEARNING CAPABILITY

Emilio Domínguez-Escrig UNIVERSITAT JAUME I
Francisco Fermín Mallén Broch UNIVERSITAT JAUME I
Rafael Lapiedra UNIVERSITAT JAUME I
Ricardo Chiva UNIVERSITAT JAUME I

The objective of the study is to provide, through structural equations, empirical evidence of the relationship between emotional healing, analysed as a leader behavior, and radical innovation. To that end, organisational learning capability has been used as an explanatory variable. Results confirm the hypotheses proposed in the model. Emotional healing promotes organisational learning capability and, in turn, radical innovation. The study was conducted in a population of 402 Spanish companies. A sample frame of 292 questionnaires from 146 different organisations was obtained. The fieldwork was carried out between 2010 and 2015.

1804 ANTECEDENTS AND CONSEQUENCES OF ARTIFICIAL INTELLIGENCE IN STRATEGIC MANAGEMENT: FOUR DECADES OF RESEARCH IN REVIEW

Christoph Keding ESCP EUROPE

As the introduction of artificial intelligence (AI) has enabled the automation of many facets of management and is increasingly used in a wide range of strategic tasks, it is necessary to better understand its relevance for strategic management. However, research on the interplay of AI and strategic management is not only fragmented but also unsteady and fails to provide a holistic understanding of relevant concepts. This article, therefore, contributes to the emerging academic discussion by systematically reviewing and categorizing the substantial amount of research that has been conducted since the first article in the field has been published in 1979. Furthermore, I introduce a comprehensive framework that integrates and synthesizes existing concepts. The framework does not only display the structure of the research field but also classifies the relevant articles into two subsequent research scopes: condition-oriented (i.e. research that explores antecedents for the usage of AI in strategic management) and outcome-oriented (i.e., research that studies the consequences of an AI in strategic management).

Given the exponential potential of artificial intelligence to reshape strategy in its current form and the need for a more realistic approach towards its applications in management, this review proposes promising research avenues for studying the quantifiable effects of the interplay of AI and strategic management within the realms of organizational design and decision-making processes.

Time and governance (15:40 - 17:10) - INDEG Building/Room 1.05 ([Top](#))

Track: ST04_01 - Strategy, Entrepreneurship and Innovation in Family Business

Chair(s): Salvatore Tomaselli

Discussant(s): Teita Bijedic

Paper Presentations:

351 STRUCTURAL, HIERARCHICAL, AND TEMPORAL DIMENSIONS AS SHAPERS OF THE OWNER FAMILY IDENTITY

Julia de Groote UNIVERSITY OF BERN
Sabrina Schell UNIVERSITY OF BERNE
Nadine Kammerlander WHU
Andreas Hack UNIVERSITY OF BERN

Drawing on social identity theory and family communication pattern theory, we offer an owner family identity framework that contributes to explaining the development of owner family identity, which is relevant for understanding family businesses. We employ a multiple case-study approach, with 57 semistructured interviews, enterprise- and owner family visits, and secondary data such as family chronicles and archived data, to investigate how owner family identity is built and how and why owner family identity affects, for example, decision-making procedures in a family business. We identify three dimensions of the owner family that shape owner family identity: structural, hierarchical, and temporal. The interplay among these dimensions, which are continuously negotiated through processes of communication and sensemaking, leads to the development of an owner family identity. We introduce an owner family identity framework, including a set of propositions. Our research contributes to a more fine-grained understanding of the owner family and its influence on family businesses.

607 ANCHORING FAMILY VALUES IN COUSIN CONSORTIUMS: BUILDING A FAMILY HOUSE THROUGH FAMILY GOVERNANCE PRACTICES

Marta Berent-Braun NYENRODE BUSINESS UNIVERSITY
Desirée Westland NYENRODE BUSINESS UNIVERSITEIT
Roberto Flören NYENRODE BUSINESS UNIVERSITEIT

Close-knit families and corresponding values are characteristic of successful family firms. These values may come under pressure in family firms where the number of family owners increases substantially. As a result, the identity and social capital of the

family firm may go lost. We have examined, on the basis of four case studies conducted in 2018, involving large family firms with a long history and with widespread family shareholdership (between 23 and 135 family owners), how family governance practices can contribute to the formation of the family as a team with solidly anchored and meaningful family values. Key mechanisms in this regard include: making history tangible, showing what you are proud of, and being together.

**1427 ENVIRONMENTAL INVESTMENT AND FINANCIAL PERFORMANCE:
MODERATING EFFECT OF FORM OF CORPORATE GOVERNANCE**

Concepción Garcés-Ayerbe UNIVERSITY OF ZARAGOZA

Josefina Murillo-Luna UNIVERSITY OF ZARAGOZA

Pilar Rivera-Torres UNIVERSITY OF ZARAGOZA

Cristina Suárez-Gálvez UNIVERSITY OF ALCALÁ

For the last twenty years there has been considerable controversy about the relationship between firms' environmental and financial results. The debate regarding whether this relationship is positive or negative has gradually led to considering the conditions in which such a relationship is found, suggesting that the possible moderating effect of other variables should also be included in the study. In this paper, we consider the moderating effect of form of corporate governance, based on data from a sample of 2,147 Spanish manufacturing firms, from 2009 to 2016. The results of the panel data analysis show that, indeed, there is not always a win-win situation between environmental investment and economic results, as the relationship is only significant and positive in small family firms.

Traditional service industries in today's digital context (15:40 - 17:10) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_06 - Managing for Service Innovation

Chair(s): Stefan Genennig

Paper Presentations:

**1353 ONLINE SERVICESCAPE: STATE OF THE ART AND RESEARCH
CHALLENGES**

Sara Poggesi TOR VERGATA UNIVERSITY

Michela Mari TOR VERGATA UNIVERSITY

Arash Kamangar TOR VERGATA UNIVERSITY

B2C sales have obtained a remarkable economic relevance at the global level over the last years and are expected to grow tremendously in the near future. A key role in such a scenario is played by the electronic retailing format (also known as online environment or online/eservicescape) because, as recently underlined by numerous scholars, a conscious website design can affect customers' emotions that, in turn, can influence their consumption behaviours.

Accordingly, a systematic literature review of 75 papers analysing the online

environment and its consequences on customers' behaviour was conducted. Results show the S-O-R approach is the most frequently applicable conceptual framework to the analysis of the effects of the online setting and worth mentioning are the modifications to the original S-O-R model proposed by scholars to consider the specificities of the online environment.

909 INNOVATION AND COMPETITIVENESS IN THE TOURISM INDUSTRY

Bernd Ebersberger UNIVERSITY OF HOHENHEIM

Sverre Herstad INSTITUTE FOR SOCIOLOGY AND HUMAN GEOGRAPHY

Anne Nordli HØGSKOLEN I INNLANDET

This paper uses Bayesian Model Averaging techniques to investigate the structure of the innovation-competitiveness relationship in hospitality services. Results suggesting that combined process and organizational innovation provide the most consistent support for revenue growth are in line with prior research finding that different types of innovations are complementary. Moreover, the analysis underscores how fuzzy boundaries and interactions between different aspects of service development and provision characterize the hospitality industry. Intrinsic industry characteristics are also highlighted by the limited relevance of product innovations as traditionally defined and found particularly important for competitiveness in other industries. Implications for research, and the practices of management and policy, are discussed.

392 SENIORS AND THEIR LOCAL MERCHANTS: MEASURING THE IMPACT OF TIME MANAGEMENT, PERSONAL INNOVATIVENESS, AND CARING ON CONTACTLESS PAYMENT INTENTION

Ronan de kervenoael RENNES SCHOOL OF BUSINESS

Rajibul Hasan RENNES SCHOOL OF BUSINESS

Thomas Millet RENNES SCHOOL OF BUSINESS

Contactless payment methods (CPMs) offer consumers and merchants mutually beneficial opportunities regarding market transactions. Analysts have predicted that CPMs will lead to a cashless society, but this transition has been slower than expected. Although many new CPM service providers are appearing on the market, some associated consumer behaviors, especially senior consumers' caring toward their local merchants when paying for multiple, daily, low-value goods or services, remain under researched. A quantitative approach grounded on innovations adoption models leveraged partial least squares (PLS) to analyze 306 responses from active French senior consumers who all owned a CPM card. Results of the study confirmed traditional innovation adoption attributes and further underlined the renewed importance of time management, personal innovativeness, and caring. Our senior respondents, who represent a growing market segment, identified themselves as active CPMs users (personal innovativeness) and indicated the mitigated convenience afforded by CPMs vs cash regarding time management. Furthermore, and counterintuitively, the consumer emotion of caring toward the merchant was found to be significant and slowed down adoption due to the misperception that merchants will suffer high banking charges, which might potentially harm their local businesses' vitality, when consumers use CPMs for low-value goods or services.

Virtue Ethics paradigm (15:40 - 17:10) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Daryl Koehn

Discussant(s): Roberta Sferrazzo

Paper Presentations:

320 TOWARDS AN AGAPE-BASED ORGANIZATION: SHOULD VIRTUOUS BEHAVIORS BE REWARDED?

Roberta Sferrazzo LUMSA UNIVERSITY

Current corporate systems risk generating inequality among workers, insofar as they concentrate only on economic results by favouring, through the incentive and award system, only what can be seen, produced, and measured. In this way, these systems are unable to recognize workers' agapic behaviors that cannot be quantified, i.e. workers' generosity, humanity, kindness, compassion, help for others and mercy. Although these types of behaviors may appear unproductive or irrational, they create symbols of belonging to the company and social cohesion. This article claims that beyond focusing on reward systems, companies should focus on recognizing certain organizational agapic behaviors that foster 'virtues' and 'friendship' in organizations, as conceived in the Civil Economy tradition.

494 A VIRTUE ETHICS CRITIQUE OF ETHICAL DIMENSIONS OF BEHAVIORAL ECONOMICS

Daryl Koehn DEPAUL UNIVERSITY

Abstract

A Virtue Ethics Critique of Ethical Dimensions of Behavioral Economics

Behavioral economics is the latest trendy form of economics. Richard Thaler, one of the founders of behavioral economics, describes the field as "economics done with strong injections of good psychology" (Gal, 2018). The new field uses psychology, while adhering to the traditional economic emphasis on mathematics to explain field data (Cameron 1999). In addition, the approach often invokes physiology and evolutionary theory as it tries to specify the underlying psychological mechanisms that lead individuals to act in the way they do (Zandstra et al 2013; Cory 2004; Sanfey et al 2003).

This paper identifies key assumptions of behavior economics. I initially document the ethical dimensions and aspirations of behavioral economics. Drawing upon virtue ethics, I argue that behavioral economics or what I term "econoethics" 1) minimizes and/or misunderstands the role that character and architectonic life goals play in accounting for the why of ethical behavior; 2) fundamentally misconceives human

practical rationality; 3) often unduly narrows the range of human action and choice; 4) misleadingly assumes that options are merely given to us rather than generated by us in accordance with or character; 5) is parasitic upon normative ethics, the prescriptive norms that it largely simply presupposes; 6) results in an unhelpful *ad hoc* approach to ethical thinking, which is unlikely to prove all that useful and may even dangerously mislead ordinary agents or those who operate corporate compliance programs and who seek to improve corporate cultures; 7) tends toward the reductive; and 8) ignores the key role played in ethical behavior by meso- and macro-factors.

1522 INTER-PROCESSUAL INTEGRITY: INSIGHTS FROM A PERSONALIST VIRTUE ETHICS PROPOSAL TO INFORM THE THEORY AND PRACTICE OF MANAGEMENT

Kleio Akrivou ASSOCIATE PROFESSOR OF BUSINESS ETHICS & ORGANISATIONAL BEHAVIOUR

Germán Scalzo PROFESSOR OF BUSINESS ETHICS

José Orón RESEARCHER

This paper aims to analyse different ways of understanding the self and human action to inform the theory and the practice of management from a personalist virtue ethics proposal. Based on previous research bridging philosophy, psychology and neuroscience, we suggest that there are two contrasting paradigms of conceiving of the self and its development, and of understanding action with integrity, namely the so-called "autonomous self" (AS) and the "inter-processual self" (IPS) which is inspired by personalist and virtue ethics philosophical assumptions on the self, action and integrity. We therefore show that the mainstream approaches to management and organisation theory rely on an AS conception of self and role integrity. In contrast, we present an alternative paradigm (IPS) that better explains personal action and role integrity, offering insights on how management can lead action which effectively lives the relationship between the firm and their role's demands, dynamics and outputs to be consistent with human flourishing and the common good. Thus, we intend to contribute with a more complete and unified understanding of human development and human integrity as it relates to management and leadership action.

Women and Social Structure (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: ST05_01- Women, Gender, & Sexuality in Work, Organisation & Beyond

Chair(s): Erla Kristjánsdóttir

Paper Presentations:

41 A CRITICAL PERSPECTIVE ON GENDER AND PATERNALISTIC LEADERSHIP IN CHINA

Martin Sposato MIDDLESEX UNIVERSITY

Women have made significant social advancements in recent times in China, but as in most of the world, they still face barriers to leadership positions. This is even

(re)presented in the most popular indigenous Chinese theory of leadership: Paternalistic Leadership (PL). As a theory, PL overlooks the potential of women leaders. Acknowledging what may be understood as epistemological sexism, this article critically analyses PL as the dominant theoretical framework for the study of leadership in China. Gender bias inherent within the theory, and even its name. This is identified as a key weakness for its application. The use of a Postcolonial feminist leans to address this gender bias is introduced, applying concepts like Othering, Norm, and essentialism. This article highlights the utility of postcolonial feminism to PL studies by introducing a conceptual toolkit for future researchers.

942 WORKING IN MEN'S TERRITORY: THE CASE OF JAPANESE WOMEN'S CAREERS

Huiping Xian UNIVERSITY OF SHEFFIELD

Sachiko Takeda BOURNEMOUTH UNIVERSITY

Savita Kumra AMERICAN UNIVERSITY OF SHARJAH

Satomi Moroda WOMEN AND WORK RESEARCH CENTRE

Japanese women continue to face substantial difficulties in advancing their careers. Existing research largely focuses on structural issues in the labour market or organisational discriminatory practice and neglects those women who managed to develop a career. Using data from interviews with 25 career-track women, this article examines their experience of working within male-dominated work settings, the way they adapted to a gendered career path, the difficulties of managing both work and family, and their motivations of staying on. Our results suggest that Japanese career-track women have to tolerate persistent gender bias throughout their careers. To facilitate career development, they adapted to masculine working cultures and took extreme measures in combining work and family with little organisational support. This study contributes to global debates of career equality by investigating women's careers in a non-Western culture and has significant implications on managing and retaining female talents.

1536 WORK-FAMILY CONFLICT, GENDER GAP AND THE CHANCES OF PROMOTION INTO LEADERSHIP POSITION

Petra Froß TU CHEMNITZ

Nadia Lois TU CHEMNITZ

Suleika Bort UNIVERSITY OF CHEMNITZ

Despite many initiatives, women still face difficulties to receive promotions and to advance their careers. According to human capital theory, marriage and children are signals for stability and responsibility which leads to higher wages and other organizational rewards. However, empirical evidence shows that this statement only holds true for men and not for women. In this study, we combine human capital, signaling and role expectation theories to test several propositions about the impact of work-family conflict and gender on promotion chances of women and men. Using German data of over 9 year period while studying 9,314 persons (4,833 women and 4,481 men) we find that longer family leave time will have a negative impact on career advancement for women yet it has a positive impact on the career advancement for men. Women with more than one child also have a lower chance of promotion

than men and childless women or women with only one child. This relationship gets even stronger when the first child was born relatively early (before age 30). Finally, females who are “supplementary earner” also have a lower chance of promotion than females in other family structures. Our study contributes to a better understanding of the potential promotion disadvantages women (and men) still face based on signalling and role expectancy theory in the context of work-family conflict.

Chill out Break (17:10 - 17:30) - F/B Area Tent ([Top](#))

EMR Editorial Board Meeting - by invitation only (17:30 - 18:30) - ISCTE - Building II/Room C2.05 ([Top](#))

Meeting with 2020 LOC by invitation only (17:30 - 18:30) - ISCTE - Building II/Room B1.02 ([Top](#))

S02.01 - Methodological challenges in Corporate Governance Research (17:30 - 18:30) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Daniel Yar Hamidi, Brian Boyd, Allesandro Zattoni, Craig Crossland, Angelo Solarino

SIG 01 - Business for Society Plenary (17:30 - 18:30) - ISCTE - Building I/ Auditório 1NE03 - JJ Laginha ([Top](#))

SIG 03 - Entrepreneurship Plenary Session (17:30 - 18:30) - ISCTE - Building II/ Auditório B1.03 ([Top](#))

SIG 04 - Family Business Research Plenary (17:30 - 18:30) - ISCTE - Building I/ Auditório 0NE01- Paquete de Oliveira ([Top](#))

SIG 05 - Gender, Race and Diversity in Organizations Plenary (17:30 - 18:30) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

SIG 06 - Innovation Plenary (17:30 - 18:30) - ISCTE - Building II/Room C5.06 ([Top](#))

SIG 07 - International Management Plenary (17:30 - 18:30) - ISCTE - Building II/ Auditório B2.03 ([Top](#))

SIG 10 - Project Organising Plenary (17:30 - 18:30) - ISCTE - Building II/Room C6.10 ([Top](#))

SIG 11 - Public and Non-Profit Management Plenary (17:30 - 18:30) - ISCTE - Building II/ Auditório B2.04 ([Top](#))

SIG 12 - Research Methods and Research Practice Plenary (17:30 - 18:30) - ISCTE - Building II/Room B2.02 ([Top](#))

SIG 13 - Strategic Management Wrap Up (17:30 - 18:30) - ISCTE - Building II/ Auditório B1.04 ([Top](#))

SIG 14 - Conference General Track Plenary (17:30 - 18:30) - ISCTE - Ala Autonomia/ Auditório Silva Leal ([Top](#))

28 June 2019, Friday

Registration (08:00 - 18:30) - Registration Desk - ISCTE Building II Foyer ([Top](#))

Alliances (09:00 - 10:30) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Anne-Sophie Fernandez

Discussant(s): Malin Näsholm

Paper Presentations:

96 ALLIANCES OR ACQUISITIONS: CONSERVATION OF ORGANIZATIONAL MOMENTUM?

Elio Shijaku UNIVERSITAT DE BARCELONA
David King FLORIDA STATE UNIVERSITY

From physics, conservation of momentum implies that a mass retains momentum unless another force is applied. While resource investment and prior experience are important precursors of alliance and acquisition strategies, little is known about how other factors influence firm collaboration. We propose and test a theoretical framework that examines organizational precursors of alliance and acquisition formation along capability, behavior and network firm-level dimensions. Specifically, we posit that factors, such as 1) R&D investment, 2) prior collaborative experience, 3) organizational aspirations, and 4) network centrality, can predict a firm's likelihood to form alliances and/or acquisitions. Using extensive longitudinal data from 68 largest firms in the

global pharmaceutical industry from 1991 to 2012, we find support for prior choices creating momentum for either alliances or acquisitions.

802 WHERE TO LOOK FOR AN INTERNATIONAL ALLIANCE PARTNER

Juliane ENGSIG UNIVERSITY OF MONTPELLIER

Paul Chiambaretto MONTPELLIER BUSINESS SCHOOL / ECOLE
POLYTECHNIQUE

Bo Nielsen UNIVERSITY OF SYDNEY

Andry Ramaroson CUFR DE MAYOTTE

We combine insights from strategic alliance literature, international business and economic geography to explore *where* firms form international alliances. We focus specifically on the importance of micro-locational factors such as global cities. This paper is an attempt to provide a better understanding of the complex, multilevel factors that interact to make a particular partner in a particular location more likely to be chosen by a focal firm. We take an explorative methodological approach through a cluster analysis of international alliances made by American companies in 2015. One main contribution is the importance of micro-locational characteristics when studying international alliance formation at a city level.

936 EXOGENOUS SHOCKS AS ENABLERS OF PERIPHERAL FIRM ENTRY

Leonardo Corbo CATOLICA PORTO BUSINESS SCHOOL

Raffaele Corrado UNIVERSITY OF BOLOGNA

Simone Ferriani UNIVERSITY OF BOLOGNA

We study how exogenous disruptions create entrepreneurial opportunities for peripheral firm progression toward the industry center. Following negative exogenous shocks, we argue that firms often increase their alliance activity in an effort to overcome the temporary shortcomings associated with shocks while also having higher incentives to form alliances with partners that complement their existing resource pool. In this scenario, we contend that distantly-located firms can deploy specific relational tactics that, if successful, can ultimately lead such firms to advance closer to the industry center. Drawing on almost a decade of data on the global airline industry, we illustrate the process of peripheral firm advancement towards the industry center by considering the 9/11 terrorist attacks as a turning point that shaped the opportunity structure and the trajectory of the airline industry. Our findings confirm that exogenous shocks influence and enable peripheral firm entry.

Ambidexterity dynamic capability (09:00 - 10:30) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: GT13_00 - Strategic Management General Track

Chair(s): Lilla Hortovanyi

Discussant(s): Mario Mendoza

Paper Presentations:

1618 TMT INVOLVEMENT IN FAMILY FIRM'S GROWTH-RELATED STRATEGIC DECISION-MAKING: A DYNAMIC CAPABILITY PERSPECTIVE

Mariateresa Torchia INTERNATIONAL UNIVERSITY OF MONACO
Axel Walther CONSULTANT

We examine the relationship between top management team's (TMT's) involvement in strategic decision-making and family firm growth. We draw on the dynamic capabilities literature and argue that TMT's involvement in sensing, sizing, and reconfiguring resources contributes to attain growth. We further posit that this relationship varies by firm's prioritized growth mode, internal dynamism and environmental dynamism. Data from 357 German family firms suggest that family firms with highly involved TMTs are less likely to grow in contexts of high internal dynamism, whereas growth benefits from highly involved TMTs in contexts of high priority to organic growth modes and high environmental dynamism.

1515 PLATFORM AMBIDEXTERITY: FUNDAMENTAL TENSIONS IN PLATFORM STRATEGIES

Mate Csukas CORVINUS UNIVERSITY OF BUDAPEST
Roland Szabo HEAD OF STRATEGIC AND INTERNATIONAL
MANAGEMENT RESEARCH CENTRE, CUB

Platform strategies constitutes the practices, plans and decisions that platform owners and agents take to achieve their long-term goals, based on their internal and external resources and capabilities. The role of platform strategies is appreciating in the turbulent environment of digital transformation, though research is fragmented and in need of integrative approaches. Platforms are becoming the dominant organizational design in business and urban environments (Smart Cities) as well. The authors use literature review and a platform design framework to research fundamental tensions in platform strategies and provide new insights to the emerging research area of platform ambidexterity. Findings provide insights to different manifestations of strategic ambidexterity on platforms and highlight intra-platform and inter-platform strategic contexts of platform owners and agents. Intra-platform strategies are those, which are intended to formulate and implement the actor's goals on single platform. On the other hand, inter-platform strategies are to realize objectives of actors, involving the interdependencies of more than one platform. Finally, this paper identifies future directions for research.

1241 FINTECH START-UPS AND RETAIL BANKS: HOW TO SUCCESSFULLY INTEGRATE STRUCTURAL AND CONTEXTUAL AMBIDEXTERITY

Dóra Horváth CORVINUS UNIVERSITY OF BUDAPEST
Roland Szabo HEAD OF STRATEGIC AND INTERNATIONAL
MANAGEMENT RESEARCH CENTRE, CUB

The financial industry has undergone several changes in recent years. One of these changes is the emergence of FinTech companies that are radically transforming the industry. In our research, we examined the cooperation between innovative FinTech start-ups and traditional retail banks. By using action research methodology we

monitored and supported the early growth of a FinTech start-up for two years, who cooperates with two traditional retail banks. The most important results of our research show that during the partnership several benefits can be gained by both parties, but the realization of these benefits is significantly hindered by the excessive exploitation focus of traditional retail banks. Ambidextrous internal champions or suppliers of the retail banks are needed for successful cooperation between start-ups and retail banks.

Ambidexterity, Absorptive Capacity & Learning 2 (09:00 - 10:30) - ISCTE - Building II/Room C2.05 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Mait Rungi

Paper Presentations:

- 604 CAPABILITIES AND PERFORMANCE: THE ROLE OF OPERATIONAL CAPABILITIES, ABSORPTIVE CAPACITY, AND COST CONTROLS**
Ronaldo Gomes Dultra-de-Lima MACKENZIE PRESBITERIAN UNIVERSITY
José Carlos Oyadomari MACKENZIE PRESBYTERIAN UNIVERSITY AND
INSPER INSTITUTE OF EDUCATION AND RESEARCH
Octavio Ribeiro Mendonça Neto MACKENZIE PRESBITERIAN UNIVERSITY
AND METHODIST UNIVERSITY OF SÃO PAULO
Yen-Tsang Chen NEOMA BUSINESS SCHOOL

The purpose of this paper is to contribute both to the operations literature and the management accounting literature with the debate about what dimensions of operational capabilities, absorptive capacity, and management control better explain the variability of business performance.

For investigating the phenomenon, we used the quantitative methodology based on survey instrument for collecting data. The sample was composed of 161 companies from auto parts and food industries from the Brazilian market. For analyzing those constructs, we use several statistic techniques such as ANOVA test, confirmatory factor analysis (CFA) and structural equation modeling (SEM) through Smart-PLS. The results showed the operational capabilities of cost efficiency influences performance, but process flexibility has no impact. Moreover, the realized absorptive capacity (RAC) indirectly affects performance through cost control. The cost control also has a relevant effect on customer satisfaction, but not in business performance due to the value appropriated partially by an influential customer.

The limitation of the study is that not all operational capabilities dimensions as well as the absorptive capacity, and management control are covered in this work and not all forms of performance evaluation.

The practical implications of this paper are to deepen the analysis of the relationship between operational capabilities, absorptive capacity, management control, and performance in sectors that face fierce competition and in an adverse scenario.

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THE INFLUENCE OF TECHNOLOGY ON ORGANIZATIONAL PERFORMANCE: THE MEDIATING EFFECTS OF ORGANIZATIONAL LEARNING

Catherine Elliott UNIVERSITY OF OTTAWA, TELFER SCHOOL OF MANAGEMENT

Matthew Chegus UNIVERSITY OF OTTAWA, TELFER SCHOOL OF MANAGEMENT

Swee Goh UNIVERSITY OF OTTAWA, TELFER SCHOOL OF MANAGEMENT

Organizations increasingly depend on greater levels of information technology (IT), such as big data and analytics, a trend which shows no sign of abating. However, not all organizations have benefited from such IT investments. Organizations must be knowledgeable in order to properly utilize IT tools and be able to apply that knowledge to create unique competencies in order to gain sustained advantage from IT investments. Organizational learning (OL) has been proposed as the mechanism to accomplish this task. Existing empirical research demonstrates that OL may indeed act as a mediator for the effect of IT on organizational outcomes. This study aims to compare the effectiveness of descriptive and normative measures of OL as mediating variables in knowledge-intensive organizations. Survey results support OL as a mediator between IT and organizational performance in addition to normative measures of OL outperforming descriptive measures. Implications for further research are discussed.

2000

A BEHAVIORAL THEORY OF THE SECOND-BEST: HOW KNOWLEDGE OF SECOND-BEST SOLUTIONS AFFECTS AGENT SEARCH STRATEGIES

João Duarte UNIVERSITÀ DELLA SVIZZERA ITALIANA

Thorsten Wahle UNIVERSITÀ DELLA SVIZZERA ITALIANA

Dirk Martignoni USI LUGANO

Knowledge-based views of the firm often emphasize the value of sharing and transferring practices within organizations, in particular if the practices to be shared are seen as best practices. Yet, discussions on such topics as technological progress and diffusion, patent applications, dominant designs and standards, or benchmarking, all share the implicit assumption that the first-best solution, or globally optimal practice, is rarely ever found. By implication, many of the practices that end up being transferred in organizational settings do not literally reflect the global optimum of their performance landscape, but only what is believed to be the best currently known alternative, at some point in time. In this paper, we ask how knowledge about a good, but not the best alternative affects the search and learning processes of human agents.

Throughout a series of experiments, we find that when the potential gains of adopting the optimal solution are particularly high, knowledge endowments of second-best solutions will often lead to inferior strategies. Moreover, we find that in the face of additional knowledge endowments about the global optimum, agents will still fail to adapt their search strategies appropriately. Our results have important implications for agent search and knowledge utilization, in organizational contexts.

Benefits Evaluation Models and learning of Major / Mega projects (09:00 - 10:30) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: T10_04 - The Bounded Manageability of Major Projects

Chair(s): Monique Aubry

Paper Presentations:

- 437 A SYSTEMATIC REVIEW OF THE INTEGRATION OF NON-FINANCIAL BENEFITS IN MAJOR PROJECTS: CO-CONSTRUCTION OF KNOWLEDGE TO MONITOR COMPLEXITY**
Marie-Andrée Caron UNIVERSITÉ DU QUÉBEC À MONTRÉAL
Nathalie Drouin ÉCOLE DES SCIENCES DE LA GESTION, UQAM

Purpose – The increasing complexity that characterizes the management of major infrastructure projects (MIPs) requires a better alignment between researchers and practitioners. The integration of non-financial benefits (NFBs) into MIPs is a challenge requiring the participation of practitioners in particular, especially those concerned with the social and environmental impacts of these projects. The purpose of this paper is to study how the scientific knowledge produced in this field lends itself to closer alignment with practitioners, with the possible goal of a co-construction of knowledge to facilitate such integration.

Design/methodology/approach – This research analyzed the literature on the integration of NFBs into MIPs, based on a systematic literature review. Nearly 300 articles have been listed. A first sample of 45 articles was analyzed in depth to identify the categories of analysis that would reveal the conditions necessary for the co-construction of transdisciplinary knowledge.

Findings – Two observations emerged from this analysis. First, research on the integration of NFBs into MIPs is either project-oriented or society-oriented, but generally speaking in the same proportions. Second, most research favours an analytical over a holistic approach.

Practical implications – Five assumptions were drawn from the research results. These assumptions will help to define the learning trajectory and establish an

interaction protocol for the co-construction of knowledge between researchers and practitioners.

Originality/value – A systematic review was carried out to highlight the challenges of co-construction of knowledge, in the form of an interpretive synthesis consisting of five criteria. These criteria are inspired by the constructivist approach to knowledge management and by a theoretical model for the paradox of stakeholder engagement.

1298

THE AETIOLOGY OF PROJECT ESCALATION

Neil Foreman ALLIANCE MANCHESTER BUSINESS SCHOOL

David Lowe ALLIANCE MANCHESTER BUSINESS SCHOOL

Graham Winch ALLIANCE MANCHESTER BUSINESS SCHOOL

Budget escalation is an endemic problem in project organizing, and research on this problem has recently been enlivened by intense debates regarding whether budget escalation is generated during front-end definition or during project delivery. The aim of the research reported here is to address this question by providing a forensic, quantitative analysis of 745 budget change request records from a major industrial infrastructure project. The project witnessed a £100m escalation on a £275m budget at authorization of which 94% originated from 25% of events analysed. Financially, the dominant form of escalation was low volume, high value events.

Analysis identified a hierarchy of causal variables which displayed differing propensities towards the severity of escalation encountered and, when in the lifecycle they are more likely to occur. Dynamic or interactive effects between variables were also evidenced in symptomatic changes primarily a consequence of new and maturing requirements. 34% of total budget escalation arose from the maturing of the programme baseline which was a consequence of estimating prematurely against inadequately defined project baseline.

We conclude that better project governance is the way forward for mitigating budget escalation rather than reference class forecasting and other technical improvements.

1859

EXPLORATIVE LEARNING IN INFRASTRUCTURE MEGAPROJECTS: A CASE FROM THE HONG KONG-ZHUHAI-MACAO BRIDGE

Yan Liu DELFT UNIVERSITY OF TECHNOLOGY

Marcel Hertogh DELFT UNIVERSITY OF TECHNOLOGY

Erik-Jan Houwing DELFT UNIVERSITY OF TECHNOLOGY

Research on explorative learning has been focused primarily at the organizational level. Not much research has been done at the temporary project level, especially the megaproject level, a more complex form of organizing. It is needed to carry out analysis on how the pursuit of exploration is enabled at the megaproject level. This paper draws upon case research into Hong Kong-Zhuhai-Macao Bridge (HZMB), a cross-sea bridge construction project, to study how the ability to explore was achieved and sustained. The findings indicate that megaproject is more likely to increase complexity but might bring the value of more significant opportunities for learning. The explorative learning could transform complex problems into systematic problems

and improves the problem-solving process. Two different types of explorative learning (the task-oriented level and market-oriented level) are identified. The explorative learning is enacted through the complementary use of leadership, collaboration, global resources, and experiment. This paper adds to our knowledge of how explorative learning works in practice and highlight its significance for the project context.

Big Data, systems and methods. (09:00 - 10:30) - INDEG Building/Room 1.13 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Viktor Dörfler

Paper Presentations:

1073 SPOT THE DIFFERENCES! THE SIMULATED MINIMUM-DISTANCE METHOD

Mario Martinoli DEPARTMENT OF ECONOMICS, UNIVERSITY OF INSUBRIA & DEPARTMENT OF ECONOMICS, STONY BROOK UNIVERSITY
Davide Secchi RESEARCH CENTRE FOR COMPUTATIONAL AND ORGANISATIONAL COGNITION, U. OF SOUTHERN DENMARK
Raffaello Seri DEPARTMENT OF ECONOMICS, UNIVERSITY OF INSUBRIA

In this paper we propose a new *simulated minimum-distance* method to estimate the parameters of an agent-based model (ABM) on the basis of a real time series. The technique is quite appealing because it looks for the values of the parameters that are capable of providing the simulated data whose probabilities are the most similar to the ones observed on the real time series. We illustrate the technique using a recently proposed *inquisitiveness ABM* that simulates problem solving in ad hoc teams. Findings show that the *simulated minimum-distance* method provides a very effective way to discriminate between ABM data generated by different configuration of parameters.

1481 OVERCOMING THE COMPLEX PROBLEM SOLVING: THE ROLE OF SYSTEMS THINKING

Luciana Cezarino UFU FEDERAL UNIVERSITY OF UBERLANDIA
Lara Amui UNIVERSIDADE DE SÃO PAULO
Marlon Alves USP - UNIVERSITY OF SÃO PAULO
Omar Donaires USP - UNIVERSITY OF SÃO PAULO

To seek the solution of a complex problem without systemic thinking becomes incoherent with the nature of the problem. Sustainability problems are multifaceted, ambiguous and complex. Solving these problems will depend on the capacity to find innovative solutions and simultaneously fulfill stakeholder needs. Public managers play an important role in solving sustainability problems, understanding their complex context and planning long-term strategies. Systemic thinking can be stimulated by

social experiences, which increase the level of consciousness and empathy of the decision maker. As one of today's greatest challenges, sustainability requires that the systemic thinking can be built as an individual dynamic capability that will enable the effective problem solution. We propose a new form of dealing with sustainability complex problem solutions, by using field experiments based on neural tests and Systemic Assistance Methodology (SAM). We expect to measure the level of systemic thinking of public managers in sustainability problem solving.

1606 DEFINITIONS MATTER! WHEN BIG DATA TAKES ON BIASED THEORY BUILDING IN INTERNATIONAL HUMAN RESOURCE MANAGEMENT RESEARCH: IMPLICATIONS ON RESEARCH DESIGN AND PRACTICES

David Guttormsen BI NORWEGIAN BUSINESS SCHOOL

Stanley Gyoshev UNIVERSITY OF EXETER BUSINESS SCHOOL

Trifon Pavkov DEPARTMENT OF ECONOMICS, UNIVERSITY OF EXETER BUSINESS SCHOOL

Miana Plesca DEPARTMENT OF ECONOMICS, UNIVERSITY OF GUELPH

This paper demonstrates, through OLS regression analysis of a Big Data set containing 17,5 billion observations (monthly tax document with 34 fields filled by 300 thousand firms for 3,3 million employees per month for 13 years), that small changes in the applied definition of an expatriate can lead to: (i) not merely different analytical outputs, but *highly significant* different results; (ii) there is a risk for novel and valuable findings to remain undiscovered to the dismay of producing knowledge about a particular phenomenon; and (iii) that a Big Data set can provide practical recommendations for both qualitative and quantitative researchers in terms of which groups and subgroups of expatriates are the most impactful in terms of sampling and therefore should be selected. To the best of our knowledge, the paper is the first to provide the above evidence in international human resource management research – and beyond – and is therefore empirically substantiating the worries brought forward in the ongoing and vigorous debate regarding concept confusion, construct clarity and heterogeneous sampling – overall, that definitions do matter.

Board of Directors (09:00 - 10:30) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: ST02_02 - Board of Directors and Top Management Teams

Chair(s): Aladdin Dwekat

Discussant(s): Irina Ivashkovskaya

Paper Presentations:

1449 BOARD-CEO DYNAMICS IN SOCIAL ENTERPRISES

Nitzan Winograd HENLEY BUSINESS SCHOOL, UOR

Nada Korac-Kakabadse HENLEY BUSINESS SCHOOL, UOR

Nadeem Khan HENLEY BUSINESS SCHOOL, UOR

Abstract

In recent years, the number of social enterprise organizations has been increasing within developing and (more rapidly) in developed countries, particularly in the UK (Cornforth, 2014). Our paper responds to the paucity of research in understanding how governance dynamics at the top of the social enterprise impact organizational value contribution towards goal performance (Salamon and Sokolowski, 2016; Doherty et al., 2014).

Our paper engages with existing social enterprise literature to develop a novel conceptual framework. We identify four propositions that assert how the board–CEO dynamic is a stewardship relationship. We find that, currently, the CEO’s priorities dominate, but there is an opportunity for the board to lead in this relationship. Our discussion considers how board priorities can better align with the CEO’s. Our framework may be of interest to social enterprise empirical scholars and practitioners in helping them to orient their governance towards the social enterprise’s goal.

**1700 INTERLOCKING DIRECTORATES WITHIN BUSINESS GROUPS:
INFORMATION MATTERS!**

Paula Infantes Sanchez UNIVERSITAT DE LES ILLES BALEARS
Bartolome Pascual Fuster UNIVERSITAT DE LES ILLES BALEARS
Rafel Crespi Cladera UNIVERSITAT DE LES ILLES BALEARS

This study aims at disentangling the decision of interlocking directors along the hierarchy of business groups. We consider boards as information-processing groups and argue that, following agency theory and resource dependence theory, monitoring and advising functions are better achieved through interlocks.

Analyzing an international sample of 847,085 boards’ positions, our model empirically checks that two contingent factors -*geographic* and *institutional distance* between headquarters and affiliates in business groups- and *industrial diversification* strategy, as barriers of information, hinder the decision of interlocking directors. Furthermore, we find that there are characteristics of business groups -such as *ownership links* and the *position of affiliates*- that influence this decision.

Our contribution is threefold. First, our research contributes to the alignment of corporate governance and business groups’ literature, by studying the composition of their boards. Second, we contribute to the literature of information processing barriers through a cost-benefit analysis of the interlocking decisions inside business groups. Third, we offer a new methodology on the empirical identification of business groups.

**1803 THE ROLE OF THE BOARD ON CORPORATE SOCIAL RESPONSIBILITY:
MAPPING THE ACADEMIC LITERATURE.**

Aladdin Dwekat UNIVERSITAT POLITÈCNICA DE VALÈNCIA
Elies Seguí-Mas UNIVERSITAT POLITÈCNICA DE VALÈNCIA

Guillermina Tormo-Carbó UNIVERSITAT POLITÈCNICA DE VALÈNCIA
Zeena Dwekat UNIVERSITAT POLITÈCNICA DE VALÈNCIA

This study presents a full picture, mapping the knowledge of previous research and suggest new avenues for future research for the relationship between board of directors and corporate social responsibility and CSR disclosure by analyzing 93 articles published on Web of science database (WoS) journals for the period (2006-2018). To the best of our knowledge, this is the first study used a combination of bibliometric, social network analysis and content analysis. The study also highlights the effect of the most used board of directors' variables (board independence, gender diversity, board size, CEO duality, CSR committee, and board activity) on CSR performance, CSR disclosure quantity, and CSR disclosure quality. The results show that the board of directors and CSR literature has a high impact and the interest of the relationship between board and CSR are increasing; this is shown in the growing literature and number of high-quality journals that have published articles among the recent years.

Business Model 7 (09:00 - 10:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Henk Volberda

Discussant(s): Joan Enric Ricart

Paper Presentations:

1286 VALUE CREATION AND VALUE APPROPRIATION: A BUSINESS MODEL ENCOMPASSING THE BEEKEEPING INDUSTRY IN TANZANIA

Nicholaus Tutuba MZUMBE UNIVERSITY

Hawa Tundui MZUMBE UNIVERSITY

Jasinta Msamula MZUMBE UNIVERSITY

Management scholars have been expressing relationships between firms in a given industry as a set of supplier-buyer or value chain relationships. They used it as a tool for analyzing the way firms create value for their customers, and share value in their industrial context. However, observation of today's volatile business environment suggests that industries can better be analyzed as networks of interconnected firms or 'industry architecture'. This explorative qualitative study focused on studying the same using a business model approach in the beekeeping industry. Data were triangularly gathered and managed. Three potential firm categories were identified in the Tanzanian beekeeping industry architecture. We concluded that value creation and appropriation varies depending on complementarity and mobility of assets, also on the business model structure. The paper contributes to the literature on industry

architecture by unpacking the interaction between evolutionary processes, industry architecture, and business strategies. It also contributes to the industrial architecture and business model innovation literature, by positing that firms' ability to successfully create and capture value depends on industry architecture.

1457 FRUGAL BUSINESS MODEL INNOVATION IN HEALTHCARE: THE CASE OF PHILIPS COMMUNITY LIFE CENTRES

Elsie Onsongo CENTRE FOR FRUGAL INNOVATION IN AFRICA
Peter Knorringa ERASMUS UNIVERSITY ROTTERDAM
Cees van Beers DELFT UNIVERSITY OF TECHNOLOGY

In this paper, we investigate how a multinational engages in frugal business model innovation over time in an effort to find the optimal balance between value creation and value capture in a resource-constrained context. We analyse the case of Community Life Centres (CLC), a primary healthcare innovation developed by Royal Philips N.V., a multinational technology organisation headquartered in The Netherlands. Our findings show that a multinational can innovate by developing multiple iterations of the same business model by customising it to different geographical markets. Certain elements of the business model remain static, while others are dynamic. In this regard, the innovation process in a resource-constrained service sector is pegged on the financing model, and target markets are adjusted based on financial opportunities available, while the value proposition and costing mechanisms remain relatively static. Further, creating value in these contexts involves building value networks composed of different configurations of actors who have different framings of value, and these framings that need to be aligned. This paper contributes not only to the frugal innovation literature, but also the business model innovation literature in general.

1602 BECOMING INTERNATIONAL – THE BUSINESS MODEL INNOVATION PROCESS OF VET PROVIDERS

Romy Hilbig POSTDOC RESEARCHER
Natalie Nirenberg RESEARCH ASSOCIATE

Globalization and digitalisation lead to dynamic changes in organisations that strive to gain competitive advantage. Their most crucial resources are employees who have to be trained in order to capture this dynamic change. One type of training is the German dual principle which combines theoretical and practical learning, and is in worldwide demand. As a response to the occurring international business options, German providers of vocational education and training (VET) need to adapt, innovate or redevelop their domestic business models in order to enter international markets. Based on two qualitative in-depth case studies we identified five distinctive international business model patterns. The main decisions and activities that are needed to implement the international business model are illustrated and described via business process modelling. Therewith, the paper contributes to recent research gaps in understanding and optimizing the relation of business processes and business model innovation in the context of internationalisation.

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Kristel Miller

Discussant(s): Dirk Schneckenberg

Paper Presentations:

2015 RISE AND FALL: THE EVOLVEMENT AND TRANSFORMATION OF BUSINESS MODELS

Wolfgang Hora UNIVERSITY OF LIECHTENSTEIN
Ferdinand Thies UNIVERSITY OF LIECHTENSTEIN

Business models have been of increasing interest to both practitioners and scholars in recent years. Thus, a fast-growing body of literature with differentiated research areas, as f.i. the evolution and transformation of organizational business models, is developing right now. Recent evidence shows that the transformation of business models mainly depends on different shapes and sizes as well as the firm's strategic and competitive position. Still little is known about further characteristics and triggers that affect the evolution and transformation of business over time. Thus, this paper integrates the concept of organizational lifecycle theory within the field of business models. We test our hypothesis using a large-scale sample of more than 1,500 firms from Germany, Austria, Switzerland, Liechtenstein, and Italy. Our results demonstrate that the firm's stage within the organizational lifecycle takes a major influence on the dynamics, evolution, and transformation of business models. Moreover, referring to the lifecycle construct allows developing a more thorough understanding of how, when and why firms adapt their business models over time.

1709 INDUSTRY BUSINESS MODEL PATTERNS FOR BUSINESS MODEL INNOVATION – THE CASE OF THE ELECTRICITY INDUSTRY

Claudia Antunes Marante CATÓLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS
René Bohnsack CATÓLICA LISBON SCHOOL OF BUSINESS AND ECONOMICS

This paper addresses the question of how a pattern taxonomy of activities in an industry can be used to innovate business models. At the example of the electricity industry – an industry that is facing several changes due to digital technologies, liberalization, and renewable energy technologies – we present a systematic process of building a business model pattern taxonomy using a modified Delphi card sorting approach. In doing so, this paper contributes to understanding how patterns and pattern taxonomies can be used in business model innovation and provide a methodology to catalogue emerging new business models in traditional industries.

1295 THE TEMPORARY LIASIONS OF WORK – THE ROLE THE CONTRACTOR MANAGEMENT COMPANY

Tui McKeown MONASH BUSINESS SCHOOL
Mary Anderson MONASH BUSINESS SCHOOL

This paper examines emergence of what appears to be a new form of organization emerging within the demand for flexibility in the labour market. Based within the space created by organizations unsure of how to operate in increasingly unstable and volatile environments, these new entities operate as a liaison for organizations seeking temporary professional workers who are adaptable and responsive and those who prepared to work this way. Collectively termed by us as ‘Contractor Management Companies’ (CMCs), these entities are a relatively new phenomenon which we know little about. They appear to offer a wide range of professional services to a range of clients - from the organizations using contractors, the contractors themselves and even assistance to the often grey area of the recruitment or temporary help agency. Using an e-commerce framework we undertook an analysis of the websites of the major Australian-based CMCs to reveal 3 possible business models of operation – models which all suggest a complex and dynamic set of temporary as well as ongoing relationships within this array of partners

Circular business models (09:00 - 10:30) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_10 - Sustainability, Circular and Green Tech Innovation

Chair(s): Frank Tietze, Julia Schmitt

Paper Presentations:

1899 CIRCULAR BUSINESS MODEL INNOVATION WITHIN INDUSTRY 4.0: A RESEARCH AGENDA

Enes Ünal SCHOOL OF MANAGEMENT, POLITECNICO DI MILANO,
MILAN, ITALY

Marin Jovanovic COPENHAGEN BUSINESS SCHOOL

Business model innovation enables incumbent firms or start-ups to radically modify their products, processes and organizational forms to serve for the purposes of sustainable development. Accordingly, circular business models (CBM) have been addressed as one of the viable strategies for ‘win-win-win’ setting in which all the stakeholders benefit through regeneration of social, environmental and economic capital. With the rise of new digital technologies, known as Industry 4.0, firms start to re-consider the mechanism through which their business models create and capture value. Yet, despite the synergetic relationship between CBM and Industry 4.0, the literature remains segregated and underdeveloped. The purpose of this study is to fill this gap by reviewing scant literature positioning at the intersection of CBM and Industry 4.0 and explore whether and to what extent Industry 4.0 may facilitate the process of value creation and value capture. As both of the paradigms are highly context dependent, we perceived the internal and external attributes crucial for determining the nature of value creation and value capture through coupling of CBM

and Industry 4.0. Finally, the paper proposes a framework for circular business model innovation within Industry 4.0 that emerges as a result of synthesis and raises relevant research questions for further investigation.

1786

CIRCULAR APPROACHES AND BUSINESS MODEL INNOVATIONS FOR SOCIAL SUSTAINABILITY IN THE TEXTILE INDUSTRY

Katja Schneider CHEMNITZ UNIVERSITY OF TECHNOLOGY

Marlen Arnold CHEMNITZ UNIVERSITY OF TECHNOLOGY

The global textile industry typically is seen to have a negative image due to ethically questionable working and sourcing conditions in mainly Asian located low-cost production countries. The *Rana Plaza* building collapse in Dhaka, Bangladesh, on April 24, 2013, the *DETOX* campaign of *Greenpeace*, and the promotion of circular economy concepts by NGOs and scientists affected particularly companies such as *H&M* but not just exclusively. These aspects supported a change in corporate strategies towards more transparent communication and dissemination of statements and reports on corporate sustainability activities or strengthening commitment and involvement in multi-stakeholder initiatives to enhance social and environmental sustainability in sourcing and production countries. However, circular approaches focus mostly on economic and environmental sustainability, thereby neglecting the social dimension of sustainability and systemic change particularly necessary in the textile industry. In fact, limited understanding exists with regard to the following questions: *Which topics and patterns concerning circular concepts and social sustainability or corporate responsibility have been considered in the global textile industry? In what way do academic viewpoints and corporate activities differ?* We explore how discussions around circular approaches and business models for social sustainability in the textile industry have been evolving concurrently between 2008 and 2017 both in theory and in practice. The research employs a systematic software-based qualitative literature analysis in the context of the textile industry, thereby also exploring the illustrative practical example of the fast fashion retailer *H&M*. Our findings reveal that circular business models in the textile industry are becoming of increasing relevance, thus contributing to a sustainable development. However, particularly social aspects are underrepresented in scholarly publications on circular economy, yet promoted by textile companies. We conclude by highlighting implications and suggesting avenues for further research.

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CIRCULAR BUSINESS MODELS IN SOCIAL HOUSING ASSOCIATIONS: BRIDGING ECOLOGICAL GOALS AND SOCIAL CONTEXTS

Manon Eikelenboom UNIVERSITY OF GRONINGEN

Thomas Long UNIVERSITY OF GRONINGEN

Gjalt de Jong UNIVERSITY OF GRONINGEN

Despite increased interest in circular business model strategies, the current literature remains largely silent on the wider social context of these strategies in terms of social perspectives, behaviours and outcomes. Taking a social-ecological perspective, we argue that the social context of circular business model strategies should be seen as an important and integral part of these strategies. Adopting network theory, we investigate the potential roles and positions of actors with mainly social objectives in

the network of organizations employing circular business model strategies. Furthermore, we investigate ways in which these socially orientated actors can be linked to circular business model strategies, potentially balancing the ecological aspects and social context of these strategies. We adopt a social housing association as our research context which offers us the unique opportunity of studying the ways in which social objectives can be linked to traditionally ecologically oriented circular business model strategies. Through 2 focus group sessions and 8 interviews, we find that the wider social context in which circular business model strategies operate influences both their success and implications. Furthermore, our results show that the social context can be integrated into circular business model strategies through linkages with socially oriented actors in the network of the firm. Our results highlight the different ways in which these social actors can be linked and how this can help create circular business model strategies that are both environmentally efficient and socially inclusive.

Clubs, Leagues & Teams (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.40 ([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): Mikhail Batuev

Paper Presentations:

- 562 A NOVEL APPROACH TO MEASURING COMPETITIVE INTENSITY – AND AN APPLICATION TO GERMANY’S BORING (?) BUNDESLIGA**
Fabio Wagner JOHANNES GUTENBERG-UNIVERSITY MAINZ
Holger Preuß JOHANNES GUTENBERG-UNIVERSITÄT MAINZ
Thomas Könecke KU LEUVEN

The dominance of FC Bayern Munich has not hindered the development of the German Bundesliga’s revenues or spectator demand, which seems to contradict classical sport economic theory. But due to their four sub-competitions (championship, qualification for Champions- or Europa League, avoiding relegation) the competition in European top football leagues it is not ‘only’ about winning the championship.

We introduce a new method for measuring competitive intensity (CI) in sport leagues taking all relevant sub-competitions into account and its application to Germany’s Bundesliga. A new model is developed for precisely measuring competitive intensity (CI) in round-robin leagues.

The model calculates a CI-Index for each sub-competition and the league as a whole. The application to the Bundesliga analyses its viability and the development of the league’s CI over the past 22 seasons. The newly introduced CI-Indices prove to be a viable tool for evaluating a league’s competitive intensity. The application to the Bundesliga shows that the seasonal CI dropped after 2009/10, which can mainly be attributed to a decline in the championship’s CI.

From a theoretical perspective, the CI-Index proves to be a precise measurement tool,

which should be applied to other contexts in order to compare different leagues. From a practical perspective, the results show that it is important to facilitate a high CI in each of the Bundesliga's four sub-competitions. To achieve this, efforts have to be made to ensure that especially the Europa League remains as attractive as possible for the participating teams and their fans.

786 HOME ADVANTAGE IN BRAZILIAN SOCCER ELITE DIVISION A NEW MODEL TO EXPLAIN TEAM PERFORMANCE

Amanda Panis UNIVERSITY OF BRASILIA

Carlos Santos UNIVERSITY OF BRASILIA

Jéssica Alves Santana Batista UNIVERSITY OF BRASILIA

Home advantage (HA) is well documented in football; however, the explanation for such fact is not at all clear. The purpose of this study is to provide an original-integrative theoretical model of team performance to explain HA. The method used was based on the application of statistics and logistic regression to a unique dataset, assembled specifically for the model test. Our results confirm the HA in the elite division of Brazilian soccer across all levels of comparative technical quality. The advantage diminishes as the comparative quality increases but disappears only when the two teams are of extremely different technical quality. In this sense, this article contributes to the practice of soccer, finding ways to improve the performance of teams.

1083 MANAGEMENT QUALITY OF PROFESSIONAL FOOTBALL CLUBS: THE FOOTBALL MANAGEMENT (FOMA) Q-SCORE 2018

Henning Zuelch HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Moritz Palme HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Sebastien Jost HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Managing a football club has become much more complex in recent years as they have turned into football companies and a growing number of stakeholders have entered the industry. The clubs' capabilities to handle the increased complexity vary, turning management quality into a crucial competitive (dis-)advantage. In this new edition, we build on the framework established by (ZÜLCH & PALME, 2017) which comprehensively assesses management quality along four dimensions, namely Sporting Success, Financial Performance, Fan Welfare Maximization and Leadership & Governance, to perform a longitudinal and cross-sectional analysis of the German professional football clubs' Management Quality. In fact, filled with measurable key performance indicators (KPIs), these dimensions intend to objectively quantify the relevant success factors. Ultimately, the performance in all dimensions, referred to as FoMa Q-Score, indicates a club's management quality. Football managers concerned can make use of our findings and derive specific actions to benchmark their club's setups in order to make up ground or defend their competitive positions.

Track: T10_01 - Action research, collaborative research and participatory research - engaged scholarship in projects and innovations

Chair(s): Helgi Ingason

Paper Presentations:

**628 DEVELOPING ACTIONABLE KNOWLEDGE AND LEADERSHIP THEORY
IN PROJECT MANAGEMENT THROUGH A COLLABORATIVE
RESEARCH PROJECT**

Shankar Sankaran UNIVERSITY OF TECHNOLOGY SYDNEY, AUSTRALIA

Ralf Müller BI NORWEGIAN BUSINESS SCHOOL

Nathalie Drouin ÉCOLE DES SCIENCES DE LA GESTION, UQAM

Scientific collaboration is on the rise, as reported in the literature, driven by a need to contain costs by sharing resources, advancing knowledge to innovate and the rising need to work across disciplines to deal with complex problems. Due to advances in information and communication technologies coupled with reduced travel costs scientists are also able to collaborate across geographical boundaries more easily rather than work co-located in laboratories. Social scientists are also following this trend, and an increase in collaborative research in some social science disciplines are being reported (Endersby 1996; Hunter & Leahy 2008; Lassi & Sonnenwald 2010; Wooley et al. 2015).

Studies report an increase in co-authorship in articles published in management journals. Acedo, Borosso, Casanueva and Galán (2006), who reviewed co-authorship in highly ranked management journals report a ‘progressive growth in the number of coauthored papers’ (p. 979). Choudhry and Uddin (2018), who investigated collaborative research in project management, compared the co-authorship of articles in project management journals in 2006–2010 and 2011–2016 and found an increase in co-authorship in project management journals. They also found that co-authorship in scholarly articles, which is ‘the best-known measure of such collaborations’ (p. 9) resulted in ‘more citations and wider acceptability’ (p. 35) in project management research. From the literature review presented in this paper it has also been found that multi-authored articles receive more citations and increased research productivity. According to Sonnenwald (2007) they also get published in higher impact journals. Success of publications is often measured by the ranking of the journal in which they are published and by the number of citations they receive. Yet very little is known about how collaboration takes place in project management research other than a reported increase in co-authorship. This motivates us to ask the following research question:

How and why is collaborative research conducted in project management research?

This is answered in this paper by providing supporting evidence from an explanatory case study of a successfully completed three-year project management research

collaboration, led by the authors of this papers, in which both academic researchers and practitioners participated. This paper will also present lessons learned from the case study that will benefit project management researchers embarking on collaborative research.

1108 THE CASE FOR ACTION RESEARCH: POSITIONING WHEN AND HOW ACTION RESEARCH CAN BE USED TO STRENGTHEN THEORETICAL CONTRIBUTION

Natalie Smith UNIVERSITY OF QUEENSLAND

Action research struggles to find legitimacy as a research method, sandwiched as it is between theory and practice and potentially serving neither well. The argument presented in this paper is that used for the appropriate reasons, and with an intentional approach to method selection and design, action research holds a unique and valuable contribution to research and practice. The contribution to existing studies is that it compares, and contrasts use of action research to other methods in addressing a particular research question. It analyses how, through the research design, the approach can be strengthened to address common critiques of action research. Finally, it analyses exemplars of action research to further strengthen the approach.

1237 THE LOGIC OF COPRODUCTIVE RESEARCH APPROACHES

Erik Lindhult MÄLARDALEN UNIVERSITY

Coproductive research approaches, like collaborative and action research (CAR), has been developing in conducive pockets in the global scientific community over many decades. Coproductive research approaches has the potential of producing more relevant and valid knowledge as well as enhanced value for partners, stakeholders and society. A challenge for researchers wanting learn about and use this type of research approach is that it is still peripheral, a black sheep, in mainstream textbook social science and its methodological logic. The purpose of this conceptual paper is to develop a research methodology framework that can capture the character of coproductive research approaches, clarify and make justice to its scientific status and comparative advantage. The aim is to show how an improved integrating of the odd, black sheep into the family of sciences can be developed through the clarification of the character of coproductive types of research approaches based on models developed from mainstream textbook science. It is also an effort to contribute to the transformation of the seemingly awkward and unpromising ugly duckling into something more beautiful or admirable in mainstream social science community, maybe even into a glorious swan in contexts where it is particularly suitable.

Conceptual and Multilevel Models of Leadership (09:00 - 10:30) - ISCTE - Ala Autonomia/Room AA3.28 ([Top](#))

Track: T09_04 - Leadership

Chair(s): John Medcof

Paper Presentations:

347 A MULTI-LEVEL MODEL OF LEADERSHIP SOCIAL CONTEXTS
John Medcof MCMaster UNIVERSITY

The seven most important facets of a leader's social context are the self, primary team, indirect reports, leader, peer team, organizational context and external context. These are present at all hierarchical levels of the organization with some minor exceptions at the top and bottom. This model has a broader perspective on leadership than do mainstream theories and provides a way to tackle shortcomings in current leadership research concerning direction-setting, face-to-face leadership, and the role of self-identity, at all organizational levels. It is consistent with the multi-level leadership perspective that there are fundamental leadership requirements at all levels which manifest differently at different levels. It holds promise for guiding research and practice as it has significant roots in both research and practice, is compatible with other models and theories of multi-level leadership, and is comprehensive, covering all levels of leadership and the complete social contexts of leaders. Research directions are proposed.

563 DEEP LEADERSHIP: A CRITICAL REALIST APPROACH TO REVISIT THE ROLE OF LEADERSHIP IN HIGH-RISK ORGANIZATIONS

Natalia Jubault Krasnopevtseva UNIVERSITÉ CÔTE D'AZUR, GREDEG, CNRS
Catherine Thomas UNIVERSITÉ CÔTE D'AZUR, GREDEG, CNRS
Renata Kaminska SKEMA BUSINESS SCHOOL, UNIVERSITÉ CÔTE D'AZUR, GREDEG

Research on leadership evolved from static, leader-centric, toward more social and processual models, generating new questions about the role of leaders. Process perspective on leadership brings into light the importance of the context in which leadership unfolds. The theoretical shift to processual and contextual view of leadership calls for the development of interdisciplinary and multi-level research and new methodologies, better equipped to capture not-easily observable, complex dynamics of social interactions. Based on a Critical Realist epistemology and applying abductive reasoning, we build an integrative conceptual framework for studying leadership as a context-dependent organizational process. After several tragic accidents of the recent decades, there is a growing interest in studying high-risk organizations. We therefore propose to focus on the leadership process within complex and high-risk organizations, where leaders' attention is turned to a particular organizational objective – safety. We enrich the definition of the leadership process and develop a concept of Deep Leadership (DL). DL model posits that leaders do not have direct influence on subordinate behavior. They can only have influence on organizational contexts, which through interactions with organizational structure activate generative mechanisms. These mechanisms interact with one other and generate observable behaviors and practices.

1230 UNTANGLING THE ROLE OF PERSONALITY IN SHARED LEADERSHIP EMERGENCE: A MULTILEVEL APPROACH

giuliani coluccio FACULTY OF ENGINEERING, UNIVERSIDAD DE TARAPACÁ
elisa adriasola ASSISTANT PROFESSOR, BUSINESS SCHOOL,

UNIVERSIDAD ADOLFO IBANEZ
Alvaro Espejo ASSISTANT PROFESSOR, BUSINESS SCHOOL,
UNIVERSIDAD ADOLFO IBANEZ

We proposed and tested a multilevel model to examine the role of personality as an antecedent of shared leadership. In doing so, we explicitly addressed the multilevel nature of the phenomenon through theory, measurement, and analysis. As such, we operationalized the claiming and granting process proposed by DeRue (2011) at the individual level as a dynamic change between leadership and followership roles (i.e. leader-follower role switching). Our model proposed that personality interplays with warmth and competence (i.e. key components of trust), to influence the emergence of shared leadership through different mechanisms depending to the level of analysis. We collected four data points from 233 hospital employees in 61 teams and tested the multilevel model using MSEM. At the individual level we found that the relationships between two personality dimensions – agreeableness and conscientiousness – and leader-follower role switching are moderated by the individual’s perception of team warmth and competence, respectively. At the team level, we found that agreeableness has an indirect effect on shared leadership through team warmth and trust. This research helps clarify the role of personality in the emergence of shared leadership and provides evidence to support the importance of exploring shared leadership in its multilevel nature.

CSR, ethics and corruption (09:00 - 10:30) - ISCTE - Building II/Room C2.02 ([Top](#))

Track: T13_10 - Strategic Responsiveness and Organizational Adaptation

Chair(s): Stefan Linder

Paper Presentations:

391 THE IMPORTANCE OF FIRM SIZE AND DEVELOPMENT STRATEGIES FOR CSR FORMALISATION

Jose-Luis Godos-Diez UNIVERSIDAD DE LEÓN

Laura Cabeza-García UNIVERSIDAD DE LEÓN

Almudena Martínez-Campillo UNIVERSIDAD DE LEÓN

Roberto Fernández-Gago UNIVERSIDAD DE LEÓN

It is common to find firm size in the analysis of Corporate Social Responsibility (CSR) actions, mainly as a secondary determinant or control variable. Nevertheless, there is still much to know about the specific impact of firm size on CSR formalisation. Moreover, such a relation may differ depending on the development strategies on which the company bases its growth. This work contributes to shed light on this issue by combining theories related to external and internal drivers of CSR. Using a sample of 84 Spanish listed firms, the results show that firm size affects positively CSR formalisation, and that this effect is stronger in the case of adopting a

diversification strategy while no evidence was found for the moderating effect of internationalisation strategy.

862 ETHICS RANKINGS, REPUTATION, AND VALUE CREATION

Ralitza Nikolaeva UNIVERSITY OF ST ANDREWS

Marco Visentin UNIVERSITY OF BOLOGNA

Stefano Mengoli UNIVERSITY OF BOLOGNA

We explore the effects of CSR rankings inclusion on stock market performance by considering Ethisphere's annual announcements of companies the independent rating institution deems the *World's Most Ethical Companies*® (WME). While Ethisphere provides a third-party confirmation to firms' ethical behavior, participants in the index are self-selected. By requesting to be evaluated by Ethisphere, firms send signals about how they want to be perceived. The index may be perceived as an additional marketing tool rather than an informative ranking of "The World's Most Ethical Companies". Consequently, we investigate whether Ethisphere listings provide any value and what kind of value might that be. Our findings indicate that companies entering the WME list register abnormal returns. Further, we suggest that the value may be reputational rather than informational. By investigating the moderating effect of other reputational rankings, we attempt to explain which dimension of the reputational asset is augmented by the Ethisphere list. We observe that companies with stronger brands are rewarded with higher abnormal returns pointing at the accumulation dimension of reputation.

964 CORRUPT NONMARKET STRATEGIES IN MEGAPROJECTS: THE CASE OF A CORRUPT CARTEL OF CONSTRUCTION COMPANIES IN THE OIL AND GAS SECTOR IN BRAZIL

Armando Castro UNIVERSITY COLLEGE LONDON

In this paper I analyze a corrupt cartel of construction companies that supplied services to Petrobras while it invested billions of dollars in megaprojects in Brazil. I use non-traditional data drawn from publicly available and verifiable court investigation data and plea agreement from the public prosecution Brazil and in the USA. I find that the cartel created a set of rules, and enacted their nonmarket strategies across 12 years and that the stability of the group was also mediated by "institutional anchors of trust". These anchors were peripheral actors such as money launderers and lobbyist that were not part of the firms' organizational structures. I extend the strategy literature by explaining how corrupt cartels adopt a portfolio of nonmarket strategies that are essential for their maintenance and collaboration of long-term deviant practices

Culture and creativity in context (09:00 - 10:30) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: ST11_03 - Management and governance of culture, heritage and higher education

Paper Presentations:

216 UNDERSTANDING DECENTRALIZATION: DEVOLUTION AND DECONCENTRATION PROCESSES IN THE FRENCH AND ITALIAN CULTURAL SECTORS

Maria Elena Santagati UNIVERSITY OF BOLOGNA

Sara Bonini Baraldi UNIVERSITY OF TURIN

Luca Zan UNIVERSITY OF BOLOGNA

Decentralization is a widespread phenomenon in public administration. Despite the interest of public management scholars, an in-depth analysis of the interrelationship between two of its major forms – deconcentration and devolution – is seldom investigated, especially using a comparative approach. This article addresses this gap by examining the implementation of deconcentration and devolution in France and Italy in the cultural field. Combining national and in-depth analyses of two regional cases, the article reveals that the two processes mutually affect their implementation and their interplay affects the development of a regional policy and management capacity in the cultural sector.

406 MANAGING ‘CREATIVE’ EMPLOYEES IN PROJECT-BASED CULTURAL ORGANIZATIONS: WORK DYNAMICS OF MANIFESTA – THE EUROPEAN NOMADIC BIENNIAL

Yesim Tonga Uriarte IMT SCHOOL FOR ADVANCED STUDIES LUCCA

Francesca Verga UNIVERSITY OF AMSTERDAM

Robert DeFillippi SUFFOLK UNIVERSITY

Maria Luisa Catoni IMT SCHOOL FOR ADVANCED STUDIES LUCCA

This paper investigates the tensions around the relation between organizational practices and work dynamics in the cultural and creative industries, and the ways in which they are managed to achieve both artistic and managerial aims in project-based cultural organizations within multicultural contexts. To this end, we focus on the relation between motivation and work experience of ‘creative’ employees and industry factors, and employ a case study that represents an unexplored topic in the literature; the European Nomadic Biennial, Manifesta. Our results, based on archival research, media coverage and a survey study, provide an insightful, empirically based account of an unexplored field within cultural and creative industries, and reveal the specific challenges due to the nomadic nature and its association with employees’ career paths. This paper contributes to the management literature on cultural and creative industries by providing a new perspective on work dynamics with theoretical implications.

1610 MAKING ROOM FOR CREATIVITY: TOWARD AN ORGANIZATIONAL MODEL FOR CREATIVE AND COLLABORATIVE SPACES

Stefano Rodighiero UNIVERSITY OF BOLOGNA

Lorenzo Mizzau UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Fabrizio Montanari UNIVERSITY OF MODENA AND REGGIO EMILIA, IT

Owing to the availability of abandoned and unutilized urban spaces and to increasing demands for spaces devoted to creativity, innovation, and social uses, cities are faced with the challenge of plan and manage Creative and Collaborative Spaces, i.e. new

work settings that bring together different actors and stakeholders in order to generate potential synergies and cross-pollination of ideas in individuals, groups and organizations. However, despite the mounting evidence on their activities and performance, there have been scant attempts to develop an organizational and managerial model that could aid stakeholders to plan and manage them in effective ways. By way of analysis of multiple case studies, complemented with expert interviews and literature review, we attempt to propose an organizational model for planning and managing Creative and Collaborative Spaces in urban contexts.

1732 CREATIVITY IN URBAN CONTEXT: HOW NETWORKS AND PUBLIC PLACES INFLUENCE THE FUNCTIONING OF CULTURAL DISTRICTS

Damiano Razzoli UNIVERSITY OF MODENA AND REGGIO EMILIA
Fabrizio Montanari UNIVERSITY OF MODENA AND REGGIO EMILIA, IT

The aim of this paper is to delve into the creative processes that take place within a cultural cluster, i.e. a geographical agglomeration of differently sized autonomous individuals and organizations operating in cultural clusters. In particular, we focus our attention on how cultural cluster perceive the attributes of the locality where they live as a source of stimuli and ideas, eventually supporting the generation of creative outcomes. In doing so, a particular focus will be on the collaboration networks and the places where a cluster's members meet to share ideas and to talk about their projects, which represent important contextual conditions that enable sharing of information and complex tacit knowledge, all pre-requisites of creative processes. Findings derive from two exploratory studies conducted on the cultural scene of Reggio Emilia, a medium-sized town in Northern Italy and combining quantitative and qualitative methodologies.

Digital innovation and digital financial processes (09:00 - 10:30) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Chair(s): Valérie MERINDOL

Discussant(s): David VERSAILLES

Paper Presentations:

1141 THE FACTORS DRIVING ADOPTION OF PROXIMATE MOBILE PAYMENT METHODS, IN THE CHINESE ECONOMY

Yulun Ma VU AMSTERDAM

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This research focuses on the determinant factors of individuals to accept the proximate mobile payment in China. So far, few studies discussed the relationship between users from buyer side and seller side. Based on the two-factor theory of

Herzberg, TAM model, and UTAUT model, this research investigates the driving factors for both side users by a comprehensive model. Two separate online questionnaires have been used to collect data. 920 completed questionnaires contribute to the buyer side analysis. The seller side analysis use responses from 839 completed questionnaires. Research findings show that hypothesized are all supported, but still contradict to the conclusion of the technology acceptance model. I find that the perceived ease of use is more influential than perceived usefulness for Chinese users to determine the acceptance of mobile payment methods. I also explore the application of the research, the limitations and the suggested future research avenues.

1252

VALUE CO-CREATION AND LOYALTY IN MOBILE SHOPPING ENVIRONMENT

Jiongni MAO RENNES SCHOOL OF BUSINESS

Laurent Scaringella RENNES SCHOOL OF BUSINESS

To answer the call for further thinking about the dynamics of co-creation in an increasingly digitalized world of interactions, this paper studies the impact of consumer value co-creation and lead users on loyalty in mobile shopping environment in view of the concept development from value-in-use to value-in-interactional. Our study investigates (1) the impact of mobile shopping experience on value co-creation behavior, (2) the impact of lead users on mobile shopping experience and value co-creation behavior in this context, (3) consumer loyalty in mobile shopping environment from both the attitudinal and behavioral viewpoints. Our findings suggest that mobile shopping experience is positively related to value co-creation behavior, leading to both attitudinal loyalty and behavioral loyalty. In the meantime, lead users positively influences behavioral loyalty. The study complements existing research enhancing co-creative experience and loyalty, and provides a highlight to new retailers in the mobile shopping business.

1837

UNDERSTANDING WHICH FINANCIAL TECHNOLOGIES GENERATE CUSTOMER TRUST IN DIGITAL FINANCIAL PROCESSES: EVIDENCE FROM AN ONLINE EXPERIMENT

Anna Verbovetska TUM SCHOOL OF MANAGEMENT

To be successful on the market, firms need to gain customer trust when introducing financial technologies in their digital financial processes. However, it remains unclear, which effect the introduction of these technologies is going to have on customer trust. Therefore, we study the impact of the implementation of five currently discussed financial technologies – peer-to-peer platforms, robo-advisors, self-service tools, biometric authentication mechanisms, and blockchain – on customer trust in digital financial processes, and compare these technologies with each other to identify which technology is the strongest in gaining trust. Using data from an online conjoint experiment with 355 participants, we show that the use of self-service tools, biometric authentication mechanisms and blockchain generates customer trust in digital financial processes, and that biometric authentication mechanisms tend to be the strongest technology in gaining trust. With these results, we extend the scarce body of research on the intersection of financial technologies and trust, and provide

recommendations to practitioners, on which financial technologies to use in order to enhance customer trust in their processes.

Digital Strategy, Performance and Governance (09:00 - 10:30) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: T13_09 - Digital Strategy and Industry 4.0

Chair(s): Marco Bettiol

Discussant(s): Katharina Cepa, Mauro Capestro, Nour Qatawneh

Paper Presentations:

581 THE IMPACT OF STRATEGIC ALIGNMENT OF BUSINESS AND IT ON ORGANIZATIONAL PERFORMANCE: USING THE MEDIATION OF BUSINESS EXCELLENCE IN THE COUNTRY OF JORDAN

Nour Qatawneh BRUNEL UNIVERSITY LONDON

Abraham Althonayan BRUNEL UNIVERSITY LONDON

Researchers have called for further research on the causal relationships between IT investments and organizational performance. The findings of empirical researches have been indecisive alongside the existence of mixed findings on the relation between IT investment and organizational performance. This is partly caused by the neglecting of the role of strategic IT-business alignment (commonly named as strategic alignment) as a construct that support the organizations in improving the positive effect of IT on organizational performance. Moreover, due to the little empirical attention to the antecedent factors affecting strategic alignment, researchers encouraged for more researches to focus on the antecedent factors that cause the strategic alignment. In addition, the elusive relationship between strategic IT-business alignment and performance requires more research into intermediate variables that could impact the organizational performance. Although there is respectable literature on antecedents and consequences of strategic alignment; insignificant progress has been done in developing an overall theoretical understanding of the way organizations can leverage strategic alignment to positively impact their performance within the current dynamic business environment. This research is one of the first researches of its kind to develops a framework which interprets the relationships between antecedent factors of strategic alignment (i.e. prior IS success and environmental uncertainty), strategic alignment, and the organizational performance through business excellence enablers (namely leadership excellence, process excellence, employees' excellence, partnership and resources excellence, and policy and strategy excellence) as intermediary variables. This research uses survey as a data collection method. Moreover, this research will give a step by step guidelines and roadmap which researchers can adopt to know the realized value of IT investment and the resources needed to achieve higher organizational performance.

AT THE ROOTS OF THE FOURTH INDUSTRIAL REVOLUTION: HOW ICT INVESTMENTS AFFECT INDUSTRY 4.0 ADOPTION

Marco Bettiol UNIVERSITY OF PADOVA

Mauro Capestro UNIVERSITY OF PADUA

Eleonora Di Maria UNIVERSITY OF PADOVA

Stefano Micelli UNIVERSITY CA' FOSCARI OF VENICE

The debate on the adoption of industry 4.0 technologies focuses on the transformation of organizations and business opportunities towards a new industrial revolution, driven by a recent emerging technological scenario. Despite this growing discussion, little has been said on the relationship with the previous waves of digital technologies and specifically how Information and Communication Technologies (ICT) are related with the adoption of industry 4.0 technologies. Studies on ICT highlighted the deep transformation those technologies have produced in terms of redefinition of business processes (Business Process Reengineering – BPR) as well as new opportunities of interaction and communication with customers and the value chain (the Web and the new economy), in addition to digitalization of new product development and manufacturing processes. The paper explores the relationship between the antecedents driving industry 4.0 investments, examining how the firm's ICT endowment relates to the industry 4.0 technologies adopted, in terms of intensity as well as of types of ICT associated with specific types of industry 4.0 technologies, and the role of strategic motivations on the investment 4.0. Based on unique data gathered in 2017 on a sample of 1,229 Italian firms, results on 165 adopters show the positive relation between the adoption of ICT and industry 4.0 technologies as well as between specific groups of ICT technologies – that we identify into three ones: web ICT, management ICT, and manufacturing ICT – and groups of industry 4.0 ones (data-driven tech 4.0, production tech 4.0, and customization tech 4.0). Results highlight the strong connection between firm experience with prior digital investments and the consequent Industry 4.0 adoption. Moreover, there is a relation between specific clusters of ICT technologies – Web ICT, Operation ICT, and Management ICT – and industry 4.0 technologies. Among the strategic motivations driving industry 4.0 the relevant one is product variety, consistently with the selective technologies chosen, taking into account the ICT path of adoption. On the contrary efficiency is negatively related to the adoption of industry 4.0 technologies, stressing the more important role of market-driven variables for technological investments.

GOVERNING DIGITAL RELATIONSHIPS: DATA ACCESS ACROSS ORGANIZATIONS

Katharina Cepa AALTO UNIVERSITY, SCHOOL OF BUSINESS

Henri Schildt AALTO UNIVERSITY

The increasing digitalization of organizational and interorganizational processes creates vast amounts of digital trace data. Making use of expanding connectivity and availability of data analytics skills in labor markets, firms use these data to draw more complete contracts for highly complex interorganizational transactions. This allows firms achieve both lower transaction costs and greater interorganizational learning, creating operational benefits to contracting firms. Yet, such data flows also affect

inter-firm dependence and long-term competitiveness. In this article, we synthesize transaction cost and interorganizational learning theory to explicate the organizational implications of digital trace data. We then outline how the basis of value of data and data access management influence inter-firm dependence. While the former is difficult to modify, firms can take a proactive approach to managing relationship value by negotiating data access. Based on our analysis, we propose three digital trace data governance strategies: embracing a lock-in, pursuing control, and utilizing intermediary platforms. We conclude by discussing implications for theories on digital infrastructures and platforms, as well as theories of the firm.

Dynamic Capabilities & Renewal (09:00 - 10:30) - ISCTE - Building II/Room C2.01 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Rob Jansen

Paper Presentations:

335 MICROFOUNDATIONS OF DYNAMIC CAPABILITIES: A SYSTEMATIC REVIEW OF INDIVIDUAL AMBIDEXTERITY

Eva M. Pertusa-Ortega ASSOCIATE PROFESSOR

José F. Molina-Azorín ASSISTANT PROFESSOR

Juan José Tarí PROFESSOR

María D. López-Gamero UNIVERSITY OF ALICANTE

Jorge Pereira-Moliner ASSOCIATE PROFESSOR

The analysis of ambidexterity at the individual level may help to open the black box of organizational ambidexterity and to advance knowledge about the achievement of this organizational dynamic capability. However, what do we know and don't know about individual ambidexterity as a key microfoundation of organizational ambidexterity? The purpose of this paper is to examine ambidexterity at the individual level (individual ambidexterity) as microfoundations of organizational ambidexterity. A systematic literature review is conducted to identify studies focused on this topic. The paper synthesizes and integrates the main features of these studies, and analyzes antecedents, consequences and several key aspects of individual ambidexterity. The systematic literature review reveals some important gaps related to terms, conditions and approaches to study individual ambidexterity, its measurement and operationalization, the relevant individuals and level of analysis, and the need for multilevel studies. The paper makes suggestions for future research that may create additional progress.

1315 THE MICROFOUNDATIONS OF DYNAMIC CAPABILITIES AND THEIR EFFECT ON INNOVATION: A CONCEPTUAL FRAMEWORK

Majdi Ben Selma ESG UQAM

Kamal Bouzinab ESG UQAM

Robert H. Desmarteau ESG UQAM

Alexie Labouze-Nasica ESG UQAM
Andrew Papadopoulos UNIVERSITÉ DE QUÉBEC À MONTRÉAL - ÉCOLE
DES SCIENCES DE LA GESTION

Resources and dynamic capabilities are among the main conceptual pillars of strategic management literature. More precisely, sensing its environment, seizing the opportunities that present themselves and reconfiguring its resources to avoid rigidities, all represent dynamic capabilities that underlie firm innovation and performance. However, the underlying microfoundations that give rise to such dynamic capabilities including behaviours, practices and organizational components remain largely unspecified, particularly those affecting firm innovation capability. We propose a conceptual model that builds upon the literature on strategic intelligence, open business models and corporate governance perspectives to highlight the role played, in the context of innovation, by the microfoundations of these first-order capabilities that Teece (2007) describes as sensing, seizing and reconfiguration. We build upon Felin et al. (2012) that specify that these microfoundations are found at individual, group and firm levels and that their interaction across and within each of these levels is what leads to innovation. More specifically, we consider the formal and informal strategic intelligence processes as well as directed and undirected information research approaches as critical microfoundations of sensing. Second, we argue that open business models and inter-firm collaboration, as microfoundations of seizing, allow to better materialize innovation opportunities. Finally, we build upon corporate governance concepts and propose how microfoundations of the reconfiguration capability, such as external directors, their experience and other board appointments, especially on innovative firms, affect innovation.

Emerging Topics in OB (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Fabian Homberg

Paper Presentations:

- 171 IS PERSONAL SMARTPHONE USE AT WORK GOOD OR BAD?:
EVIDENCE FROM TWO STUDIES**
Sooyeol Kim NATIONAL UNIVERSITY OF SINGAPORE (NUS)
YoungAh Park UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

This study examines employees' smartphone use at work for personal purpose (i.e., entertainment, social, and informative usage) and these effects in the workplace. Specifically, using two independent samples from full-time employees, we test whether employees' personal smartphone use at work is beneficial for their affective well-being. A total of 62 telemarketing employees participated in our daily diary study for ten consecutive work days in Study 1 (n = 557). Multilevel analyses revealed that employees' smartphone usage is positively associated with their well-

being at work. Specifically, employees' smartphone use for entertainment and socialization is positively related to their affective well-being at work. Cross-level moderation analyses showed that the benefits of smartphone use for entertainment and socialization on well-being during the workday were stronger for individuals with higher levels of introversion and negative affectivity. In Study 2, 73 employees participated in another diary study for five consecutive workdays (n = 365). The results of Study 2 confirmed the findings from Study 1 and further finds the curvilinear relationship between smartphone use and affective well-being. Theoretical and practical implications of the findings are discussed.

1112 HALF OF THE PUBLISHED PAPERS IN TOP JOURNALS ARE NEVER CITED – IS IT SO? REFUTING THE MYTH AND EXAMINING THE REASON FOR ITS CREATION

Fabian Homberg LUISS UNIVERSITY
Yehuda Baruch UNIVERSITY OF SOUTHAMPTON

A stylized fact in bibliometric research is that in the field of management studies many, half or more of all published papers are never cited. The implications arising from this apparent fact are a major waste of efforts and resources, because if true, then half of the academic work is not considered worthy by the same community that developed them. In this paper, we study a sample of 2935 papers published in a range of journals – from 20 journals, representing different levels of quality and prestigious category. Of these, only 191 papers, representing 6.5% of the sample were never cited, suggesting that the stylized fact on “never been cited” is a myth. We identified factors that contribute to the level of citations, including position of the journal in quality list, time since citations, and number of authors. The implications are very positive for the field, though suggest a need for reflection regarding the relevance of factors that predict future citations.

1902 MULTIPLE COMMITMENTS IN A DISASTER SITUATION: THE CASE OF A BRAZILIAN MINING COMPANY

Renata de Jesus INSTITUTO FEDERAL DO ESPÍRITO SANTO
Paula de Araujo INSTITUTO FEDERAL DO ESPÍRITO SANTO
Amanda Ferretti FEDERAL UNIVERSITY OF ESPIRITO SANTO

The purpose of this article is to identify the different foci of commitment among workers who have undergone work role transitions due to a serious environmental disaster. We conducted a case study in a Brazilian mining company which had an environmental disaster with dams in 2015. We used a qualitative approach and data were collected using semi-structured interviews with 8 company employees who had their roles and activities completely modified due to the disaster. After the transcription, the narratives from these professionals were analyzed using the content analysis technique. The results showed that, in the context of the disaster, the employees presented organizational commitment (affective, normative and continuance), career commitment and community commitment.

Track: ST03_05 - Entrepreneurship, Regions & Regional Development

Chair(s): Ondřej Dvouletý

Paper Presentations:

8 THE IMPACT OF PUBLIC GRANTS ON FIRM-LEVEL PRODUCTIVITY: FINDINGS FROM THE CZECH FOOD INDUSTRY

Ondřej Dvouletý DEPARTMENT OF ENTREPRENEURSHIP, UNIVERSITY OF ECONOMICS, PRAGUE

Ivana Blažková DEPARTMENT OF REGIONAL AND BUSINESS ECONOMICS, MENDEL UNIVERSITY IN BRNO

Studying the effects of public entrepreneurship and SME policies on productivity (i.e. technological efficiency) is important because the investment policies primarily aim to reduce allocation inefficiencies, enable usage of economies of scale, promote new production methods and technological development. We reviewed the recently published studies, and we show that they often lack fundamental information, such as a sample description and numbers of supported and non-supported firms. Bearing in our minds importance of transparent and rigorous empirical evaluations, we evaluated the effects of investment support from the European Regional and Development Fund (ERDF) on the productivity of the firms operating in the Czech food processing industry two years after the end of the programme. Methodologically, we apply the propensity score matching approach (PSM) combined with a difference in differences approach (DID) based on the firm-level data accounting for 77.3% of all beneficiaries within the industry and a control sample of 1,224 firms that have not been supported by the intervention. We use three measures of productivity - production efficiency, labour productivity and total factor productivity (TFP). The obtained findings showed that investment subsidy had a positive impact on labour productivity of supported firms. However, the effects on TFP were negative. The impact on production efficiency indicator was proved to be inconclusive. It follows from the results that the productivity of subsidised firms did not improve through an internal increase in efficiency (efficiency of the use of inputs), which indicates no significant technological change. The subsidy decision-making processes should be more careful and transparent to ensure allocating resources only to the projects with growth potential.

17 FLUID ENTREPRENEURIAL MOTIVATIONS IN AN EMERGING CONTEXT: EVIDENCE FROM TANZANIA

Emiel Eijdenberg JAMES COOK UNIVERSITY - BUSINESS, IT AND SCIENCE DEPARTMENT

Nsubili Isaga MZUMBE UNIVERSITY

Leonard Paas MASSEY UNIVERSITY

Enno Masurel VRIJE UNIVERSITEIT AMSTERDAM

Previous research has largely overlooked the dynamics of entrepreneurial motivations. We examine “fluid” motivations through a focus group with experts and using

quantitative survey data from 168 small-business owners in Tanzania's emerging economy. This rapidly changing context is fruitful for dynamic motivations. The analyses show that small-business owners are clustered by their motivations and that, over time, these motivations change from necessity to opportunity. A higher educational level leads to more opportunity-focused motivations at the start of the business, while, in later stages, an increase in the fulfillment of personal needs shifts motivations toward the opportunity side of the continuum.

Ethnographic research and historical case studies (09:00 - 10:30) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Bill Lee

Paper Presentations:

97 METHODS FOR AN AUSTRALIAN PUBLIC HEALTH RESEARCH PROJECT TO OBTAIN CLINICAL STAFF PERSPECTIVES OF MANAGEMENT EFFICACY: USING PARTICIPATIVE, COLLABORATIVE ETHNOGRAPHY

Madeleine Kendrick LA TROBE UNIVERSITY

Kevin Kendrick SOUTH METROPOLITAN HEALTH SERVICE, WESTERN AUSTRALIA

Identifying effective approaches to working and researching in healthcare contexts is a challenge for many management scholars. The challenging aspect of engaging with healthcare organisations for management-trained researchers is often attributed to differences in communication and professional culture. This article aims to address the challenge by illustrating purposeful approaches to participative collaborative ethnography, which can enable stakeholders to guide a project's direction and impact towards meaningful results. As a result of directly engaging stakeholders during project design and reflecting on the cultural differences between medicine and management, the authors' project returned useful early findings. Firstly, that staff who perceive management as an obstruction to patient care exhibit less trust, including management scholars. Secondly, that by exhibiting evidence-based traits of management recommended for complex adaptive systems and enablers of patient care, the researchers were able to bridge the gap between prior management training and the needs of stakeholders for the project. Future management scholars are encouraged to learn from this paper's findings and incorporate more direct stakeholder engagement for improved quality of practice. Identifying effective approaches to working and researching in healthcare contexts is a challenge for many management scholars. The challenging aspect of engaging with healthcare organisations for management-trained researchers is often attributed to differences in communication and professional culture. This article aims to address the challenge by illustrating purposeful approaches to participative collaborative ethnography, which

can enable stakeholders to guide a project's direction and impact towards meaningful results. As a result of directly engaging stakeholders during project design and reflecting on the cultural differences between medicine and management, the authors' project returned useful early findings. Firstly, that staff who perceive management as an obstruction to patient care exhibit less trust, including management scholars. Secondly, that by exhibiting evidence-based traits of management recommended for complex adaptive systems and enablers of patient care, the researchers were able to bridge the gap between prior management training and the needs of stakeholders for the project. Future management scholars are encouraged to learn from this paper's findings and incorporate more direct stakeholder engagement for improved quality of practice.

747 ORGANISATIONAL ETHNOGRAPHY: A CRITICAL INVESTIGATION OF THE ROLE OF ETHNOGRAPHIC METHODS IN ORGANISATION STUDIES

Viviana Meschitti UNIVERSITY OF HUDDERSFIELD

This paper focuses on understanding the role of organisational ethnography in organisation and management studies. Organisational ethnography broadly refers to studies relying on sustained observation of naturally-occurring activities in specific organisational settings, and it includes a wide range of epistemological and theoretical approaches and empirical methods. The paper briefly traces the history and development of ethnographic research in the disciplines of organisation and management studies to critically investigate the specific features, contribution and limits of organisational ethnography. It is argued that ethnography is a highly relevant methodology to gain an original understanding of organisations: in particular, the current fast-moving and ever-changing nature of work might make ethnography even more needed in organisation studies. The arguments are based on recent literature and on the author's own experience of ethnographic research.

1934 HISTORICAL CASE STUDIES

Diego M Coraiola UNIVERSITY OF ALBERTA

William Foster UNIVERSITY OF ALBERTA

Roy Suddaby UNIVERSITY OF VICTORIA

The goal of this paper is to develop the concept of historical case studies as a research strategy for studying organisations in time. Historical case studies are a common research strategy in both organisation studies and business history. However, we lack a clear definition of what historical case studies are and how they should be developed. We define historical case studies as a distinct research strategy that blends the systematic analysis of social reality inherited from qualitative research with the deep contextual knowledge from historical research. Historical case studies provide many advantages in addition to balancing the competing demands from history and theory. They provide a sensible understanding of temporal boundaries around social phenomena, they demand a deep knowledge of the historical context, they are intrinsically comparative, and they clarify the essentially narrative nature of historical explanation. Historical case studies thus provide a strong methodological approach that affords dual integrity by combining historical veracity and theoretical rigor.

**Expatriate Management 6: Self-Initiated Expatriates (09:00 - 10:30) - INDEG
Building/Room 1.18 ([Top](#))**

Track: ST07_01 - Expatriate Management

Chair(s): Paula Caligiuri

Paper Presentations:

1578 THE EFFECTS OF A PERCEIVED ORGANIZATIONAL INCLUSION CLIMATE ON SELF-INITIATED EXPATRIATES' EMBEDDEDNESS AND RETENTION: ELUCIDATING THE MODERATING ROLE OF GENDER.

Sebastian Stoermer UNIVERSITY OF GOETTINGEN

Jakob Lauring AARHUS UNIVERSITY

Samuel Davies UNIVERSITY OF GOETTINGEN, GERMANY

Drawing from social identity theory and the double jeopardy hypothesis, the present study examines a perceived organizational inclusion climate as a pivotal predictor of self-initiated expatriates' (SIE) organizational embeddedness. Most importantly, we elucidate the role of a perceived organizational inclusion climate for female SIEs, who might be more dependent on an inclusive work environment as they combine the potential liabilities of being foreign and of being a woman. Analyses based on cross-lagged data from 238 SIEs in Southern Europe show that perceptions of working in an inclusive organizational climate relate positively to organizational embeddedness. This effect is more pronounced for female SIEs. Further, consistent with our prediction, organizational embeddedness exerts a significant negative main effect on turnover. We discuss the implications of these findings.

1707 FAILURE? IT DOESN'T SOUND LIKE ANYTHING TO ME... AN EMPIRICAL INVESTIGATION OF THE EXPATRIATE FAILURE CONCEPT WITHIN SELF-INITIATED EXPATRIATES

Kamila Moulai LOUVAIN RESEARCH INSTITUTE IN MANAGEMENT AND ORGANIZATIONS-UCLouvain

Self-initiated Expatriates (SIEs) are known both for being valuable resources for globalized working environments, and for initiating their own expatriation. Usually approached as challenging to capture by organizations, SIEs' have seen their international mobility questioned for its capability to succeed and therefore in its potential for failure. Qualitative studies have traditionally focussed on organization's views, theorizing a dichotomic approach where success is opposed to failure. Recently, however, this approach has been challenged, specifically in the investigation of more traditional forms of expatriations, by giving voice to workers themselves. The novel aspect of our study, methodologically in line with this above-mentioned impetus, is that we specifically direct our attention on a key non-traditional category of mobile workers: the SIEs, to give them voice to share their own conception of failure through in-depth interviews. The findings are threefold : first, we capture failure as a non-sensical concept for SIEs, since this approach tends to fix

in time an experience that they rather conceived as dynamic process. Second, SIEs nevertheless evoked flaws that could lead to *fragments* of failure when the expatriate considers himself as a *transient* explorer rather than an embedded local. Third, our analysis captures the professional non-integration symptom as a tridimensional resistance, e.g. discursive, relational, and practical.

1124 CHINESE SELF-INITIATED EXPATRIATES: UNDERSTANDING THE CHALLENGES OF DOING BUSINESS ABROAD

Xinyan Li SCHOOL OF ECONOMICS, UNIVERSITY OF PORTO

Luisa Pinto SCHOOL OF ECONOMICS, UNIVERSITY OF PORTO

Emilia Fernandes SCHOOL OF ECONOMICS AND MANAGEMENT,
UNIVERSITY OF MINHO

This exploratory study examines the narratives of Chinese self-initiated expatriates about their lived experiences of doing business abroad. For this purpose, 15 in-depth semi-structured interviews with Chinese self-initiated expatriates living in Portugal were conducted to expose their narratives about the relocation to the country and the local challenges. The findings reveal that: (1) the host country is instrumental, not chosen as a first or permanent destination; (2) doing business is central and work issues have priority; (3) previous international experience, social expectations and family support assist in coping and (4) the Diaspora and family network shape the life experiences of this group and explain their nomadism. Overall, the findings expose a gap in the study of the agency of SIEs, with Chinese SIEs in Portugal emphasizing the collective importance of the Diaspora and the family to prompt and support international self-employment. In this sense, this paper provides a contribution to a deeper understanding of the self-initiated expatriates who relocate to do business abroad.

1398 UNDERSTANDING SHAPERS OF SUCCESS FOR FEMALE SELF-INITIATED EXPATRIATES FROM EMERGING COUNTRIES

Hélène Langinier ECOLE DE MANAGEMENT DE STRASBOURG - HUMANIS

Akram Al Ariss TOULOUSE BUSINESS SCHOOL

Aline Pereira Pündrich ECOLE DE MANAGEMENT DE STRASBOURG -
HUMANIS

By drawing on the conceptual framework of the Resource Dependence Theory (RDT) (Pfeffer and Salancik, 1978), we aim to understand the factors of success in the organization for female self-initiated expatriates (SIE) coming from emerging countries. Our objective is to highlight critical contributions from such SIE women in the eyes of their decision makers. In order to do so, we have investigated the international audit and advisory firms in Luxembourg, where we have performed twenty interviews of successful SIE women and men along with their supervisors. Such data collection allows us to highlight a few factors of success for this population as well as to clarify the importance of the multicultural contexts that offer a level playing field to our respondents. In such competitive international organizational environment, the ability to perform and to communicate efficiently in multicultural teams matters more than gender, nationality or ethnicity. We also bring out the fact

that language skills appear as key competencies, and that myths concerning the involvement of women in family issues still persist in the eyes of decision makers.

Exploring entrepreneurial new ventures (09:00 - 10:30) - ISCTE - Building II/Room C5.07
([Top](#))

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Sara Sassetti

Paper Presentations:

595 BE ALERT, BE EMPLOYABLE. A TEST OF ENTREPRENEURIAL ALERTNESS PROCESS AND ITS EFFECT ON SELF-PERCEIVED EMPLOYABILITY.

Sara Sassetti UNIVERSITY OF FLORENCE

Sara Lombardi UNIVERSITY OF FLORENCE

Vincenzo Cavaliere UNIVERSITY OF FLORENCE

Martina Mori UNIVERSITY OF FLORENCE

The recognition and exploitation of opportunities is at the heart of entrepreneurship. As a consequence, in the last decades, the importance of alertness construct has increased. To date, however, entrepreneurial alertness has been mostly viewed and studied within the field of entrepreneurship but recently it increasingly became relevant also for the career construct of the people. Accordingly, scholars have argued for the crucial role of alertness to opportunities in the modern career research and practice. Consequently, integrating entrepreneurial alertness into the career development literature would inform inquiry into understanding and developing contemporary career development outcomes, such as employability.

Moreover, the entrepreneurial alertness construct has been studied identifying three different components: alert scanning and search, alert association and opportunity evaluation but the understanding and a test of the interaction of these three entrepreneurial alertness dimensions is missing.

Starting from these theoretical premises and based on a web-survey and a structural equation model (SEM) analysis, which involved 406 students of the University of Florence, this study wants to contribute in two different ways. First, this research tested the causality steps of entrepreneurial alertness and demonstrated that this cognitive construct is a sequential process which involves: alert scanning and search, alert association and opportunity evaluation. Secondly, this study wants to contribute at the new emergent field of study which considers entrepreneurial alertness as an important cognitive process for career development. Specifically, thanks to our contribution we demonstrated that entrepreneurial alertness, as a cognitive process, is determinant for the self-perceived employability.

676 CAN THE THREE-COMPONENTS MODEL FILL THE ENTREPRENEURIAL INTENTION-ACTION GAP? AN EMPIRICAL TEST ON NASCENT ENTREPRENEURS.

Laëtitia Gabay-Mariani GRENoble-ALPES UNIVERSITY
Jean-Pierre Boissin GRENoble-ALPES UNIVERSITY

Although entrepreneurial intention models have been widely used in the entrepreneurship field over the last twenty years, researchers have recently called for a better understanding of the intention-action gap. Our research tackles this issue, by testing a model integrating the concept of commitment in the relationship between entrepreneurial intention and behavior. Using Meyer and Allen's three-dimension model of commitment on nascent entrepreneurs, we tried to understand what ties them to their entrepreneurial project and how this bond could explain resources investment. Our results reveal a positive relationship of affective and continuance commitments on the entrepreneurial process, as well as distinctive groups of nascent entrepreneurs based on their commitment profiles.

679 HOW DOES THE FOUNDER AFFECT THE INNOVATION—PERFORMANCE RELATIONSHIP IN NEW VENTURES?

John Dencker D'AMORE-MCKIM SCHOOL OF BUSINESS, NORTHEASTERN UNIVERSITY

Marc Gruber ECOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE
Argyro (Iro) Nikiforou DTU

Innovation is widely considered to be a defining feature of entrepreneurship and a key ingredient driving the success of new firms. Yet, despite a considerable amount of studies on the innovation–performance relationship, there is surprising little research examining the effect of the founder in start-up firms in this regard. In the present study we thus seek to advance our understanding of the innovation–performance relationship in new ventures by investigating how the founder's human capital (both in terms of her education and her work experience) conditions this critical link. Analyses of primary data obtained from 379 founders, combined with secondary data on opportunity innovativeness, suggests that the innovativeness–performance link is contingent on founder human capital in highly intriguing ways: although education enhances performance as innovativeness increases, work experience can be a “double-edged sword” in innovative as well as in non-innovative settings. In effect, our results point out that scholars should examine the combined effects of education, experience and opportunity innovativeness, as

performance outcomes can diverge greatly for different configurations of these three focal measures.

External Actors (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Martina Pieperhoff

Discussant(s): Marius Wehner

Paper Presentations:

- 932 MANAGING INTER-ORGANIZATIONAL EXCHANGE RELATIONSHIPS UNDER CONSIDERATION OF DIFFERENT ORGANIZATION SIZES**
Martina Pieperhoff RESEARCH INSTITUTE FOR CO-OPERATION AND CO-OPERATIVES, INSTITUTE FOR SME-MANAGEMENT, VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

As inter-organizational exchange relationships involve at least two or more partners to pursue their goals, coordination of the behavior of the actors involved is necessary in order to reduce opportunistic behavior. Behavior can be coordinated by reciprocity, whereat different reciprocity types (direct, indirect, negative) are relevant in different stages (forming, establishing, broken) of a relationship. However, it remains unclear whether these behavioral coordination strategies are equally effective for organizations of different sizes. The present study addresses this research gap and casts a organization-size-based view at the behavioral coordination of inter-organizational relationships in different stages of development. By applying a Qualitative Comparative Analysis, 91 qualitative interviews are analyzed. Results show that reciprocity as a mechanism for behavioral coordination depends on the size of an organization.

- 1438 BRINGING THE CUSTOMER BACK IN: THE ROLE OF CUSTOMER MISBEHAVIOR FOR EMOTIONAL DISSONANCE AND DISTRESS**
Holger Steinmetz LEIBNIZ INSTITUTE FOR PSYCHOLOGY INFORMATION
Marius Wehner HEINRICH-HEINE-UNIVERSITY DÜSSELDORF
Deniz Havanci UNIVERSITY OF GIESSEN

Emotional dissonance (ED) has become a central topic in emotional labor research. In this regard, ED is regarded as a job stressor that hampers the well-being of service providers. The premise of the present article is that by focusing on ED as the start of the causal chain, research isolates ED from its relevant context—that is the (mis)behavior of the customer. This omission leads to an incomplete picture of the service encounter and a decontextualization of the emergence and consequences of ED. Further, as customer misbehavior acts as common cause of both ED and well-being (e.g., distress and job satisfaction), its omission leads to a confounder bias for

the relationship between ED and well-being. Based on two studies, we examine the contextual role of customer misbehavior, ED, and well-being. Study 1 reanalyzes 22 prior studies ($N = 9,972$) which had jointly investigated customer misbehavior and ED. Results of a meta-analytical structural equation model (MASEM) show that customer misbehavior emerges as the main antecedent of distress and job satisfaction, while ED only partially mediates the effect on distress but not on job satisfaction. Study 2 used data from a sample of 149 service workers and applied an instrumental variable estimation to strengthen the causal role of customer misbehavior, ED, and distress. We recommend extending the perspective on ED (or surface acting) by incorporating customer misbehavior and its emotional and behavioral consequences in the literature.

1557 FRONTLINE EMPLOYEES' EMOTIONAL LABOR AND CUSTOMER SERVICE SATISFACTION: JOB SATISFACTION AS A MULTILEVEL MEDIATOR

Qurat-ul-ain TALPUR UNIVERSITY OF LYON, UJML3, IAELYON SCHOOL OF MANAGEMENT, MAGELLAN

Kiane GOUDARZI IAE LYON MAGELLAN, LYON 3 UNIVERSITY, FRANCE

Ghulam Murtaza IAE-CREG, UNIVERSITÉ DE PAU & DES PAYS DE L'ADOUR

Abstract: We examined the cross-level relationships between emotional labor strategies (i.e. surface and deep acting), and customer service satisfaction, and we also examined the multilevel mediating mechanism of job satisfaction in three different service contexts (banking - study 1, hospitals - study 2 and telecom - study 3). Results found in all three studies suggest that emotional labor strategies enhance customer service satisfaction through the multilevel mediating effects of frontline employee job satisfaction. Job satisfaction does not mediate the relationship between surface acting and customer service satisfaction in study 3 only. Although, our results are generalizable in differences service settings and occupations. Implications to theory and practice are discussed.

Keywords: emotional labor, multilevel mediation, job satisfaction, customer service satisfaction

GENDER DIVERSITY AND REGULATION (09:00 - 10:30) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: ST02_03 - Corporate Governance and Diversity

Paper Presentations:

1484 BOARD GENDER DIVERSITY REGULATION IN EUROPE: THE ROLE OF LEGAL, CULTURAL, GOVERNMENTAL, AND WOMEN'S INSTITUTIONS

Irma Martínez-García UNIVERSITY OF OVIEDO

Siri Terjesen AMERICAN UNIVERSITY
Silvia Gómez-Ansón UNIVERSITY OF OVIEDO

This study analyzes how formal and informal institutional contexts, such as legal origin, government quality and transparency, government political ideology, culture, female presence in decision-making bodies, and women's labor market rights affect the enacting of gender board legislation. Building on institutional theory and using a 15-year panel of 31 European countries, our results show that institutional context matters for the enactment of gender equality regulation in general. Moreover, each country's institutional context influences the mechanisms to increase women's underrepresentation in corporate boardrooms, e.g., through a corporate governance code that includes recommendations or with a hard or soft quota.

766 WOMEN ON BOARD, QUOTA AND BOARD TASKS: THE SANCTIONS MATTER

Sara De Masi UNIVERSITY OF FLORENCE
Agnieszka Słomka-Gołębiowska WARSAW SCHOOL OF ECONOMICS
Andrea Paci UNIVERSITY OF FLORENCE

In the last years most EU countries have enacted quota to increase the number of women on corporate boards. Specifically, we focus on two countries: Italy and Spain. Both of them have introduced quota but the sanctions related to the non-compliance of the regulation is different. We study the effect of female directors on corporate board tasks. We investigate the effect of women on boards on the following board tasks: (1) firm monitoring; (2) firm strategy; and (3) advising. Specifically, our research demonstrates that the critical mass of female directors, mandated by the law, matters for the firm monitoring task both in Italy and Spain. However in Spain, where the sanctions of not compliance of the law are less severe than in Italy, the impact of the percentage of women on boards on the monitoring task is positive and statistically significant only when women equaled or higher than 40%. Regarding the advising task our results document that in Italy, having at least 20% of women on corporate boards increases board involvement in strategy. Whereas in Spain there is a positive relationship between critical mass of women and the extent to which board engages in strategy involvement activities only when women reach 33% of the board.

336 ENTREPRENEURIAL ORIENTATION AND FIRM PERFORMANCE IN A CONTEXT OF CRISIS. THE MODERATING ROLE OF BOARD GENDER DIVERSITY
ENTREPRENEURIAL ORIENTATION AND FIRM PERFORMANCE IN A CONTEXT OF CRISIS. THE MODER

Remedios Hernández-Linares UNIVERSIDAD DE EXTREMADURA
María López-Fernández UNIVERSIDAD DE CANTABRIA
Franz Kellermanns UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

Although entrepreneurial orientation has been generally considered as a driver of firm performance, our knowledge about this relationship in contexts of economic crisis is yet very limited. To overcome this limitation and to know the impact of entrepreneurial orientation on organizational performance of small and midsize enterprises (SMEs) during the final stage of the economic crisis that has affected

Spain since end of 2007, we first research the entrepreneurial orientation (EO)–performance link, following Lumpkin and Dess (1996), who added competitive aggressiveness and autonomy to the Miller’s (1983) three original dimensions of risk-taking, innovativeness, and proactiveness, and proposed that not all five dimensions have to covary in the development of EO. Additionally, since SMEs have lesser resources than larger, that gender roles stereotypes associated with EO seem to dominate in Europe, and that gender diversity is considered to enrich and to improve the effectiveness of decision making on SMEs board, we research whether the percentage of women on the board has a moderator effect on the EO–performance link. We tested our hypotheses by performing a multiple linear regression analysis on a sample of 241 Spanish SMEs. Results show the influence of competitive aggressiveness on SMEs performance during the economic crisis, as well as the influence of the board’s gender diversity on risk-taking–performance and innovativeness–performance links.

Governing, Financing and Trading: The Case of Hybrid Organizations (09:00 - 10:30) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_03 - Finance and Economy for Society: Inclusion, Empowerment and Sustainability

Chair(s): FRANCESCO FASANO

Discussant(s): Lucia Daniele

Paper Presentations:

- 314 REINFORCEMENT LEARNING AND ADVICE-BASED TRADING**
Bastian Breitmayer QUEENSLAND UNIVERSITY OF TECHNOLOGY
Matthias Pelester UNIVERSITY OF PADERBORN

We investigate the trading behavior of 3,213 investors who start to consider financial advice from their social peers in their investment decisions between 2015 and 2017. Our results show that the first experience of advice-based returns significantly influences future investment behavior. After experiencing a positive first outcome, investors, on average, execute 6.4 additional advice-based trades in the following week. Our findings are consistent with the concept of reinforcement learning. Studying trading outcomes, investors, on average, realize negative returns after they have started to follow financial advice in their investment decisions. We discuss implications for individual investors and providers of financial advice.

- 703 TOWARDS A REBALANCING OF STAKEHOLDERS: CEOS READINESS TO PARADIGM CHANGE ?**
Catherine Karyotis NEOMA BUSINESS SCHOOL
Stephanie JALABERT CONSERVATOIRE DES ARTS ET MÉTIERS

Today, same as what the shareholders of listed companies did in the 80's, the stakeholders demand accountability of the organizations and their leaders. They don't want to wait anymore for laws to be passed by governments. They challenge organizations and demand for a better balance in the distribution of value creation.

To keep their legitimacy and beyond the obvious expectation of performance and profitability, organizations need to have a long-term vision, play a societal role, and create value not only for their shareholders but for the benefit of all their stakeholders. (Martinet and Reynaud 2015). We see visible signs questioning the dominant model of shareholder value, finally offering space to the Stakeholder's Theory for a potential reconciliation of values. But for this change to happen and remain sustainable, we need a human incarnation of the sense of urgency created by the current situation, a human vision of what the future can represent once the values have been reconciled, and a human believer who will reinforce the message while change has been embedded to insure this change will "stick" and last permanently in the organization.

The main objective of the action-research that we propose to conduct is to find out if CEOs from French listed companies still have strategic latitude and personal motivation to play a significant role in the change of paradigm which is emerging and challenging the supremacy of the shareholder value. This research outcome could be provided with a mapping of the French CEOs preparedness to change and capability to endorse a leading role in Europe as representing the new paradigm of a more inclusive and human capitalism, reconciling shareholder and stakeholder value in one value creation which would encompass all stakeholders of the organizations.

1328

IMPEDIMENTS IN FINANCING HYBRID ORGANIZATIONS. AN EXPLORATORY ANALYSIS

Nina Magomedova UIC BARCELONA

Ramon Bastida Vialcanet UIC BARCELONA

The development of hybrid organizations (HOs) in social economy is directly related to their capacity to have access to financial resources in order to finance their day-to-day activities, as well as their mid-term and long-term investments. Due to the complexity of their strategic goals HOs often face additional difficulties when looking for financial resources in a traditional financing market. To address these challenges, there appear innovative financing instruments, under the umbrella of social finance industry. The advantage of creating a social finance industry was basically the alignment of interests, principles and values of the two players: HOs and social finance entities (SFEs). However, the reality shows that there is still a lot of work to do in order to match the HOs and SFEs. This paper presents a comprehensive exploratory analysis of the most relevant impediments that appear in financing of HOs. Specifically, the study is based on the insights obtained from more than 40 HOs and SFEs managers and investors, through one-to-one and group interviews. The impediments have been classified in three categories, according to the level to which they relate and on which they could be solved. At the individual level, the impediments are related to the mistrust between HOs and SFEs managers, due to their practices and behaviors. At the organizational level, they are related to the

characteristics of the potential projects and the misalignment in accountability priorities. And, at the industry level, they are linked to the necessity for a further development and consolidation of the social finance industry. We strongly believe that this paper will contribute to a deeper understanding of HOs and will explain the gap between these organizations and SFEs. Moreover, the study stands on a multiple theoretical framework which enriches the explanatory power of the results. In that sense, findings can be applied by practitioners in order to define strategies to avoid these impediments in financing HOs. Finally, they can also be useful for governments in order to build necessary tools that will allow to consolidate the social finance industry.

**Healthcare Management Plenary (ST11_02) (09:00 - 10:30) - ISCTE - Building II/
Auditório B2.03 ([Top](#))**

Track: ST11_02 - Healthcare Management Research

**HRM Practices, Outcomes and Transfer (09:00 - 10:30) - ISCTE - Ala Autonomo/Room
AA3.23 ([Top](#))**

Track: ST09_01 - Human Resource Management

Chair(s): Atieh S. Mirfakhar

Paper Presentations:

828 POWER CAPABILITIES AND PERSONAL INTERESTS: THE CREATION AND EFFECT OF UNCERTAINTY ZONES ON THE TRANSFER OF HUMAN RESOURCE MANAGEMENT PRACTICES

Alissa Hankache ESCP EUROPE

This paper seeks to examine how power used by different participants within the same multinational company (MNC) can impact the transfer of human resource management (HRM) practices. In essence, the article proposes that different actors can use and affect the transfer of HRM practices to attain their personal goals. The methodology is based on a retrospective introspection, of author's professional experience within a Middle Eastern MNC. The results illustrates how actors' personal motives can trigger the usage of their respective power sources forming their "uncertainty zone" regarding the transfer of HRM practices and influence it outcomes. The micro-political perspective advanced here goes beyond and extends existing international human resource management (IHRM) approaches related to the transfer which mainly focus on the institutionalist, culturalist, and market-based approaches. It will bring a new micro-level view on actors' roles in employing the power capabilities they have in order to manipulate the transfer.

1983 DO HUMAN RESOURCES PRACTICES INFLUENCE ORGANIZATIONAL COMMITMENT? EVIDENCE FROM THE BRAZILIAN RETAIL SECTOR

Ana Paula Pinho FEDERAL UNIVERSITY OF CEARÁ

Clayton Silva FEDERAL INSTITUTE OF EDUCATION, SCIENCE AND TECHNOLOGY OF PIAUÍ AND FEDERAL UNIVERSITY OF CEARÁ
Laís Oliveira FEDERAL INSTITUTE OF EDUCATION, SCIENCE AND TECHNOLOGY OF PIAUÍ
Evalda Oliveira FEDERAL UNIVERSITY OF CEARÁ
DANIEL BARBOSA FEDERAL UNIVERSITY OF CEARÁ

Management actions that promote worker permanence and development are, in general, applied through human resources practices. In this way, it is understood that human resource practices can be determinant in establishing the bond between the worker and the organization. In this context, this study aimed to investigate the influence of human resources practices on organizational commitment in its three dimensions. The research was carried out in a supermarket chain that operates in the Brazilian retail sector, specifically in the State of Ceará. A total of 521 valid questionnaires were obtained, applied among store employees, in loco. Through the questionnaire, it was possible to identify the respondents' profile, as well as to measure the organizational commitment and the perception of human resources policies and practices. Regarding the methods of data analysis, techniques of exploratory factorial analysis, confirmatory factorial analysis and structural equation modeling were applied. The structural model led to the confirmation of the proposed hypothesis, indicating that each dimension of commitment is influenced by different human resources practices. The affective dimension of commitment is influenced by the work conditions, and the practice of competency-based performance appraisal has an effect on continuance commitment, while the remuneration and reward practice positively affects the normative dimension. The findings contribute to the effectiveness of Human Resources policies and the improvement of the committed commitment in Brazil.

1877 HEALTH MEASURES, MANAGEMENT PRACTICES AND FIRM PERFORMANCE

Marie-Christine Laible INSTITUTE FOR EMPLOYMENT RESEARCH

We examine the relationship between establishment-level health measures, Anglo-Saxon management practices and two outcomes, labor productivity and median wages. Based on the observation that management practices are positively associated with establishment outcomes, we test whether health measures have a distinct effect on their own, or if they are already comprised in management practices. Using representative survey data, we find a strong increase in the use of health measures from 2008 to 2013, predominantly in large establishments. Fixed effects regressions confirm that management practices significantly increase labor productivity, however, health measures do not. The opposite is true for median wages, such that health measures are positively associated with median wages, but management practices are not.

Human Resources Management (II) (09:00 - 10:30) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Davide Bizjak

Discussant(s): Sarah Jastram

Paper Presentations:

1968 REASONS TO QUIT A JOB – CORPORATE RESPONSIBILITY MATTERS? PERSPECTIVE OF FUTURE EMPLOYEES

Rebecca Chunghee Kim RITSUMEIKAN ASIA PACIFIC UNIVERSITY
Helal Uddin RITSUMEIKAN ASIA PACIFIC UNIVERSITY

Recently, complex motives of young global talents lead companies to challenge their recruitment and retention strategy. The main purpose of this study is to investigate what are the main determinants of job applicants when they decide to leave from the future workplace, and how and to what extent CSR matters. The paper collects rich qualitative data on university students during five-year period (2013-2018) and analyses main determinants of quitting a job. Contrary to simplistic expectations, the result shows the complex concerns for the decision of leaving (Work-related stress, employer's leadership, money matters; individual achievement, and status/potential of the firm). More substantively, our results show discovery of overlooked but significant factor regarding social responsibility *via* work-related stress and leadership for young talents' decision to leave. We suggest that future retention strategy needs to consider these interactions with care in this era of the war for talent. Further implications and future directions are discussed.

379 POWER SHARING WITHIN ORGANIZATIONS: BENEFITS, DRAWBACKS AND CONDITIONS. AN EMPIRICAL STUDY ON HOLACRACY AND RELATED METHODS FOR SELF-MANAGED TEAMS

Jean Weidmann HEIG-VD, UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND (HES-SO)

Mario Konishi HEIG-VD, UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND (HES-SO)

François Gonin HEIG-VD, UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND (HES-SO)

Isabelle Agassiz HEIG-VD, UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND (HES-SO)

We interviewed 58 persons (from 14 teams in 8 organizations) working with various methods of autonomy (Holacracy, Scrum, ad hoc initiatives for reduced management control), in order to understand the benefits, drawbacks and conditions of power sharing within the firm. Our coding of the interviews reveals that team autonomy leads to organizational agility, empowerment, creativity, competency development and a holistic view on one's job, but it also leads to drawbacks: over-engagement, stress, isolation, wrong decisions, and long decision-making. Team autonomy brings benefits when some conditions are met: a clear framework, a leader-coach, trust, willingness and ability to take the autonomy, and a careful change management.

1013 AI-ASSISTED ORGANIZATIONAL COMPASSION: AN EXPLORATORY MODEL

Ace Simpson BRUNEL UNIVERSITY LONDON

Marco Berti UNIVERSITY OF TECHNOLOGY SYDNEY - UTS BUSINESS SCHOOL

Ben Farr-Wharton UNIVERSITY OF TECHNOLOGY SYDNEY BUSINESS SCHOOL

We explore the implications for enhancing organizational compassion capabilities by employing Artificial Intelligence (AI). To this end we develop a model for considering how AI might enable the four subprocesses of organizational compassion: Noticing, Empathising, Assessing and Responding (NEAR), to address the suffering of a colleague; supported by six AI enabled organizational compassion mechanisms in two groups: *social architecture* (with mechanisms of social networks, routines and leadership) and *competencies* (with mechanisms of speed, scope and customisation). We intend that this proposed model might be used to inform the promotion of AI-assisted organizational compassion, considered not as an ad-hoc technical enhancement, but as a reflective practice that operates within an organization's systemic organizing and human behavioural processes, aware of the opportunities and the perils of the use of AI-assisted compassion.

Hybrid Organizations: Management and Sustainability (09:00 - 10:30) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Pietro Versari

Paper Presentations:

662 CROWD INVOLVEMENT IN HYBRID ORGANIZATION: THE CASE OF VISITORS-SENSING IN MUSEUMS

Francesco Cappa LUISS

Federica Rosso SAPIENZA UNIVERSITY OF ROME

Luca Giustiniano LUISS GUIDO CARLI UNIVERSITY

Crowd involvement is increasingly adopted worldwide by private firms and research institutions, in phenomena like crowdsourcing and citizen science. The inclusion of individuals external to organizational boundaries can be crucial also for hybrid organizations like cultural organizations, where economic and social logics coexist. Indeed, visitors can represent a valuable resource from which collect data and insights to improve the overall experience, in what we call

visitors-sensing.

In greater detail, visitors can provide a huge variety of information: preferences about artworks; information regarding the time spent in the exhibition; evidence of their preferred path throughout the exhibition; and feedback regarding their visual and thermal comfort. With this study we provide evidence of how much visitors-sensing may be crucial to achieve a better planning and management of the exhibition thanks to the data collected, and to increase the satisfaction of visitors by transforming them into active contributors of cultural organizations. Such improved experience and increased satisfaction obtained through visitors-sensing are relevant for increasing the number of visitors, thus increasing the economic sustainability of cultural organizations, and to boost the literacy of citizens, which are the main outcomes of cultural organizations managers and policymakers.

1342 SHAPING AND SUSTAINING HYBRIDITY: MULTIPLE ORGANIZATIONAL IDENTITIES OF A RELIGIOUS-SOCIAL-BUSINESS (HYBRID) ORGANIZATION

yangerjungla pongener INDIAN INSTITUTE OF MANAGEMENT BANGALORE
Abhoy Ojha INDIAN INSTITUTE OF MANAGEMENT BANGALORE

Our study contributes to discussions on multiple organizational identities by considering the possible unity of certain identity elements which hitherto were considered to be paradoxical in nature or not to co-exist. We also problematize the taken for granted notion that common organizational identity mitigates tensions arising due to competing goals by showing that even common or non-competing identities could get embroiled in institutional complexities. Complementing previous studies, we also found that identity influences the way organizations respond to institutional complexities, thus enabling organizations to emerge as successful hybrids. In other words, the research question we address in this paper is, ‘how does multiple organizational identities influence organizational goals and responses?’.

1740 HYBRID INTERMEDIARY ORGANIZATIONS IN PRODUCT DEVELOPMENT PARTNERSHIPS: BUILDING BRIDGES FOR GLOBAL HEALTH

Marjolein Hoogstraaten UTRECHT UNIVERSITY
Koen Frenken UTRECHT UNIVERSITY
Wouter Boon UTRECHT UNIVERSITY

Poverty related diseases pose an unmet medical need in the global health arena. Private pharmaceutical companies, adhering to a market logic, lack monetary incentives to invest in R&D targeting these diseases since the endemic population has low purchasing power. Public (research) institutes, adhering to a state logic, lack

necessary resources to target said diseases. An answer to this global health challenge are Product Development Partnerships (PDPs). Within PDPs, public and private parties collaborate to develop a specific product. Intermediary organizations play an important role in these partnerships. We consider these intermediaries as a novel type of hybrid organization, since they combine institutional logics on two aggregation levels: within their own organization and within partnerships. In this paper we have looked at two hybrid intermediaries targeting poverty-related diseases, Lygature and the Medicine for Malaria Venture, and explored their role within PDPs, specifically how they deal with institutional multiplicity within PDPs and how they obtain and maintain legitimacy. Based on the analysis, we developed two generic strategies for hybrid intermediaries to manage hybridity among partners.

Innovation in public sector organizations (09:00 - 10:30) - ISCTE - Building II/Room C4.08

[\(Top\)](#)

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Reto Steiner

Paper Presentations:

- 503 INNOVATION IN FRENCH LOCAL AUTHORITIES**
Philippe Cohard UNIVERSITÉ DE MONTPELLIER - MRM - LABEX
ENTREPRENDRE
Isabelle Bories-Azeau UNIVERSITÉ DE MONTPELLIER - MRM

For the last twenty years, the use of innovation in the French local authorities is largely related to decreases in financial resources and changes in the institutional context. Innovation has thus gradually become an alternative to improve and optimize services. According to this observation, our research question is as follows: "Do managerial innovations implemented in local authorities have some particular characteristics?" We develop a theoretical framework to outline the managerial innovation within local authorities and We used a qualitative methodology. The findings show, amongst others, that local authorities do not mobilize dynamic capabilities in the context of a formal process.

- 1406 PUBLIC-PRIVATE PARTNERSHIPS (PPP) IN WATER SECTOR: REVIEW**
sonia maria chin lima ISCTE-IUL, UNIVERSITY INSTITUTE OF LISBON,
BUSINESS RESEARCH UNIT (BRU-IUL)
Ana Brochado ISCTE-IUL
Rui Marques CERIS, INSTITUTO SUPERIOR TÉCNICO, UNIVERSIDADE DE LISBOA

The importance and relevance of Public–Private Partnership (PPP) has accelerated since 2010. This study proposes a review about this theme using a hybrid method, as a result of the combination of systematic quantitative and semantic network analysis. The review was based on a literature review protocol, considering papers related to

the theme published top Journals. A total of 122 papers were identified. The results, supported by semantic analyses and the visual observation performed by the authors indicate themes such as risk management, financial package and governance as hot topics that can guide researchers to future research. This study provides a useful reference for researchers to assess the research trends and development regarding the theme.

1559 INSTITUTIONAL COMPLEXITY AND ORGANIZATIONAL IDENTITY: A RESEARCH AGENDA FOR PRISONS

Filippo Giordano LUMSA UNIVERSITY

Edoardo Sangiovanni ICRIOS UNIVERSITÀ BOCCONI

The article aims to explain the potential of studying prison as organization for management studies particularly in the field of institutional complexity and organizational identity.

Prison environment holds especially revelatory potential for management-related phenomena (Rogers et al., 2015) given the uniqueness of prisons in magnifying important managerial phenomena such as identity, power, leadership, and change (Bamberger & Pratt, 2010). The recent emphasis on the need to rehabilitate and reintegrate the inmates in the society is changing the setting of the prison introducing element of institutional complexity. Prisons are required to face the challenging task to balance the need of guarantee custody and security, by separating inmates from the society, and the need of implement prison-based rehabilitation programs to reintegrate inmates in society and reduce recidivism of the system. Rehabilitation programs are frequently run by external organizations (such as social enterprises, firms, other public institutions) making prisons nowadays not the strictly isolated institutions they were in the past. It creates a hybrid context interesting to study but only on rare occasions the concepts of institutional logics and identity has been used to understand these organizational dynamics in prisons. The paper proposes a theoretical framework to analyse institutional complexity in prison based on a consistent literature review on institutional complexity and organizational identity.

International Competitiveness 1 (09:00 - 10:30) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Eleanor Doyle

Paper Presentations:

1631 SOVEREIGN DEBT AND THE NEW CHALLENGES FOR COMPETITIVENESS

Vítor Gonçalves ISEG - LISBON SCHOOL OF ECONOMICS AND MANAGEMENT

Joaquim Sarmiento ISEG - LISBON SCHOOL OF ECONOMICS AND MANAGEMENT

Ricardo Rodrigues ISEG - LISBON SCHOOL OF ECONOMICS AND
MANAGEMENT

Purpose – Based on the recent sovereign debt crises in the Eurozone, we intend to explore the interconnections between sovereign debt and the competitiveness of nations, and identify the new challenges to improve competitiveness.

Design/methodology/approach – We analyse data regarding sovereign debt and competitiveness of the 28 EU countries covering the period from 2006 to 2017. We also look at the recent theoretical developments on the competitiveness of companies, nations and regions aiming to identify the new challenges towards Portuguese competitiveness.

Findings – We observe that Greece, Ireland and Portugal presented considerable losses in competitiveness and increases in the sovereign debt ratio. The case of Portugal is paradigmatic. Despite benefiting directly from Porter's insights, the Portuguese sovereign debt ratio has increased steeply. Previous analysis (Porter Report in 1994) identified a path, however there are new challenges including those associated with EU competitiveness, shared value and smart, connected products that need to be considered to support the definition of new strategies and policies for a small and open economy, in the context of the Eurozone, as is Portugal.

Originality/value – Based on our analysis, we argue that competitiveness driven policies must consider more explicitly the negative implications of sovereign debt in factor and demand conditions.

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AN OVERVIEW OF THE DETERMINANTS OF COMPETITIVENESS OF SHARING ECONOMY COMPANIES IN EMERGING MARKETS

Jamal Maalouf LEBANESE AMERICAN UNIVERSITY
Amine Abi Aad LEBANESE AMERICAN UNIVERSITY
Karam El Masri LEBANESE AMERICAN UNIVERSITY

There is growing evidence that demonstrates the impact and relevance that the sharing economy has accomplished and the grounded presence it will most likely maintain. Companies that follow a sharing economy business model such as UBER and AirBnB have disrupted their respective industries, namely the hotel and taxi industries. However, due to its unique business model, the sharing economy competitiveness in emerging markets may fluctuate due to many factors. The main purpose of this research is to study the determinants of competitiveness of sharing economy companies in emerging markets. It is commonly known that emerging markets are full of institutional voids which might affect the competitiveness of the sharing economy companies. Accordingly, this study proposes a theoretical model that explains how the sharing economy companies' liability of newness interacts with individual level variables (trust and consumer innovativeness) to predict individuals' willingness to use the sharing economy companies' services in emerging markets.

**International Management 5: Knowledge & Decisions (09:00 - 10:30) - INDEG
Building/Room 1.07 ([Top](#))**

Track: GT07_00 International Management General Track

Chair(s): Dirk Boehe

Discussant(s): Peter Olsthoorn

Paper Presentations:

170 DRIVERS OF DE-INTERNATIONALIZATION: A RESPONSE TO FOREIGN COMPETITION AT HOME AND THE EFFECT OF DECISION-MAKER'S ROLE

Piotr Wójcik KOZMINSKI UNIVERSITY

Mariola Ciszewska-Mlinarič KOZMINSKI UNIVERSITY

Falling international trade barriers have changed the competitive conditions faced by domestic incumbents, increasing foreign-based competition. Yet, studies exploring the influence of such competition on incumbents' de-internationalization decisions have largely ignored individual decision-making processes. This paper seeks to understand cognitive antecedents of domestic incumbents' intentions to de-internationalize as a response to foreign-based competition at home. Accordingly, we derive and test hypotheses on a sample of Polish exporters. We find empirical confirmation that cognitive and firm-level factors are positively associated with intentions to de-internationalize. We contribute to the literature by revealing how cognitive and organizational-level factors relate to external stimuli in an emerging market context

1929 NATIONAL CULTURE AND CAPITAL BUDGETING DECISION MAKING- A QUALITATIVE STUDY

Jaime Morales TRENT UNIVERSITY

Abstract

The aim of this study is to explore the capital budgeting decision-making of Canadian and Mexican entrepreneurs in the small business, in the food sector industry. The aim is based on the premise that context matters and specifically it sets out to explore *how* national culture could help to explain similarities and differences in entrepreneurs' capital budgeting decision-making within different regional contexts. Although the nexus small business and capital budgeting have been explored, we know very little about *how* national culture affects the entrepreneur's capital budgeting decision-making in emerging economies and *who* influences the entrepreneur's capital budgeting decisions. Combining qualitative approaches, constructivist paradigm, and using Hofstede's lens, we argue that national culture affects *how* capital budgeting decisions are made and *who* influences the entrepreneur's capital budgeting decisions.

It appears that Hofstede's cultural dimensions could help to understand these regional similarities and differences.

987 INTERNATIONAL REVERSE KNOWLEDGE TRANSFER, ABSORPTIVE CAPACITY AND THE ROLE OF MULTINATIONALITY

Livia Barakat FUNDAÇÃO DOM CABRAL

Marcio Amaral-Baptista ISCTE - UNIVERSITY INSTITUTE OF LISBON

Torben Pedersen BOCCONI UNIVERSITY

Sherban Cretoiu FUNDAÇÃO DOM CABRAL

Paulo Bento INDEG-ISCTE

Alvaro da Rosa ISCTE-IUL

Rogério Serrasqueiro INDEG-ISCTE

This study investigates the effect of multinationality and the variety of knowledge management mechanisms on headquarters' absorptive capacity in the cross-cultural reverse knowledge transfer context. We test our hypothesis on a sample of 106 Brazilian and Portuguese multinationals. Our findings show that firms that use a wide variety of knowledge transfer mechanisms globally are more capable of absorbing knowledge from their subsidiaries. Interestingly, multinationality has a positive direct effect on absorptive capacity but a negative moderating effect on the relationship between knowledge management mechanisms and the ability to absorb knowledge, which suggests that highly internationalized firms that use a wide variety of mechanisms may disperse coordination efforts, thus hindering absorptive capacity.

Knowledge transfer (09:00 - 10:30) - ISCTE - Building II/Room C6.10 ([Top](#))

Track: ST06_05 - Knowledge, learning and innovation in cross sector collaborations

Chair(s): Vedran Zerjav

Discussant(s): Tom Osegowitsch

Paper Presentations:

1336 ABSORPTIVE CAPACITY IN INNOVATIVE MEGA-PROJECTS: THE CASE OF THAMES TIDEWAY TUNNEL

Carter Casady DEPARTMENT OF CIVIL AND ENVIRONMENTAL ENGINEERING, STANFORD UNIVERSITY

Edem Dei BARTLETT SCHOOL OF CONSTRUCTION & PROJECT MANAGEMENT, UNIVERSITY COLLEGE LONDON (UCL)

Vedran Zerjav BARTLETT SCHOOL OF CONSTRUCTION & PROJECT MANAGEMENT, UNIVERSITY COLLEGE LONDON (UCL)

Studies assessing innovation in the delivery of infrastructure primarily focus on technology. However, only a handful of studies to date have examined the role of absorptive capacity—the ability of a firm to recognize the value of new external information, assimilate it and apply it to commercial ends—in infrastructure mega-

project management. To address this gap in the literature, this paper explores the applicability of the absorptive capacity principle in a novel case—the Thames Tideway Tunnel. Using data from both a document analysis and semi-structured interviews, this paper examines the role absorptive capacity plays in driving innovation across four key stages of the project life cycle: 1) Origination, 2) Procurement, 3) Funding/Finance & 4) Construction. The results yield a number of absorptive capacity principles for innovatively delivering infrastructure mega-projects. These include: (1) investing in internal/external research and development, (2) developing an enabling legislative framework for innovation and (3) tailoring innovative solutions to fit the market.

1383 REVISITING UNIVERSITY-INDUSTRY COLLABORATIONS: ASSESSING KNOWLEDGE CO-PRODUCTION DURING IMPLEMENTATION

Angela McCabe LA TROBE UNIVERSITY

Tom Osegowitsch UNIVERSITY OF MELBOURNE

We investigate knowledge coproduction within research collaborations. Extant research in this area is overwhelmingly cross-sectional in nature, and frequently neglects the implementation phase. We undertake an extended investigation of university-practitioner research projects in an effort to track knowledge implementation within such collaborative relationships. Specifically, we investigate how government and community organizations apply knowledge obtained from research collaborations with universities. We do so by revisiting Australian Research Council (ARC) Linkage Scheme projects several years after completion. Through interviews with practitioners and academic chief investigators, as well as archival research, we explore the extent and process of knowledge implementation in these projects.

1840 CONTINGENT EFFECTS OF TEAM KNOWLEDGE DIVERSITY ON NOVELTY IN MANAGEMENT RESEARCH

Dimitri Graf HAMBURG UNIVERSITY OF TECHNOLOGY

Christoph Ihl HAMBURG UNIVERSITY OF TECHNOLOGY

Our understanding of the impact of team diversity on the team's innovativeness is still limited. There is a lack of research on the contingencies that drive the effectiveness of team heterogeneity and specifically knowledge diversity. We use insights from social networks, knowledge networks, status diversity, and knowledge overlap to explain when teams benefit from knowledge diversity. We conduct our analysis on all ~180.000 publications in the field of management between 2000 and 2015, to explain how teams translate knowledge diversity into novelty. Our results show that high levels of knowledge diversity lead to less novel output. We find that access to structural holes in the social and knowledge network moderates this effect, allowing teams with brokerage positions to compensate for the negative effect of knowledge diversity. However, contrary to our assumptions they do not provide an alternative to teams that lack diversity. Thus, a team cannot source diversity externally. We find that status diversity and knowledge overlap provide teams only with mechanisms to overcome the negative effect of knowledge diversity but do not lead to more novel output.

1159 WEB 2.0 TECHNOLOGIES ENCOURAGE SOCIAL ENTREPRENEURSHIP BY ENHANCING THE ABSORPTIVE CAPACITIES OF BUSINESS STUDENTS

Rodrigo Martin-Rojas UNIVERSITY OF GRANADA

Víctor García Morales GRANADA UNIVERSITY

Raquel Garde-Sánchez UNIVERSITY OF GRANADA

The current scenario of profound political, social and economic change, driven by the increasing use of information technologies, is having a strong impact on higher education institutions, and these are having to adapt to new forms of funding and of teaching, in order to respond to the expectations and needs of their stakeholders. Thus, universities have introduced and are supporting web 2.0 technologies as new teaching resources, creating more open and dynamic spaces that increase possibilities for interaction and enhance students' information absorption capabilities. In the field of business studies, this has heightened students' understanding of areas such as corporate social responsibility and social entrepreneurship initiatives, thus encouraging the rise of future business leaders committed to society.

The aim of this paper is to highlight the importance of the use of web 2.0 technologies as teaching resources that can raise students' information absorption capacities and foster attitudes favourable to social entrepreneurship. To do so, we examine how changes in absorptive capacities affect such attitudes and how aspects related to corporate social responsibility are internalised.

This study was based on a sample population of 201 students selected at the Faculty of Economics and Business Sciences of the University of Granada (Spain). The hypotheses studied were empirically confirmed by a structural equations model. The results obtained were used to define the relation between support for web 2.0 technologies and students' absorptive capacities, directly and also indirectly through the use of web 2.0 technologies. The absorptive capacities were then related to social entrepreneurship, directly and also indirectly through CSR-related teaching.

Finally, the main conclusions drawn, the theoretical and managerial implications of our findings, the acknowledged limitations of this study and possible areas for future research are presented.

Learning and Knowledge Transfer in SMEs (09:00 - 10:30) - ISCTE - Building II/Room C5.06 ([Top](#))

Track: T03_12 - Knowledge Management and Knowledge Transfer in Start-ups and SMEs

Chair(s): cizhi wang

Paper Presentations:

439 WORKPLACE LEARNING IN SMALL FIRMS: A QUALITATIVE STUDY

Sara Csillag BUDAPEST BUSINESS SCHOOL
Peter Csizmadia BUDAPEST BUSINESS SCHOOL
Anna Laura Hidegh BUDAPEST BUSINESS SCHOOL
Karina Szaszvari BUDAPEST BUSINESS SCHOOL

Although HRD in small and medium-sized enterprises (SMEs) has received significant attention at the policy level and in the popular press, empirical research remains modest, and the existing literature is fragmented and of mixed quality (Nolan-Garavan, 2015). Realizing the lack of empirical research in the field of SMEs' HRD especially in the Central-European transition economies, this article highlights and elaborates the process of workplace learning in small businesses in a Hungarian context. Its theoretical contribution is focusing on specific factors in small firms' learning practices, in terms of the role of the owner/manager and the role of networks. The exploratory study involved 11 qualitative interviews with the owner/manager of small firms with 10-50 employees from the central region of Hungary. The empirical results touched upon three main issues. (1) Concerning the characteristics of workplace learning in small firms, we found two different patterns which countervail the dominance of informal learning. First, small firms applied formal and informal practices together very consciously and second, they combined external and internal knowledge sources systematically. (2) Concerning the role of the owner/manager, two typical behavioural patterns were identified: the teacher transferring (practical) knowledge personally, and the enabler of learning. These two different roles of owners/managers reflected also in different roles (3) when utilizing knowledge from networks: the knowledge supplier and the facilitator.

728 PORTFOLIO ENTREPRENEURSHIP APPROACHES IN CHINESE LISTED FAMILY FIRMS: FROM NEXT- GENERATION FAMILY MEMBERS PERSPECTIVE

cizhi wang TOR VERGATA UNIVERSITY
Luca Gnan TOR VERGATA UNIVERSITY
Kai Wang COLLEGE OF BUSINESS ADMINISTRATION, CAPITAL UNIVERSITY OF ECONOMICS AND BUSINESS

The involvement of next-generation family members is one of feature that differentiate the family firms from the non-family one. Although extant literatures take consideration of the engagement of next-generation in a family firm, current studies main explain the entrepreneurial family's behaviors from the incumbent perspective. The focus on the role of dominant family members implies the overlooks of the other family member's engagement in entrepreneurial processes (Minichilli et al., 2010). Since the growing and fast emerging stream of literature identifies the heterogeneity of family members in knowledge accumulation (Cabrera-Suárez et al., 2018; Fang et al., 2018; Casillas et al., 2010) and opportunity recognition (Di Toma and Montanari, 2017; Holt et al., 2017), this article adopts the portfolio entrepreneurship aspect to explains the concurrent engagement of junior generation family members exploring new opportunities and senior generation ones exploiting existent opportunities. Through theoretically argues the portfolio entrepreneurship in

family firms, the article proposes hypotheses through the human capital perspective. After identify 177 listed Chinese family firms which have more than one-generation in govern/manage a family firm, the article quantitatively justifies the positive significant role of foreign experience of the next- generation family members and the education gap with the incumbent in explaining the adoption of portfolio entrepreneurship in family firms.

996 EMPLOYEE VOICE AND FIRM INNOVATION IN SMES: A CROSS-NATIONAL STUDY

Simon Fietze UNIVERSITY OF SOUTHERN DENMARK
Sylvia Rohlfer CUNEF

Referring to the open systems conceptual framework that describes factors influencing human resource management (HRM) in small- and medium-sized enterprises (SMEs) this paper addressed the question how employee voice practices foster different forms of innovation in SMEs across European Union countries. To answer this question this study uses firm data from the European Company Survey (ECS) 2013 (Eurofound, 2015) with more than 23,000 establishments. The joint correspondence analysis and general least square models (*gsem*) show that employee voice practices mainly cluster around themselves supporting that they are complemented with each other. The similar distance between employee voice practices and innovation and non-innovation companies indicates that there is a certain degree of variation but no specific employee voice practices fostering innovation. Further analysis show that the three firm size groups vary considerably. Most employee voice practises that affect innovation positively are to be found in small enterprises – only with slight differences across the different incidences of innovation.

Literature Reviews (09:00 - 10:30) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Ellen Loots

Paper Presentations:

512 A SYSTEMATIC REVIEW OF ETHNIC ENTREPRENEURSHIP IN EMERGING MARKETS

Naya Hapsari FACULTY OF ECONOMICS AND BUSINESS, UNIVERSITAS GADJAH MADA

Nurul Indarti UNIVERSITAS GADJAH MADA

Risa Virgosita UNIVERSITAS GADJAH MADA

Many studies on ethnic entrepreneurship have been mainly conducted to define entrepreneurs, its characteristics, and its role with special reference to developed countries. Recently, studies about ethnic entrepreneurship in developing countries are getting more attention by since ethnic entrepreneurs not only helped the ethnic group

members to secure their economic states but also contributed to the economic growth of the countries where they reside. This current paper used a systematic review ethnic entrepreneurship to investigate the trend of existing studies in field of ethnic entrepreneurship with broader context, ie. emerging market, in term of the objectives, theories and literature, and methodologies.

We used Publish and Perish (PoP) software with Google Scholar (GS) as the database to collect the data with the words of 'ethnic entrepreneurship in emerging market or developing countries' and 'ethnic entrepreneurship' as keywords. The data searching was conducted from August to September 2018. A total of 108 articles from 80 selectable journals from 1989 to 2018. After the data gathered, we extracted and compared the contents of the articles with regards to the theoretical frameworks, methodologies, and ethnics/countries where the studies conducted. The findings are then classified using VOSviewer software, and generated into network visualization maps.

The current study showed an interesting finding indicates that most of the studies in ethnic entrepreneurship are still conducted in developed countries, with the ethnicity are mostly immigrants from developing countries, especially Asian countries. Only less than 20% of the studies took place in developing countries, such as China, Thailand, Singapore, Greece, and other Eastern Asia countries. Another finding, is that most of the studies using a mixedmethod (qualitative and quantitative), and interview is the most favorable method for data collection. The mapping process resulted into various clusters based on the text data (i.e. abstract and titles) and keywords. The clusters represent to the research streams of ethnic entrepreneurship. The paper also provides future research agenda in the field of ethnic entrepreneurship.

1092 **SPORT ENTREPRENEURSHIP: A SYNTHESIS OF EXISTING LITERATURE AND FUTURE PERSPECTIVES**

Riccardo Rialti UNIVERSITY OF FLORENCE

Massimiliano Pellegrini UNIVERSITY OF ROME "TOR VERGATA"

Andrea Caputo UNIVERSITY OF LINCOLN

Giacomo Marzi UNIVERSITY OF LINCOLN

Sport entrepreneurship is progressively emerging as an extremely significant stream of research. Accordingly, more and more scholars are progressively assessing how sportspeople tend to have higher entrepreneurial orientation and intention than average as they have more accentuated internal entrepreneurial characteristics. In a similar fashion, scholars have also observed how sport related entrepreneurial ventures can have a positive effect on community development. This notwithstanding, this literature stream is still fragmented, lacks a proper systematization, and needs an identification of the existing sub-streams. Hereby, we performed a bibliometric analysis and a systematic literature review on the most influential papers belonging to this stream of literature. Results show that a 4-cluster structure exists for sport entrepreneurship: its theoretical definitions and elements (cluster 1), environmental factors which may foster it (cluster 2), pedagogical approaches and education (cluster 3), and finally its impacts, especially in terms of development and social

benefits (cluster 4). From these findings, a framework to help both scholars and practitioners approaching the topic was developed.

1471 POSITION OF NEW ENTREPRENEURSHIP RESEARCH: THE CHOICES OF COMMUNITIES AND CULTURAL NOVELTY

Hannes Lampe HAMBURG UNIVERSITY OF TECHNOLOGY

Jan Reerink HAMBURG UNIVERSITY OF TECHNOLOGY

Every scientist has probably heard the fixed expression: know your audience. But what does this mean when writing an article and adopting community specific jargon? This article disentangles the effects of articles' language cultures on impact. In the domain of entrepreneurship science, we show that cultural uniqueness has a positive effect on article's impact. An article's cultural novelty has an inverted U-shape relationship with impact. We further show that the optimal level of cultural novelty decreases with increasing cultural uniqueness. These findings have implications not only for authors of scientific articles but also for their audience.

Localization, Globalization, and Integration (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Jawad Syed

Paper Presentations:

254 FROM THE DEFINITION OF A CONCEPT AT A GLOBAL LEVEL TO ITS RECEPTION BY LOCAL ACTORS: THE CASE OF GENDER EQUALITY

Clotilde Coron IAE PARIS - SORBONNE BUSINESS SCHOOL

Frédérique Pigeure CNAM

Gender equality in the workplace is a major challenge for companies in Europe. In France, many laws have helped to define the obligations of companies in this area. However, the very concept of gender equality remains ambiguous, and different meanings of it can coexist within companies. This fact has been little studied in the academic literature. However, it strongly conditions the implementation of gender equality policies. In this paper, we mobilize a case study in a large French company and combine a qualitative and a quantitative approach to study the potential discrepancy between gender equality as defined in the company policies, and the meaning employees give to gender equality. Actually, we show that the concept of gender equality as defined in the company's policy does not correspond to the vision that employees and managers have of this concept. Notably, even if the studied company defines a policy close to the "radical approach", the employees and managers remain reluctant to this definition of gender equality.

630 EXAMINING MULTICULTURAL EXPERIENCES AND INTERCULTURAL COMPETENCE AS PERSONAL FACTORS TO IMPROVE IMMIGRANT

EMPLOYEES' WORK ENGAGEMENT

Davina Dias MONASH UNIVERSITY

Jiuhua Zhu MONASH UNIVERSITY

Ramanie Samaratunge MONASH UNIVERSITY

This study examines the impact of two important individual factors on a desired work outcome amongst immigrant employees in Australia. The research considers the impact of multicultural experiences and intercultural competence on immigrant employees' work engagement. Findings from a survey of 391 immigrant employees indicate that both factors positively influence work engagement and that intercultural competence fully mediates the relationship between multicultural experiences and work engagement. Implications for recruitment and development practices are discussed. The study contextualises the variables that have been studied before in expatriate literature by examining them from the perspective of the rapidly growing immigrant employee population. Given the rise in cultural diversity in many organisations, the study and its implications are geared towards helping employers successfully integrate immigrants into the workplace and reap the benefits that cultural diversity has to offer.

1169 LABOR MARKET INTEGRATION CHALLENGES FACING AFGHAN REFUGEES IN PAKISTAN

Faiza Ali LAHORE UNIVERSITY OF MANAGEMENT SCIENCES

This paper sheds light on the various socio-cultural, economic and legal issues faced by Afghan refugees in Pakistan related to their labor market integration. Despite being the second largest refugee hosting nation, there is a lack of in depth research on the challenges faced by refugees in Pakistan. The usual focus of past studies is on the geographic dispersion of Afghan refugees throughout the country and the extent of their repatriation to Afghanistan. In particular, there is a dearth of in depth, qualitative insights on the issues and challenges they face in Pakistan. As a result, effective policy formulation to understand and address the refugee related issues is quite difficult. This paper aims to fill in this gap by providing an in depth understanding of the current situation of Afghan refugees in Pakistan. Drawing on interviews with 22 Afghans residing in Lahore, short-term governmental policies, police excesses, workplace exploitation, child labor and women's marginalization emerge as key issues facing Afghan refugees in Pakistani labor market. The study also takes into account their agency and indicates that having an established social capital plays an important part in getting jobs or setting up self-employment. The study suggests that granting of a legal status, facilitating in social and physical security and supporting in education and skill development are essential for successful integration of Afghan refugees in Pakistan.

Managing an Age Diverse Workforce (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Helena Jerónimo

Paper Presentations:

995 FORMAL EMPLOYEE REPRESENTATION, OLDER WORKERS AND INNOVATION IN BRITAIN AND GERMANY

Wen Wang UNIVERSITY OF WOLVERHAMPTON

Uwe Jirjahn UNIVERSITY OF TRIER

The stereotypical impression of older workers having lower productivity may attribute to employers' general unwillingness to retain them despite policies to extend their working life in the advanced economies. However, work experience and social skills possessed by older workers can be a source of innovation if they are engaged and equipped, which is largely subject to institutional settings. A strong employee voice tends to shape HRM practices, such as training provisions and employee engagement practices which breed innovation and lead to high productivity, but its role has been neglected in the discourse. Using data collected from the senior HR managers of 1388 and 1360 privately owned organisations in the UK and Germany, respectively, in 2013, the empirical results show workplaces with a high proportion of older workers (50+) has a significant and negative influence on innovation in Germany than in Britain: the negative influence is associated with new marketing methods introduced but not in new process in both countries; it also negatively and significantly correlated with new product introduction in Germany but not in Britain. We explore from the institutional setting and HRM practices with the Labour Union systems in both countries. Both theoretical and practical implications are discussed.

303 HRM AND EMPLOYEE PERFORMANCE FOR AN AGEING WORKFORCE: A QUALITATIVE STUDY

Nikolaos Pahos ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

Eleana Galanaki ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

In this paper we explore the relationship between age, HRM practices and employee performance, with a qualitative approach. We employ a focus group analysis with 12 HRM academics and 16 interviews with experienced HRM and top management practitioners. We find that the perspectives of academics and practitioners regarding the performance of mature employees and the implementation of age-based HRM practices agree to a large extent. The analysis of both the focus group and the interviews hinted that HRM practices impact on employee performance through mediating factors, and that age cannot be directly associated with employee performance. The results indicate that despite the relevant calls for tailoring HRM practices to the age profiles of employees, which were acknowledged as valid by our respondents, concrete examples of such a tailoring practice are rare, both in theory and in practice. We discuss the results, theoretical contributions and practical implications in light of the challenge of managing an ageing workforce.

1065 ARE WORK AND CAREER RESILIENT YOUNG WORKERS MORE TENDING TO QUIT?

Raquel Redondo UNIVERSIDAD PONTIFICIA COMILLAS DE MADRID
M Eugenia Fabra UNIVERSIDAD PONTIFICIA COMILLAS DE MADRID

Work and career resilience is increasingly important in today's ever-changing working scenarios and is required in order to respond, adapt and navigate turbulent working environments. Developing such resilience in employees will make organizations more adaptive and successful over time. However, some managers may fear that individuals highly work and career resilient may exhibit higher external mobility. To shed light on this relation, in this paper we propose a structural model to study the relationships between dispositional work and career resilience, turnover intention and actual turnover. Based on Self-Determination Theory, we proposed perceived employability, both internal and external, to be a relevant mediator in the previous relationship and relevant to analyze whether or not individuals more resilient are more prone to leave the organization. The model is run on data gathered in two time points 6 months apart from sample of Spanish low tenured young workers in leading auditing and consulting firms. Our results confirmed the co-existence of a quitting stimulating and a retention stimulating pathways linking work and career resilience disposition and turnover, suggesting that two forces working in opposing directions take part in that relationship, pushing resilient workers to both quit and stay in the organization. However, those competing forces have different intensity and work and career resilience disposition leads to a negative total effect on turnover intention and actual turnover, suggesting that resilient young workers are less tending to leave. Thus, our study provides reassurance to managers who worry about young workers with high dispositional work and career resilience to be more difficult to retain, as they seem more tending to stay. Additionally, for academia, our work offers theoretical reasoning and empirical evidence of the positive relation between dispositional and perceived employability based on the disposition of work and career resilience.

Managing CSR (09:00 - 10:30) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Francesco Gangi

Discussant(s): Mario Tani

Paper Presentations:

605 COMMUNICATING SUSTAINABILITY: THE ROLE OF MISSION STATEMENTS

lara penco UNIVERSITY OF GENOA

Giorgia Profumo UNIVERSITY OF GENOA

ilaria tutore UNIVERSITY OF NAPLES PARTHENOPE

Consistent with the extant management literature, mission statements are crucial for the sustainability and growth of any firms and have been considered to be a tool for the strategic management process. Most of the literature on mission statement provides recommendations in order to determine a high quality mission statement or is focused on the relationship between a high quality mission statement and firm's performance.

Less attention has been given to the impact of mission statements on corporate social performance, notwithstanding one of their principal aim is to communicate the firm's identity to stakeholders. A mission statement has become an important part of managing the organization-stakeholder relationship: such instrument enables companies to more effectively communicate the relevance of each stakeholder in their strategic orientation. In this vein, the present paper is aimed at investigating the relationship between mission statements and corporate social responsibility. In particular, on the basis on an in-depth study on 193 European firms, we have analyzed if there is an alignment of mission statements with the decisions and actions regarding stakeholders and social issues, searching in particular if there is really a link between the content of a mission statement related to stakeholders and the CSR and environmental performance of a firm.

974 HOW CONSULTANTS INTEND TO IMPLEMENT CSR: A PARADOXICAL PERSPECTIVE

Kozica Arjan ESB BUSINESS SCHOOL

Maud Schmiedeknecht ESB BUSINESS SCHOOL

In face of environmental pollution, scarcity of natural resources and economic crises, organization experience pressures from the society to increase their sustainability. However, it is a complex endeavor for corporations to become more sustainable. Organizations need to cope with the inherent complexities of sustainability when they for example refine market strategies, adapt their mindsets, identities and skills and develop managerial tools.

Organizations that face intrigued and complex problems often rely on consulting services. Research has shown that consultants can have a high influence in the way organization operate, how management practices diffuse and how meaning over managerial issues is constructed through discourse (Abrahamson, 1996; Clegg, Kornberger, & Rhodes, 2016; Richter & Niewiem, 2009). Management consulting can irritate organizations and create instability that opens up avenues for change (Clegg et al., 2016), but it can also provide required stability in business operations (Furusten, 2009). Such findings implies that consultants can substantially influence how the relationship between organizations, society, and natural environment is constructed and how organizations adopt concepts such as sustainability and CSR. Consultants can act as knowledge-conveyors (Richter & Niewiem, 2009) and provide organizations with tools and expertise firms need to manage their economical, ecological and social impacts. They can disrupt established ways of practices and orient them towards sustainable behavior. Further, they can contribute stabilizing sustainable business practices. Indeed, recent research has shown that a "market for

virtue” (Brès & Gond, 2014) exists, and that it presumably becomes more important in the future (Raith, 2013). Management consulting firms specialized in sustainability consulting can be key actors in drafting and implementing sustainability strategies for corporations.

However, the role of consultants in the sustainable development has long escaped scholarly attention as there are only few (empirical) contributions focusing on this issue (Brès & Gond, 2014; Ghadiri, Gond, & Brès, 2015; Raith, 2013; Skouloudis & Evangelinos, 2014). This paper addresses this lack of understanding and asks how sustainability and CSR consultants cope with tensions between the economical, ecological and social dimension of sustainability when commodifying sustainability and CSR. By following a paradox lens on sustainability (Hahn & Figge, 2011; Hahn, Pinkse, Preuss, & Figge, 2015; Hahn, Preuss, Pinkse, & Figge, 2014), we analyze in a qualitative study the consultants’ perspective on tensions in sustainability and their influence on the client-consultant-relationship. Thereby, we intent to give a more nuanced view about how consultants maneuver through a topic characterized by complexity and paradoxical tensions.

1043 OBSERVING CSR EMBEDDEDNESS THROUGH AN ORGANIZATIONAL NETWORK ANALYSIS LENS. THE CASE OF AN ITALIAN MULTI-UTILITY COMPANY

Natalia Gusmerotti SCUOLA SUPERIORE SANT'ANNA
Margherita Macellari SCUOLA SUPERIORE SANT'ANNA
Francesco Testa SCUOLA SUPERIORE SANT'ANNA

This study is aimed at analyzing, through an organizational network analysis approach (ONA), to what extent an Italian multi-utility company, strategically committed to social and environmental sustainability, integrates social and environmental issues in its daily activities. The company’s internal informal networks have been deeply investigated to discover the actual level of information sharing and collaboration concerning sustainability aspects. 67 units at a corporate level, down till the first operational lines, have been interviewed or web-surveyed, obtaining a 75% response rate. The analysis reveals scarcely connected information and collaboration networks, with densities never overcoming 26% and with a low level of centralization. Network centrality measures also highlight a quite poor role played by the CSR unit in the process of sustainability embeddedness, with the unit as a main receiver of information. The findings also contribute to demonstrate that the ONA can provide a valid measure of the potential incoherency between companies’ sustainability talks and walk. Managerial implications and avenues for future research are also described.

Me and the Others in the Organization (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.29 ([Top](#))

Track: T09_05 - Meanings, Meaningfulness and Mindfulness: Cognitive, Social and Emotional Approaches to Management

Chair(s): Luis Miguel Pereira Lopes

Paper Presentations:

55 **THE ANTECEDENTS OF WORKPLACE LONELINESS**

Sarah Wright UNIVERSITY OF CANTERBURY

Anthony Silard CALIFORNIA STATE UNIVERSITY

“I am lonely”, “I feel lonely”, “I am alone”, “I am all alone”, “I feel lonely at work”. Each statement conjures up different sentiments about loneliness and speaks to the myriad of ways one can arrive at the conclusion they are lonely. This everyday language gives us some insight into the mechanics of what loneliness is, what it isn’t, how it can manifest, and how being lonely is variously perceived in our social environments. Loneliness indicates that our relational life is unsatisfying in some way and solicits a yearning for connection. The perception and pain of loneliness is magnified in social contexts such as the workplace, yet because loneliness is often perceived as a shameful topic that is stigmatised, trivialised, or ignored, it is not something we often hear revealed at work or discussed in the context of organisations. This article introduces a process model to help us understand how loneliness at work can develop. Because the literature on workplace loneliness is far from mature, we use multidisciplinary research on various aspects of loneliness, relationships, and organisations to help develop a conceptual model of workplace loneliness.

1147 **RE-CONCEPTUALISING COMPASSION AT WORK**

Amy Armstrong ASHRIDGE AT HULT INTERNATIONAL BUSINESS SCHOOL

This paper seeks to extend theory within positive organizational scholarship by re-conceptualising the current model of compassion at work, which views compassion as a one-way process of noticing, feeling and responding; by instead presenting compassion as a two-way interaction between a compassion ‘giver’ and a compassion ‘receiver’. The paper draws on empirical evidence from a biographic narrative interpretive study in which four managers and nine ‘workplace witnesses’ (i.e. colleagues who worked alongside these managers) explore how experiences of personal trauma (i.e. bereavement or critical illness) affect their approach to work as a result. To the authors’ knowledge, this is the first application of the Biographic Narrative Interpretive Method (BNIM) to organizational research to date.

Consequently, this paper argues that it was through a process of reflexive engagement brought about by this novel methodological approach that an extended conceptualisation of compassion emerged. It was through the reflexive process that was created during data collection where participants and their witnesses reflected upon their workplace interactions post-trauma, that salient episodes of compassion could be recounted from both sides of the interaction. This paper presents empirical evidence to suggest that there are three factors that influence compassion as a dyadic process. Firstly, compassion interactions may begin from either side of the process (from the compassion giver, or the compassion receiver). Secondly, the way in which compassion interactions are interpreted depends on contextual factors (such as the quality of the relationship between the compassion giver and the compassion receiver; work group norms; or the context in which the interaction takes place). Thirdly,

compassion interactions are not always viewed positively. This paper seeks to advance our knowledge of compassion at work by exploring the way in which individuals construct their struggles in conversation with others, as an important component in understanding ethics of care in organizations. Furthermore, the paper argues that compassion is a basic requirement of managers and that “*competent compassion*” is a key relational skill for managers to develop.

1724 IN SEARCH OF SPIRIT, PASSION, AND CHANGE: TRANSFORMATIVE MOMENTS IN ORGANIZATIONAL LIFE

Eleni Tzouramani ROYAL COLLEGE OF SURGEONS IN IRELAND
Fahri Karakas UNIVERSITY OF EAST ANGLIA

In this paper, we introduce the concept of transformative moments in organizational life using qualitative inquiry. Given the increasing salience of spirituality for individuals’ agency and self-making, we situate this study within the ‘postsecular turn’ (Braidotti, 2008) in social studies where peaceful dialogue and tolerant coexistence between the spheres of faith and reason (i.e. spiritual/religious and secular perspectives) are sought with the implication that the two theoretically share equal importance. We define ‘transformative moments’ as significant turning points and spiritual experiences that individuals go through in organizations and to which they ascribe deeper meaning in the context of their lives. Drawing on a life story research exploring transformative experiences of 25 people who consider themselves spiritual, this paper explores how research participants shape and ascribe meaning to these moments.

Measuring and Influencing Performance in Healthcare Organizations (09:00 - 10:30) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Paper Presentations:

450 THE ASSOCIATION BETWEEN HOSPITAL CULTURAL COMPETENCY AND FINANCIAL PERFORMANCE

Soumya Upadhyay UNIVERSITY OF NEVADA LAS VEGAS
William Opoku-Agyeman UNIVERSITY OF ALABAMA AT BIRMINGHAM
Robert Weech-Maldonado UNIVERSITY OF ALABAMA AT BIRMINGHAM

An organization’s cultural competency is an ongoing capacity to provide for diverse patients, high quality, equitable, safe, and patient centered care. Currently, policies regarding health disparities point to the need for hospitals to become culturally competent. The aim of this study is to explore, if cultural competency can foster competitive advantage thus leading to better financial performance. A longitudinal panel study design was used with 4,197 hospital year observations for acute care hospitals across the U.S. from 2011-2012. The independent variable was a composite score of cultural competency, and dependent variables were the operating margin and total margin of a hospital. Hospital characteristics and county-level factors including

% racial/ethnic diversity were used as controls. Two random effects regression models with year and state fixed effects were used. All models accounted for repeated observations using robust cluster standard errors. Results indicate that an additional increase in cultural competency score was associated with a 0.32 and 0.48 increase in total and operating margins respectively ($p < .05$). Findings suggest that on average, higher cultural competency levels may be positively associated with higher margins both operating and total. Improving hospitals' cultural competency makes good economic sense for managers, and policymakers. By developing cultural competency, hospitals can have a larger market share, and avoid unnecessary costs that occur due to absenteeism, and turnover as a result of cultural conflicts. Additionally, fostering cultural competency improves patient experience, satisfaction, and eliminates health disparities to avoid unnecessary readmissions, thus saving costs to hospitals.

833 COMPARING HEALTH SYSTEM PERFORMANCE: THE CONTRIBUTION OF MANAGEMENT STUDIES

Silvia Iacuzzi DIES - UDINE STATE UNIVERSITY

Alessandro Lombrano DIES - UDINE STATE UNIVERSITY

Andrea Garlatti DIES

At a time of growing expectations and diminishing public resources for healthcare, improving the performance of health systems becomes a crucial issue as well as identifying key challenges and weaknesses.

This paper provides insights into the comparison of health system performance in order to explore on the one hand whether there is any convergence of policy indications and, on the other, how structures and processes of health systems affect their performance. In particular, it sheds light on the contribution that management studies have provided to the appreciation of these core management issues in comparing health system, while identifying important gaps in the literature and sketching out an agenda for future research.

The paper develops an informed analysis of published articles on comparing health system performance using a Structured Literature Review. While there are more and more articles comparing health systems, i) few focus on comparing their performance, ii) even less deal with the impact of structures and processes and iii) a limited number was published in management journals. Overall, poor quality data, different methodological approaches and level of analysis have led to inconclusive evidence about the performance of different health systems. Hence, results reveal the need for more management studies on the performance of different health systems, while raising awareness about what constitutes high quality research in comparing them and developing insights for future comparative research.

445 THE INFLUENCE OF SUPPLIER-USER RELATIONSHIPS ON USER SATISFACTION IN THE HEALTHCARE SECTOR: THE LOGISTIC CASE

Milena Vainieri SCUOLA SUPERIORE SANT'ANNA

Lucrezia Coletta SCUOLA SUPERIORE SANT'ANNA

Chiara Seghieri SCUOLA SUPERIORE SANT'ANNA

Since 90s customer orientation has become one of the main priorities in the public sector. In particular, the customer perspective started to be considered in the designing and provisioning of the service. It is an issue both when users are individuals and when users are organizations as it happens in the networks or collaborative contexts. While there are several studies dealing with users satisfaction in the healthcare context, less attention was given to the aspect of inter-organization relationship. This study aims at investigating three main constructs in the case of supplier-user logistic service. The analysed constructs are: relationship quality, service quality and overall customer satisfaction.

The analysis is based on a survey administered via CAWI (Computer Assisted Web Interviewing) to all professionals of the Tuscan health system who directly or indirectly interact with the supplier (Estar, which can be considered the main, if not the unique supplier for the Tuscan health authorities) in their daily work activities. The overall response rate was 31%. Respondents were divided into two groups: intermediaries and end users. Then we carried out both moderation and mediation model to test the relationships between the three constructs. Finding from the moderation model showed how different customers perceive relationship quality as differently influencing (in magnitude) their overall satisfaction. This result was confirmed by the mediation models that showed how for intermediaries, both relationship quality and service quality were relevant determinants of their overall satisfaction with supplier performance, even though relational aspects were more significant, compared to service aspects. Whereas, end users' overall satisfaction was influenced by characteristics concerning relationship quality only, suggesting that service quality dimension was not relevant in determining overall satisfaction.

Meet the Editors 2 (09:00 - 10:30) - ISCTE - Ala Autonomo/ Auditório Silva Leal ([Top](#))

Migration and Social Issues (09:00 - 10:30) - ISCTE - Ala Autonomo/Room AA3.30 ([Top](#))

Track: T05_03 - Identity, Power, & Migration: Integration and Cross Cultural Management

Chair(s): Ola Bergström

Paper Presentations:

492 INFLUENCE OF MIGRATION AND AUDIT SOCIETY ON SOVEREIGN CREDIT RATING: EVIDENCE FROM INCONSISTENT TREATMENT OF REMITTANCES

Luc Frederic DUCRAY NIMEC EA 969 NORMANDIE UNIVERSITY

This paper questions the influence “audit society” may have on sovereign credit rating by top credit rating agencies (CRAs), meaning that these ratings could have for

decades been impaired and resulted more from societal pressure than from pure technical calculation.

This is a topic of importance for all stakeholders using sovereign credit ratings: CRAs themselves, investors, and the affected countries, especially the medium and low income ones that could have benefited from a better rating to alight the burden of their debt.

This paper presents a hermeneutical research that puts the sovereign credit rating activity of the top CRAs that developed over the last four decades or so, in the larger perspective of the western society evolution over the same period. Drawing on research highlighting that CRAs have failed to consistently across countries and fully account for migrant workers' remittance flows, we put the sovereign credit rating activity into History in order to emphasize the social trends that transformed society over the last four decades. In this regards, we gather a literature in finance, management, and several other research fields, including anthropology and sociology, which beyond *particularizations*, enlighten the topic, especially when considering the "culture of fear" that CRAs endure.

We therefore claim that it is the audit society pressure that blinded CRAs to the significant global transformations brought by "superdiversity" and the drastic changes in scale and patterns of migration and related remittance flows. The novelty of this paper is the use of a societal approach to the topic that is different from numerous papers trying to master all the technical factors that explain a particular event or rating.

**552 MAKING SENSE OF MIGRATION: THE ROLE OF SOCIAL CATEGORIES
IN WOMEN'S MIGRATION NARRATIVES**

Vivi (Hui) Zhang SPROTT SCHOOL OF BUSINESS, CARLETON UNIVERSITY
Dr. Luciara Nardon SPROTT SCHOOL OF BUSINESS, CARLETON
UNIVERSITY

Research on immigrant women suggests that they are double-jeopardized, as, in addition to the challenges commonly shared by immigrants, such as credential recognition, language proficiency, and discrimination, they face additional challenges due to gender. Situated at the intersection of multiple social categories (e.g., gender, nationality, immigration status, and ethnicity), immigrant women's sensemaking of these intersecting differences offer unique insight to intersectional perspectives on cross-cultural management. In this work in progress, we explore the fluid and socially constructed nature of social categorizations through a narrative analysis of 87 written accounts of migration written by women immigrants. Independent of researchers' influences, written narratives allow for the observation of immigrant women's sensemaking of migration while mirroring the social reality in which they are embedded. Our preliminary analysis suggests that individuals' perception of the relevance and influence of social categorizations on their experiences differ, and that the identification and salience of social categories vary across contexts.

**1509 CASTE AND REGIONAL DIVERSITY IN PARTICIPATORY FOREST
MANAGEMENT IN INDIA**

Somendra Narayan ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS
UNIVERSITY, NETHERLANDS

Jatinder Sidhu RSM, ERASMUS UNIVERSITY

Henk Volberda AMSTERDAM BUSINESS SCHOOL

Institutional initiatives for profitable social impact have the potential of reshaping the relationship between capital and society (Kramer & Porter, 2011). For three decades, the Joint Forest Management (JFM) program in India has attempted to generate value for society while simultaneously addressing local communities' needs and challenges. This study uncovers the effect of regional diversity, caste hierarchy, and urban-rural divide among forest management committees and their institutional mentors on the success of profitable social impact initiatives. We argue that such diversity embodying social separation along culture, status, and know-how between the community and their mentors harms community engagement in JFM program. We find strong evidence for our hypotheses in generalized linear model regression of a sample of 222 village level joint forest management committees in Maharashtra state in India (2010 - 11).

Negative Forms of Leadership II (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.26
([Top](#))

Track: T09_04 - Leadership

Chair(s): Matthieu Legeret

Paper Presentations:

**1973 HOW GOOD CAN BAD LEADERS BE? A MULTIDIMENSIONAL
PERSPECTIVE ON LEADER SELECTION**

Matthieu Legeret UNIVERSITÉ DE LAUSANNE

Benjamin Tur UNIVERSITÉ DE LAUSANNE

Despite a large body of research on what characterizes good leaders and how to select them, organizations often recruit and promote suboptimal leaders. Existing approaches in the leadership literature view the emergence of bad leaders as failure of the selection process. In this paper, we take a different stance by suggesting that the selection of inefficient leaders might be efficient for organizations in some situations. Drawing from the field of economics and more specifically the theory of comparative advantage ([Ricardo, 1817](#)), we argue that organizations should approach leader selection the same way they approach the allocation of any other limited resource: by taking into account the opportunity costs of allocating an individual to the role of a leader instead of a follower. We derive propositions from our theoretical model, and surmise that selecting leaders based on leadership and followership skills in comparison to selecting leaders only based on leadership skills will lead to efficiency

gains. We test the validity our propositions with simulations and discuss the effects of spillovers and correlations between leadership and followership competencies.

1989

WHEN LEADERS GET OF TRACK

ALESSIA D'AMATO UNIVERSITY OF SOUTHAMPTON

Although leader derailment is potentially costly to organizations and employees, no theoretical investigation has focused on the link between leader behaviors and derailment potential. Drawing on negative leadership theory, we address this gap by exploring how different leader behaviors are related to derailment potential and how this relationship is moderated by the organizational and cultural context. We found that leaders who exhibit low levels of decisiveness, leading employees, straightforwardness and composure were more likely to have high derailment potential. Organizational-level acted as a moderator, such that the relationship between these leadership behaviors and derailment potential was stronger for high-level leaders. The national cultural value of power distance moderated these two-way interactions such that the moderating effect of organizational level in the decisiveness and leading employees-leader derailment potential relationship was stronger for leaders in high power distance cultures. These findings underscore the importance of contextual factors in examining leader derailment potential.

OI Perspectives (09:00 - 10:30) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: ST06_07 - Open Innovation

Chair(s): Liliana Mitkova, Luciana CASTRO GONCALVES

Paper Presentations:

1126 DEVELOPING A MICROFOUNDATIONAL UNDERSTANDING OF OPEN INNOVATION

Krithika Randhawa UNIVERSITY OF TECHNOLOGY SYDNEY

Ralf Wilden MACQUARIE UNIVERSITY

Siggi Gudergan UNIVERSITY OF WAIKATO

Limited studies on open innovation (OI) have investigated individual-level characteristics underlying the deployment of OI in firms. Based on a multiple case study design, in this study we draw on routines and microfoundational thinking to explain the microfoundations that underpin OI. We conceptualize that microfoundations rest on lower-level managers enacting performative OI routines by making use of their ostensive aspects. Together, these two routine aspects make up the firm's OI capability. Our results indicate that the quality of this capability is a function of the recursive nature of these performative and ostensive OI routines, which is based on learning and generative mechanisms that leverage three memory elements characterizing ostensive OI routines. These mechanisms are triggered by tensions that lower-level managers experience when engaging in OI. This paper advances OI

research by clarifying that OI routines encompass both performative and ostensive aspects. We further advance microfoundations thinking by identifying the important role lower-level managers play (as opposed to senior-level managers) and by outlining how tensions experienced by these managers lead to learning and generative mechanisms that shape the development and deployment of OI routines.

993 VARIATION OF TECHNOLOGY TRANSFER MODES: EVIDENCE FROM CHINA

Liliana Mitkova UEVE

Maoyan She BUSINESS SCHOOL OF SICHUAN UNIVERSITY, SICHUAN UNIVERSITY

Die Hu BUSINESS SCHOOL OF SICHUAN UNIVERSITY, SICHUAN UNIVERSITY

Cécile Ayerbe UCA - UNIVERSITÉ DE NICE SOPHIA ANTIPOLIS - GREDEG

Although much attention has been paid on technology transfer modes, especially technology licensing or patent selling in existent literature they have been studies separately and few studies have explored them altogether. The present study is based on longitudinal dataset concerning Chinese patent licensing and selling obtained from the National Intellectual Property Administration, attempting to instigate their specificities in China from geographical and temporal perspectives. The results reveal several important findings concerning technology transfer: (1) the average growth rates of patent licensing was higher than that of patent selling, and patents from technologically developed regions were more preferred to be licensed than sold, (2) there was a complementary relationship between licensing and patent selling within the same regions, but lager disequilibrium exists at cross-regions level, (3) the percentage of sold out patents within five years was far higher than that of licensed ones over the same period. (4) the annual average age of licensed patents was falling faster than that of traded patents.

Although much attention has been paid on technology transfer modes, especially technology licensing or patent selling in existent literature they have been studies separately and few studies have explored them altogether. The present study is based on longitudinal dataset concerning Chinese patent licensing and selling obtained from the National Intellectual Property Administration, attempting to instigate their specificities in China from geographical and temporal perspectives. The results reveal several important findings concerning technology transfer: (1) the average growth rates of patent licensing was higher than that of patent selling, and patents from technologically developed regions were more preferred to be licensed than sold, (2) there was a complementary relationship between licensing and patent selling within the same regions, but lager disequilibrium exists at cross-regions level, (3) the percentage of sold out patents within five years was far higher than that of licensed ones over the same period. (4) the annual average age of licensed patents was falling faster than that of traded patents.

421 INFLUENTIAL FACTORS OF INITIATING OPEN INNOVATION COLLABORATION BETWEEN UNIVERSITIES AND SMES: SYSTEMATIC LITERATURE REVIEW

Hezam HAIDAR INSTITUT POLYTECHNIQUE DE GRENOBLE
Karine Samuel UNIV. GRENOBLE ALPES, CERAG, FRANCE
Jean-Francois Boujut UNIV. GRENOBLE ALPES, G-SCOP, CNRS, FRANCE

Academia-Industry collaboration is increasingly seen as an essential engine of local economic development and the open innovation model is a key element in such collaboration. The aim of this paper is to explore the existing literature in a systematic way to identify the factors that influence decision makers to involve in open innovation collaborations between universities and SMEs. The review shows that open innovation' in the context of university-SMEs is receiving more and more attention. The majority of the existing research focus on knowledge and technology transfer. We used the Content Analysis method to analyse the final sample, the findings fall into four categories of factors: Organizational Structure, External Resources, Performance Indicators and Proximity. The article concludes with suggestions for future research.

1805 OPEN INNOVATION IN THE ERA OF MAKERSPACES: HOW TO INTEGRATE THE INNOVATION CAPABILITIES OF MAKERS

David Zakoth UNIVERSITY OF APPLIED SCIENCES MAINZ
Oliver Mauroner UNIVERSITY OF APPLIED SCIENCES MAINZ
Jutta Emes BAUHAUS-UNIVERSITÄT WEIMAR
Marcel Drescher BAUHAUS UNIVERSITY WEIMAR

To sustain in the fierce competition nowadays, more and more companies are seeking for new sources of creativity and innovation. Regarding this development many companies try to implement external knowledge and talent in their innovation process. A new group of creative and technically skilled people outside of a company are makers which came up with the maker movement. These makers are intrinsic motivated people, which like to tinker with digital technologies and try to solve problems with a trial and error approach. Due to their creative potential makers are interesting for companies regarding their open innovation strategies. Currently only a little is known about how to collaborate and motivate makers for open innovation practices but more and more companies are organizing maker focused events like hackathons to profit from the creative potential of this community. Therefore, the goal of this study is to get a better understanding of makers by investigating if there exist different maker types with different benefits for companies. This paper gives some valuable insights on how to attract, motivate and collaborate with makers by presenting findings of a quantitative study conducted on 157 makers about their personality, capacities, and motivation. The study uses the five factor model from psychological research to get a deeper understanding of makers and their personality. Based on a factor and cluster analysis four different types of makers have been identified which could be addressed for different open innovation strategies.

Organising for resilience in extreme contexts - Crisis Management (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Martina Linnenluecke

Paper Presentations:

150 DECOUPLING CRISIS COMMUNICATIONS FROM REALITY: LATIN AMERICAN CASES

Orlando Contreras-Pacheco RENNES SCHOOL OF BUSINESS - UNIVERSIDAD INDUSTRIAL DE SANTANDER

Cyrlene Claasen RENNES SCHOOL OF BUSINESS

Fernando Garrigos-Simon UNIVERSIDAD POLITÉCNICA DE VALENCIA

This work seeks to analyze the way in which decoupling is applied by offending firms in response to environmental crisis incidents in the Latin American context. The ethical implications and its links to legitimacy are considered. The research is based on a multi-case study approach, where three major environmental incidents involving three natural resource companies in Venezuela, Colombia and Mexico are analyzed. By examining several public sources (e.g. media sources, press releases and sustainability reports), the crisis communication processes performed by these companies are carefully examined in order to allow for the linking of theory and practice. Results obtained found that in an attempt to defend their legitimacy, companies decoupled their communications in crisis from reality resulting in ethical concerns for the practice of crisis management. This study illustrates the notion of decoupling as an evolving concept, which is based on reprehensible behaviour in crisis communications. This outcome addresses various ethical concerns about crisis response and reflects the potential impact of context on a company's crisis communication strategy and ultimately its legitimacy.

195 A CRISIS COMMUNICATION EXERCISE SIMULATION: EARLY CRISIS PERCEPTION FROM WITHIN AN ORGANISATION

Erik Snoeijers UNIVERSITY OF ANTWERP / BELGIAN NATIONAL DEFENCE

Preventing organisational crises implies that the organisation perceives a situation as a possible crisis and acts appropriately. This study investigates the pre-crisis phase in which an organisational crisis has not yet reached the critical level of being perceived by an organisation's stakeholders, but which staff members from that organisation possibly perceive as threatening. Each individual has a different perception and therefore an organisation needs to know which profiles have a better perception of an impending crisis, in order to put the right people in the right places. Using a crisis exercise simulation, a crisis perception scale and individual factors and personality indicators, this study demonstrates that a person's academic training, notably in communication related matter, a person's position within the organisation and previous crisis experience are significant indicators of someone's crisis perception ability, as well as individual factors such as organisational commitment, risk behaviour and regulatory focus.

1046 ON FLUID ORGANISATIONS: CHALLENGES OF RESPONSIBILITY IN THE MIDST OF REFUGEE CRISES

Yoann Bazin EM NORMANDIE

Maja Korica WARWICK BUSINESS SCHOOL, UNIVERSITY OF WARWICK

Globalization, new technology, and sociopolitical uncertainty have been prominently challenging the traditional view of organizations (Okhuysen & al., 2013). This context has led to a call in organization studies to shift “from the metaphor of the iron cage to transparent liquidity” (Clegg & Baumeler, 2009: 1714). The term liquidity is here borrowed from the work of Zygmunt Bauman on what he calls “liquid modernity” (Bauman, 2000; 2005), to characterize our current societies in which “transience has replaced durability at the top of the value table” (Bauman & Tester, 2001: 95).

Inspired by Clegg and Baulemer (2009)’s question of “what happens to the consumers of liquid modernity when they go to work?” and Kociatkiewicz and Kostera’s (2014) approach to “liquid organizations”, we conceptually unpack the question of the implications of work in fluid organizations. Specifically, we will use the empirical example of NGOs operating and attempting to coordinate in the ‘mega’ refugee camp of Kutupalong in Bangladesh to illustrate and think through what it means to work in an undefined and constantly shifting environment – inherently fluid in terms of mission and context, as well as members and partners, urgency and constraints, structures and demands, stakeholders and support. This allows us to specifically address the challenge of ‘too many hands’ (Thompson, 1980), often discussed in relation to public responsibility, particularly following distinct failures or scandals. In particular, this “occurs if a collective is morally responsible for [x], whereas none of the individuals making up the collective is morally responsible for [x]” (van de Poel, 2015: 52). As Bovens (1998: 49) highlighted, the concept suggests that the “fact that no one can be meaningfully called to account after the event also means... that no one need feel responsible beforehand”. How this challenge, as well as the wider one of responsibility, might be practiced, negotiated and resolved in the distinct setting of fluid organisation remain a valuable one to explore.

Participation and Collaboration in Complex Systems (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: ST09_02 - Team Performance Management

Chair(s): Ana Passos

Paper Presentations:

1443 GLOBALLY DISTRIBUTED TEAMS AS A COLLABORATIVE PRACTICE TOWARDS INNOVATION

Rosana Reis ISG - PARIS

Luiz Marcio Spinosa FEDERAL UNIVERSITY OF SANTA CATARINA

Marcos Schlemm UNIVERSITY OF BERKELEY

The increasing complexity of economic, social, technological, and business environments in which modern organizations are key players have determined new configurations of working relationships. To be competitive the organizations need to develop collaborative practices to guarantee their future, to adopt a virtual work could be a way to improve their performance. Trust among team members appears as a decisive factor in team performance and innovation in virtual settings. The aim of this paper is re-assess the theme by exploring and re-visiting the elements that contribute to the development of trust towards the creative process in globally distributed teams, given recent developments in communication technology. Our goal is to investigate how the individual and the organization contribute to providing a collaborative environment conducive to innovation. Adopting a qualitative approach, a case study on Volvo Trucks in Brazil has been prepared with a focus on its New Product Development team that works alongside teams distributed in Sweden, France, and India. Our empirical evidence shows that both organization and individuals have their share in the development of trust amongst team members, in consequence, we proposed past experience, prompt answers, intrinsic motivation, and clear goals, as key elements for the trust building.

**1554 THE INFLUENCE OF LEADERSHIP PRACTICES ON WORK
ENGAGEMENT OF MEMBERS OF MULTIPLE TEAMS**

Diana Santistevan EM NORMANDIE
Anna Obermöller EM NORMANDIE

Multiple team membership (MTM) creates engagement challenges for leaders, an increasingly important issue in complex organizations. The literature in multiple team membership and work engagement does not address the phenomenon of splitting engagement amongst multiple teams. We use a grounded theory approach to extend the psychological conditions of engagement by demonstrating how leadership practices can stimulate engagement for multiple team members.

**1366 PARTICIPATION IN MULTI-PARTY SYSTEMS DEALING WITH
COMPLEX PROBLEMS: AN EMPIRICAL TEST IN A NATURAL
EXPERIMENT**

Petru Curseu BABES BOLYAI UNIVERSITY CLUJ-NAPOCA ROMANIA &
OPEN UNIVERSITY OF THE NETHERLANDS
Sandra Schruijer UTRECHT UNIVERSITY

Multiparty systems are often asked to deal with wicked problems (ill defined, complex, fluid). Previous research has emphasized the important role of stakeholder representation and participation in these settings. We report the results of an empirical test of the effect of stakeholder participation on systemic goal achievement and multiparty dynamics in a natural experiment setting using a behavioral simulation. We report the results obtained in two similar behavioral simulations in which 44 professionals participated who were enrolled in a business school. In one of the simulations a 'party exclusion dynamic' evolved. As the two simulations had a similar baseline, the same number of participants distributed in a similar manner among seven stakeholder parties in each simulation, this stakeholder exclusion dynamic allowed us to test the effect of stakeholder participation on goal achievement and systemic

dynamics. Our results show that stakeholder exclusion prevents systemic goal achievement, disrupts collaboration and induces systemic powerlessness.

Pedagogical context of Ethics (09:00 - 10:30) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): R. Duncan Pelly

Discussant(s): Elies Seguí-Mas

Paper Presentations:

627 OPENING THE SADEAN MENAGERIE: METAPHORS OF MARQUIS DE SADE IN A CONTEMPORARY BUSINESS PH.D. PROGRAM
R. Duncan Pelly MCMURRY UNIVERSITY

Prevailing literature views creativity, especially within the context of established organizations, as something positive. This belief stems from Judeo-Christian traditions supporting the goodness of man, meaning that what man creates must also be good. However, there is an alternative stream of ethics that is anti-humanist, anti-Christian, and anti-democratic – that of the Marquis de Sade. While de Sade’s contempt for human dignity is well researched, this paper will explore how a heterotopia within a business school’s Ph.D. program provided fertile grounds for Sadean behavior. Furthermore, this paper shows how a heterotopia can be devoid of a social contract and therefore facilitate inappropriate behavior. To explore this Sadean behavior, this article consists of a layered account autoethnography that illustrates the consequences of leaving Ph.D. students unsupervised. This article is of interest to scholars of education, organization studies, and any faculty who supervise Ph.D. students.

1744 THE ANSWER IS BLOWING IN THE WIND. EXPLORING ENVIRONMENTAL FACTORS IN THE ICELANDIC BUSINESS ETHICS EDUCATION.
Elies Seguí-Mas UNIVERSITAT POLITÈCNICA DE VALÈNCIA
Guillermina Tormo-Carbó UNIVERSITAT POLITÈCNICA DE VALÈNCIA
Throstur Sigurjonsson REYKJAVIK UNIVERSITY / COPENHAGEN BUSINESS SCHOOL
Audur Arna Arnardottir REYKJAVIK UNIVERSITY

In close connection with the last global crisis, public debate on business ethics has intensified worldwide, particularly in apparently ethics-friendly environments such as Iceland because of political and corruption scandals. In this context, concern is increasing for enhancing business ethics in higher education curricula to improve ethical behavior of future business people. In this study, from a sample of 138 students of several Masters in Business Administration in an Icelandic university, the

importance of Business Ethics is investigated. The aim of this paper is examining students' overall perceptions of business ethics in friendly environments and, specifically, their views on the importance and objectives of Business Ethics Education. Our results show no significant (or weak) differences among students depending on individual and organizational factors. In comparison to the academic literature, this particularity can be due to environmental factors. Thus, ethics-friendly environments can be treated as contexts where general trends on students' ethical attitudes are clearly visible. This fact places ethics-friendly environments as crucial research settings for further inquiring into the nuances that help explain students' attitudes towards Business Ethics and the role of ethics courses in Masters in Business Administration curricula.

Projects & Society (09:00 - 10:30) - ISCTE - Building II/Room C4.02 ([Top](#))

Track: T10_03 - Projects & Society

Chair(s): Gilbert Silvius

Discussant(s): Carl Marnewick, Timo Braun, Yvonne Schoper

Paper Presentations:

277 THE 4TH INDUSTRIAL REVOLUTION: A READINESS ASSESSMENT OF SOUTH AFRICAN PROJECT MANAGERS

Carl Marnewick UNIVERSITY OF JOHANNESBURG
Annalize Marnewick UNIVERSITY OF JOHANNESBURG

The world is currently shifting towards the 4th Industrial Revolution and this has an impact on all spheres of society. There are still many unknowns regarding the impact of this revolution on project management. Project managers' readiness to implement products/services for the 4th Industrial Revolution is one such unknown and this article sheds some light on this. South African project managers' readiness for the 4th Industrial Revolution was evaluated using three readiness criteria: the project managers' own readiness to change, the integration of new technologies into their projects and their leadership style. The results from a quantitative survey indicate that South African project managers are not ready for the 4th Industrial Revolution and would not be able to implement projects in this new, constantly changing environment. The results imply that project managers need to be trained and educated in the 4th Industrial Revolution. They should know about the impact of this revolution on how they manage projects and the change required in their own leadership style and behaviour.

678 STUCK IN THE MIDDLE: PROJECT MANAGEMENT BETWEEN COMPETENCE AND PROFESSION

Timo Braun FREIE UNIVERSITÄT BERLIN

Manuel Nicklich FRIEDRICH-ALEXANDER-UNIVERSITÄT ERLANGEN-NÜRNBERG

The development of project management as a profession has gained momentum over the past decades. Institutional actors such as PMI and IPMA have set comprehensive cross-sectional standards for managing projects. This has eventually led to the professionalization of project practices and to the claim of the ‘project manager’ as being a particular profession. However, the diffusion process unfolds relatively to country-specific institutions. Based on qualitative interviews with project managers from project-based industries in Germany and with top-leaders from project management associations, we argue that the status of project management is stuck as “profession in the making”. The development of a relative perspective on institutionalization eventually contributes to the literature on real-time observations of institutional projects as it enables us to measure the degree of institutionalization relative to a particular point of reference. Our findings bear implications for project managers and associations to refine their efforts in further professionalizing the field.

1974 ANALYSIS OF THE NATIONAL CAPABILITIES IN PROJECT MANAGEMENT - BETTER UNDERSTANDING PROJECT ECONOMIES BY SYSTEM DYNAMICS

Yvonne Schoper HTW UNIVERSITY OF APPLIED SCIENCES BERLIN.
Helgi Ingason REYKJAVIK UNIVERSITY

The analysis of the results of the national projectification study shows that developed Western European economies and the specific industrial sectors exhibit in some parts different levels of projectification. A reason could be that the national industries possess different levels of maturity in Project Management. The following paper presents a model for analysing the national Project, Program and Portfolio Management capabilities and the specific Project Management conditions in a country in a causal loop diagram. This analysis can be the basis for developing a future System Dynamics model for better understanding the mutual dependencies of the various influencing factors supporting national Project, Program and Portfolio Management capabilities

Psychology in processes (09:00 - 10:30) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_07 - Entrepreneurial Processes

Chair(s): Laura Castaldi

Discussant(s): Carmen Freitas

Paper Presentations:

1341 PSYCHOLOGICAL OWNERSHIP DEVELOPMENT IN NEW VENTURE TEAMS

Olga Yttermyr LINKÖPINGS UNIVERSITET
Karl Wennberg LINKÖPINGS UNIVERSITET

Psychological Ownership (PO) has been highlighted as important for organizational outcomes and alignment of team members, yet little is known about collective forms of PO in emerging teams. Based on an in-depth study of a new venture team followed over two years, we sketch a process model of PO development among team members as well as in the team. While studies on PO in established organizations highlight the importance of heterogeneous individual needs in triggering the processes leading to PO development, our study indicates the need for temporal alignment of such processes for the emergence of team PO. Our study serves to bridge research on new venture teams and the psychological research on small groups.

1358 THE PSYCHOLOGY OF ENTREPRENEURIAL EXIT: PROPOSING A DIAGNOSTIC AND PRESCRIPTIVE PROCESS TYPOLOGY

Ann-Louise Holten UNIVERSITY OF COPENHAGEN
Ellen Korsager COPENHAGEN BUSINESS SCHOOL

In this paper, we bridge the entrepreneurship and family business literatures and argue that exit is a dynamic process, which is driven by the owner-manager's perception of exit. Inspired by construal level theory, a psychological construct accounting for the connection between perceptions and actions, we develop a typology of four exit perceptions. We argue that each of these perceptions facilitate and hinder particular owner-manager actions, which shape the exit process. The typology is applicable in research as a framework to study and understand the exit process and in practice as a tool to work strategically with exit planning.

Researching paradoxes in social enterprises (09:00 - 10:30) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST03_06 - Social Entrepreneurship and Societal Change

Chair(s): Nicole Siebold

Paper Presentations:

1346 SOCIAL ENTREPRENEURS: MAKING SENSE OF TENSIONS THROUGH DECOUPLING

Ignacio Alvarez de Mon IE BUSINESS SCHOOL
Patricia Gabaldon IE BUSINESS SCHOOL

Through qualitative analysis, we try to understand the different tensions social entrepreneurs deal with in their daily activities. Using paradox theory as the frame of the work, we find how there are three important tensions present in social entrepreneurs' actions: a) social vs economic sustainability; b) professional vs family life and c) keeping the original culture vs innovation. These apparent confronting

elements are combined and constantly mentioned in their discourses and solved by decoupling. The implications of the findings are discussed.

1405 WALKING ON THE EDGE. INSIGHTS FOR MANAGING PARADOX FROM THREE CHINESE SOCIAL ENTERPRISES.

Michele Simoni PARTHENOPE UNIVERSITY OF NAPLES, DEPARTMENT OF MANAGEMENT AND QUANTITATIVE STUDIES

Peter Moran CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

Social enterprises (SEs) use market means to address social problems that for-profit firms and the market are unable to solve. These two alternate yet incompatible goals, of being profitable and solving a complex social problem, force SEs to confront the tensions of an inherent managerial paradox. In this work, we use the dynamic equilibrium model of paradox as an interpretative tool to analyze the approach followed by three Chinese SEs to deal with this paradox. Our study points to three key managerial factors that characterize all three SEs in addressing their managerial paradox. First, our SEs exhibited a clear perception of the inability of conventional approaches to address the targeted social problem. This perception was accompanied by periodic criticism of these alternative approaches that was tempered by a strong commitment to use the market to solve the problem. Second, they imposed specific non-negotiables in interactions with stakeholders and in exploring potential paths forward. Third, they monitored and actively redefined the key performance metrics that would legitimate their sustainability over time. The study contributes to the nascent research stream that describes how managers can use paradox productively.

1621 EMBRACING PARADOX OVER TIME: REINFORCING MECHANISMS OF DUAL MISSIONS IN HYBRID VENTURES

Nicole Siebold OTTO-VON-GUERICKE UNIVERSITY

Franziska Günzel-Jensen AAHUS UNIVERSITY

Social ventures are gaining prominence as they can help address the grand challenges that our planet faces by interrelating social missions with business venturing. Therefore, social ventures are confronted with hybridity – the combination of logics, identities, business models, and other core organizational design elements that would conventionally not go together. Transformed into hybrids, these ventures experience persistent challenges to sustain their fragile dual nature over time. Drawing on an inductive comparative case study of four hybrid ventures, we induce an empirically grounded model of how ventures embrace hybridity in the early years of the venture creation process. First, we find that, as hybrid ventures grow, they do not only face widely recognized social-business tensions but also tensions between their various social as well as economic goals. Second, we identify two interrelated mechanisms for embracing these various tensions: experimentation and sense-making which in combination enable paradoxes instead of resolving processes; and lead to a competitive advantage in the market. Our findings have implications for scholarship on hybridity, experimentation and social entrepreneurship.

Track: GT01_00 - Business for Society General Track

Chair(s): Sharam Alijani, Stewart Clegg, Simon Robinson

Shareholders rights and Non-financial Disclosure Directive (09:00 - 10:30) - ISCTE - Building I/ Auditório 0NE02-Caiano Pereira ([Top](#))

Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)

Chair(s): Nicola Cucari

Paper Presentations:

1249 MANAGERIAL DISCRETION, SAY ON PAY AND CEO COMPENSATION ADJUSTMENTS

J.Samuel Baixauli-Soler UNIVERSITY OF MURCIA
Gabriel Lozano-Reina UNIVERSITY OF MURCIA
Gregorio Sanchez-Marin UNIVERSITY OF MURCIA

Say on pay (SOP) is a means of shareholder activism that allows shareholders to express their views on executive compensation by voting for or against, or by abstaining. The issue of how effective SOP is in adjusting executive compensation to shareholder interests has proved somewhat controversial, which may be due to the existence of moderating factors. In this sense, based on strategic and economic perspectives, we study managerial discretion as an important factor modulating SOP effectiveness. Using a sample of UK listed-companies (specifically, 4,681 firm-year observations) from 2003 to 2017, we find that SOP really is an effective mechanism for adjusting executive compensation to firm performance since a firm's capacity to adjust executive compensation increases when shareholders cast an unfavourable SOP result. In addition, we find that managerial discretion plays an important modulating role in the prior relationship, where environmental and organizational discretion (i.e., latitude of action) positively moderate SOP effectiveness, while individual discretion (i.e., latitude of objectives) exerts a negative modulating effect.

1261 AN EXPLORATORY SURVEY OF DIGITAL CAPITAL AS ENVISIONED BY CEOS

Fabienne Berger-Remy SORBONNE BUSINESS SCHOOL (UNIVERSITY PARIS 1 PANTHÉON-SORBONNE)
Elisabeth Albertini SORBONNE BUSINESS SCHOOL (UNIVERSITY PARIS 1 PANTHÉON-SORBONNE)
Stéphane Lefrancq CNAM-LISRA
Laurence Morgana CNAM-LIRSA
Elisabeth Walliser UNIVERSITÉ CÔTE D'AZUR - GRM

Intangible capital is currently at the heart of firms' business models and plays a significant role in value creation. It is a complex whole that encompasses a wide

variety of assets, and seems due for an update to account for the disruption of business models over the last two decades. Particularly, the digital transformation of a firm is to date difficult to grasp for stakeholders if looking solely at financial statements. Nevertheless, analysing extra-financial communications means can provide information about digital capital as a new form of intellectual capital. To this end, a computerized lexical analysis of 241 letters to shareholders from the CEOs of S&P Euro 350 companies was conducted. Results show that digital capital is coming to the fore and show that disclosure practices address contemporary issues.

926 ROBO-VOTING PHENOMENA: AN EMPIRICAL ANALYSIS OF INSTITUTIONAL INVESTORS' VOTING AND PROXY ADVISORS' RECOMMENDATIONS

Nicola Cucari UNIVERSITY OF SALERNO

Sergio Carbonara FRONTIS GOVERNANCE

Salvatore Esposito De Falco SAPIENZA UNIVERSITY OF ROME

KONSTANTINOS SERGAKIS UNIVERSITY OF GLASGOW

Proxy advisors' recommendations have emerged as the key determinant of shareholder voting, and the evidence provided in this study raises some questions as to the influence and power of proxy advisors. Despite assertions that proxy advisors are powerful, few empirical studies in relation to their influence on shareholder votes have been conducted in a European context. This study is the first to analyse the robo-voting phenomena in one of the major European markets (Italy). In this way, our paper aims to identify those institutional investors that strictly vote in alignment with external recommendations (including proxy advisors or management recommendations). Our main results are that two main characteristics influence the voting approach of institutional investors: country of residence and size. We think that our results are timely not only because of the general rise of importance of proxy advisor and shareholder voting, but also because the debate on corporate governance has now shifted to fiduciary duty to vote and a focus on social or legal enforcement.

Strategic reflections on the sharing (P2P) economy (09:00 - 10:30) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: T03_08 - Entrepreneurship in the Sharing economy: P2P Strategies, Models, and Innovation Paradigms

Chair(s): Joan Heminway

Paper Presentations:

931 WHAT IS A P2P BUSINESS MODEL?

Allen Duncan BURGUNDY SCHOOL OF BUSINESS

Djamchid Assadi BURGUNDY SCHOOL OF BUSINESS BSB

Since 2005, the number of Peer-to-Peer (P2P) platforms has grown substantially in areas such as carpooling, online dating, and crowdfunding. Many successful P2P

endeavors began as startups where the investments came from sources other than the commercial banking arena. Crowdfunding has provided support for entrepreneur projects where funding was impossible through traditional investment means. Though the development of P2P activities is increasing, there is a lack of strategic and managerial theories for this type of platform, especially when identifying the elements of its business model.

This paper seeks to clearly define what a business model is, before constructing one for online P2P activities. First, extensive literature is reviewed concerning business models. Then a model adapted to the P2P sector is created. Finally, the validity of the model is tested through crowdfunding platforms.

1630 U.S. MICROFINANCE THROUGH THE SHARING ECONOMY: U.S. SECURITIES CROWDFUNDING AS A MEANS OF PROMOTING CAPITAL FORMATION, ENCOURAGING INVESTMENT, AND ADDRESSING POVERTY

Joan Heminway THE UNIVERSITY OF TENNESSEE COLLEGE OF LAW

This paper defines and analyzes the place securities crowdfunding does and may occupy in the array of potential responses to poverty in U.S. communities. Specifically, as the third year of effectiveness of the U.S. federal registration exemption for crowdfunded securities offerings progresses, the paper offers preliminary views regarding the potential success of securities crowdfunding in providing sustaining and improving prospects for financially disadvantaged U.S. entrepreneurs and investors. The paper first sets forth reasons why securities crowdfunding is a promising yet less-than-optimal financing approach for business innovators and funders in poor communities in the United States. Then, before offering concluding suggestions, it outlines ways in which securities crowdfunding may be used or modified to play a more positive role in entrepreneurial ventures and capital-oriented wealth formation in those communities.

1302 “[UBER] IS LIKE A WOLF IN SHEEP’S CLOTHING”: HOW ENTREPRENEURS NARRATE THEIR IDENTITY WORK IN THE SHARING ECONOMY

Susanne Pankov HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Itziar Castello SURREY BUSINESS SCHOOL

Dirk Schneckenberg ESC RENNES SCHOOL OF BUSINESS

Vivek Velamuri HHL LEIPZIG GRADUATE SCHOOL OF MANAGEMENT

Building on an inductive, qualitative study of entrepreneurs of the sharing economy, this paper develops a theory about the management of legitimacy and the construction of fields through narratives of identity work. We find that in a contested field, such as the sharing economy, with incumbents and challenger actors in a permanent conflict of values, newcomers to the field experience legitimacy tensions and uncertainty. Entrepreneurs new to the field work on narratives of identity that help them to not only make sense of themselves in the field but also strategically shape the evolution of the field in their favor. We observe how these entrepreneurs strategically use labels in their narratives of identity work to either adhere, shape or contest field values. We

show how narratives of identity work in a contested field are highly bounded by field cultural elements such as labels and values. These new entrepreneurs legitimize their space in the field by dealing discursively with their identity struggle that helps them to either normalize field contradictions or transform the field. We describe four strategies of dealing with identity struggles: ignoring, reinforcing, embracing and escaping or distancing. This paper advances theorizing on the narratives of identity work by showing the interlink between values and labels in identity work and how they can be rhetorically combined to legitimize a position in the field.

Support systems and digital tools for HRM project solutions (09:00 - 10:30) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Maxim Miterev

Paper Presentations:

1553 PROJECT CATEGORIZATION SYSTEMS AND THEIR ROLE FOR PROJECT PORTFOLIO MANAGEMENT

Pagon Lo CQ UNIVERSITY

Nga Dao CHALMERS UNIVERSITY AND NORTHUMBRIA UNIVERSITY

Chivonne Algeo MONASH UNIVERSITY

Robert Moehler MONASH UNIVERSITY

Nowadays, firms cope with a multitude of single projects or projects grouped together in programs and portfolios. In such environments management complexity is reflected by the diverse types of projects. Recognizing commonalities and differences between the various types is essential; thus project categorization systems are utilized for this reason. The research aimed to investigate the nature of categorization systems and to identify their potential role for project portfolio management. A conceptual framework was developed through a comprehensive literature review. The research approach followed qualitative multiple case-study design with multifaceted data collection, including semi-structured interviews and organizational documents. The cases illustrate how organizations employ categorization systems to adapt project management practices and assign type of project respective to internal competence frameworks the project manager. In the examined case study organisations the purposes of categorization systems could be extended to the strategic level for project selection and prioritization, balancing the portfolio and resource allocation.

1049 BECOMING STAKEHOLDERS IN INTER-ORGANIZATIONAL AND TERRITORIAL HRM PROJECTS: THE CASE OF THE EDRH CÔTE D'AZUR DIGITAL PLATFORM

Sabrina Loufrani-Fedida UNIVERSITÉ CÔTE D'AZUR, IAE NICE, GRM

Eve Saint-Germes UNIVERSITÉ CÔTE D'AZUR, ISEM, GREDEG-CNRS

The purpose of this article is to better understand how the sustainable engagement of stakeholders is built in an inter-organizational and territorial HRM project. Our empirical study focuses on the HRM digital platform project implemented by the Côte d'Azur territory in France. Thanks to the actor-network theory, our research reveals the engagement mechanisms that make actors become stakeholders, involved lasting in this project: the capacity of stakeholders to (re)problematize quickly and in several directions the initial project; solid and regular incentive devices driven by a digital platform and an active multichannel communication; an intensive enrollment maintaining pre-existing roles for better resistance to counter-enrollment processes and for social acceptability of the relational consequences of devices; a polyphonic management carried by a duo of translators transformed into boundary spanners (the project manager and the digital platform). These mechanisms can be considered as key factors for success in the sustainable engagement of stakeholders in an inter-organizational and territorial HRM project.

742

MANAGING CHANGE IN VIRTUAL PROJECT SETTINGS, A DIGITAL SUCCESS?

Janita F.J. Vos UNIVERSITY OF GRONINGEN

Oskar Roemeling UNIVERSITY OF GRONINGEN

Creating a shared understanding at times of organizational change is crucial for the success of change projects. A shared understanding is highly dependent on interactions between the involved project leaders and members. However, with the increasing frequency of virtual project teams, one might question how project leaders create a shared understanding in these virtual settings.

This research provides an insight in the phenomenon of creating a shared understanding of large change projects in virtual settings. This study offers a novel framework to think about the shared understanding in a virtual setting, and it offers practical advice how to obstacles related to virtual settings.

In a multi-case study, we relied on semi-structured interviews, observations, and archival data to study a large scale organizational change project in multiple departments spanning multiple countries. The case site consisted of an international provider of national gas and oil, where we focused on offshore activities.

The results provide an overview of the shared understanding within the studied departments. Findings underline that the virtual setting poses barriers that require careful consideration of project leaders, if these wish to create a shared understanding amongst project members. In addition, overcoming these barriers requires various interventions, of which we provide practical examples. Our results strengthen earlier studies, and at the same time our findings pose additional questions for some earlier outcomes. Practice benefits from our findings with examples of suitable interventions that facilitate a shared understanding of an organizational change in virtual settings.

Track: GT06_00 - Innovation General Track

Chair(s): Eila SZENDY EL KURDI

Paper Presentations:

256 THE REFLEXIVE MANAGER AND LEADER IN THE MAKING
Peter Daly EDHEC BUSINESS SCHOOL

This paper describes a Reflexive Manager Programme (RMP) created within an MSc in Management Studies at a French Business School. This one year soft management skills programme enables students to develop and reflect on key professional and management experience, filter this practical knowledge through management theory, critically reflect and appraise their understanding, their assumptions and learning and enhance their self-reflexivity through journaling. The paper starts by outlining the programme philosophy and design positioned within the reflexivity, critical leadership and critical management studies literature.

Then the overall framework of this programme is outlined prior to presenting an exploratory study that provides evidence of reflexive behaviour in verbatim comments from student learning journal summaries. This research will be of particular interest to MSc programme directors wishing to integrate reflexivity into their programme design, leadership faculty looking to consolidate key management development practice, and managers who are involved in corporate training.

304 BALANCING IMPACTFUL RESEARCH WITH ACADEMIC RIGOUR: THE REALITIES OF THE DBA ENGAGED SCHOLAR
Carley Foster UNIVERSITY OF DERBY
Susan Kirk NEWCASTLE UNIVERSITY
Konstantina Kougiannou NOTTINGHAM TRENT UNIVERSITY

Interest in the DBA has grown significantly, not least because it can act as a facilitator to creating impact which can help an institution to respond to external demands made by research bodies. However, our study, based on 32 in-depth interviews with DBA students and alumni suggests that the primary and most significant impact experienced by DBA students is personal. We argue that personal impact is not only overlooked by policy makers when assessing research but also that personal impact is an important pre-requisite to achieving what we term, secondary impact, at the economy, organisational or societal level. Educators must therefore recognise the heterogeneity of the DBA learning experience, the challenges experienced by these students in bridging the practitioner-academic gap and the importance of personal development as a foundation to engaged scholarship.

847 ADMISSION IN PUBLIC SCHOOL OF MANAGEMENT: A USER'S GUIDE - A CONTRASTING PICTURE OF NEW SPIRIT OF CAPITALISM
Florent Giordano KEDGE BUSINESS SCHOOL
Adeline Buton UNIVERSITÉ TOURS

Can we understand student selection in business school with the ideal-type of *New Spirit of Capitalism* [NSC]? Is it a way to question the evolution of this major text, 20 years after its release date? To answer to these question, we decided to run an in-depth analysis of a single session of student selection in a public school of management and compare the profile of expected candidate with the NSC ideal-type. By doing this, we bring to light a contrasted incarnation of the ideal type from Boltanski & Chiapello (1999), especially of the “mobility” trait we do not find in our case study results. Despite this difference, the NSC test of *high status* seems to be pertinent to understand the formation of expected student profile during admission process. Results show that the admitted student are mainly those who already benefited from a previous education in management – despite application is open to everyone – and, consequently, it questions the vocation of the public school of management, its formation offer and its selection process.

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The future of organizations in the age of digital transformation - the marketing perspective (09:00 - 10:30) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: T14_05 - The future of organizations in the age of digital transformation

Chair(s): Mornay Roberts-Lombard

Paper Presentations:

1034 THE INFLUENCE OF INSTAGRAM USAGE INTENSITY AND ELECTRONIC WORD-OF-MOUTH (EWOM) ON CONSPICUOUS CONSUMPTION - A GENERATION Y PERSPECTIVE IN AN EMERGING ECONOMY

Mornay Roberts-Lombard UNIVERSITY OF JOHANNESBURG
Karabo Ndlovu UNIVERSITY OF JOHANNESBURG
Kim Viljoen UNIVERSITY OF FORT HARE

The study investigates the extent to which Instagram usage intensity and electronic word-of-mouth influences the conspicuous consumption of goods from a Generation Y Instagram user perspective. An exploratory research design approach was pursued and the data was gathered from Generation Y Instagram users who reside in the Gauteng province of South Africa using self-administered questionnaires. A total of 300 questionnaires were collected for data analysis. A multiple regression analysis was used to determine the relationship between Instagram usage intensity, electronic word-of-mouth and conspicuous consumption amongst Generation Y male and female Instagram users. Instagram usage intensity significantly and positively influences conspicuous consumption, while electronic word-of-mouth also significantly and

positively influences conspicuous consumption. The model which has been tested confirms the hypothesized relationship between Instagram usage intensity, electronic word-of-mouth and conspicuous consumption amongst Generation Y Instagram users in Gauteng. The findings can assist marketers in developing a digital strategy for selling luxury items or conspicuous goods on platforms such as Instagram which can ultimately lead to an organisation attaining higher profits from the conspicuous goods which were promoted/advertised/spoken about on social media platforms such as Instagram. The study contributes to current social media buying behaviour research through the influence of Instagram usage intensity and electronic word-of-mouth on conspicuous consumption via an emerging digital (social media) platforms such as Instagram. Considering that limited research has been conducted on this topic in an emerging African market such as South Africa, this study can assist marketers to add value to their customers when promoting/selling/advertising on Instagram as a social media tool of engagement.

1044 THE FUTURE SKILLS IN THE AGE OF DIGITAL TRANSFORMATION AND INDUSTRY 4.0

Timea Lovei RESEARCHER

Roland Szabo HEAD OF STRATEGIC AND INTERNATIONAL
MANAGEMENT RESEARCH CENTRE, CUB

The aim of this paper is to summarize the most important findings of the past 40 years' literature regarding not only the categorization of skills needed in employment, but also the effects the current age of digital transformation has on them. Having conducted a literature review, we successfully identified, analysed in chronological order and grouped 13 key skills individuals could have within the 3 main categories established by Katz, 1974. Our research enables us to follow how each skill has appeared in the literature, and to conclude which ones affect the current labour market the most. This literature review can function as a firm base for future research, in which the current findings could be integrated into an empirical research and viewed specifically in the context of the digital transformation and industry 4.0.

Coffee Break (10:30 - 11:00) - F/B Area Tent ([Top](#))

5 (11:00 - 12:30) - ISCTE - Building II/Room C6.10 ([Top](#))

Track: ST06_05 - Knowledge, learning and innovation in cross sector collaborations

Chair(s): Rodrigo Martin-Rojas

Discussant(s): Rodrigo Martin-Rojas

A network perspective (11:00 - 12:30) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Tatbeeq Raza-Ullah

Discussant(s): Angelos Kostis

Paper Presentations:

- 1736 THE SOCIAL NETWORK ANTECEDENTS OF KNOWLEDGE RETRIEVAL**
Evangelos Kalokassis ATHENS UNIVERSITY OF ECONOMICS AND
BUSINESS
Alexandros Papalexandris ATHENS UNIVERSITY OF ECONOMICS AND
BUSINESS

The research aims at filling the gap in current global literature regarding the relationship between the phenomenon of knowledge retrieval and its social network antecedents. Specifically, the study shines new light on how two structural features; namely, structural holes and degree centrality affect knowledge retrieval in an intra-firm social network of inventors. Inventors with more structural holes or with higher degree centrality in an intra-firm social network among their colleagues, are found to have a tendency to retrieve more of their pre-owned knowledge, after it spills to and is leveraged by external inventors (knowledge retrieval). The validity of these hypotheses is analyzed on the USPTO patent databases of a leading semiconductor firm and its fifty-one subsidiaries (4,222 inventors) using a longitudinal data structure for robust testing. Finally, the research presents theoretical implications by reexamining the phenomenon of knowledge retrieval based on the network theory and the theory of absorptive capacity, as well as practical contributions by suggesting that a firm form the proper social networks in order to make further profits by investing in existing innovations.

- 875 DARK SIDE OF CUSTOMER ENGAGEMENT?**
Katarzyna Żyminkowska UNIVERSITY OF BIELSKO-BIALA, UNIVERSITY OF
ECONOMICS IN KATOWICE
Tomasz Żyminkowski UNIVERSITY OF ECONOMICS IN KATOWICE

Abstract

Purpose: Customer engagement (CE) is a customers' voluntary resource contribution to firms' functions, and it goes beyond transactions during customers' behavioral manifestations toward the brand or firm's offerings or activities. Although the effective CE management requires to understand the potential CE effects, and leverage the potential benefit and threat of CE, negative consequences or risks of CE have remained unexplored in existing marketing management literature. Therefore this paper explores customer engagement consequences for firms, both negative and positive.

Methodology: Based on computer-assisted telephone interviews with 402 firms operating in the field of consumer goods and services the descriptive statistics and structural equation modelling were used in this study.

Findings: This study reveals CE risks for firms resulting from external, customer resource integration and sheds light on the linkages between CE risks and firm-level benefits of engaging customers by firms.

Originality/value: The paper proposes realistic view on firm-level outcomes of CE and provides insights into how firms can better manage CE by understanding the dark side of CE associated with risks of integration customers' resources in business processes.

Behavioral perspectives in public service (11:00 - 12:30) - ISCTE - Building II/Room C4.08
([Top](#))

Track: GT11_00 - Public and Non-Profit Management General Track

Chair(s): Reto Steiner

Paper Presentations:

859 CURBING CORRUPTION? – A SYSTEMATIC LITERATURE REVIEW ON CORRUPTION IN PUBLIC SECTOR SETTINGS

Federico Ceschel UNIVERSITY OF ROME "TOR VERGATA"
Alessandro Hinna UNIVERSITY OF ROME "TOR VERGATA"
Fabian Homberg LUISS UNIVERSITY

Corruption is a widespread phenomenon affecting both industrialized and developing countries. Through a systematic literature review we seek to take a snapshot of the literature on public sector corruption to date. The systematic review integrates findings from 88 studies which met the selection criteria. The analysis uncovers gaps in the literature particularly with respect to anti-corruption measures. Based on the insights generated from the synthesis of the papers included in the review we develop an agenda for future research along three challenges: research needs to overcome deficiencies in its focus on risk-management practices for anti-corruption initiatives, needs to develop a stronger emphasis on the actor at the transaction level and improve study design in the literature on corruption.

1673 REWARDS CAN'T BUY ME KNOWLEDGE? HOW TO FOSTER KNOWLEDGE SHARING BEHAVIOR OF PUBLIC EMPLOYEES.

Caroline Fischer UNIVERSITY OF POTSDAM

This study examines whether tangible and intangible incentives affect knowledge sharing intention and behavior of public employees. The tested incentives offer either the opportunity to satisfy the basic human needs for achievement or appreciation. Relying on expectancy theory it is hypothesized that both treatments will have a different influence on knowledge sharing, due to their different valence for an individual. Both treatments are tested on implicit as well as explicit knowledge sharing to prove the robustness of the results. An experimental approach is used to analyze these hypotheses. A 2x3 factorial survey experiment is designed to observe

within-person and between-person effects. The research design is preregistered at the open science framework. Data is collected from German public employees in the core administration and the health sector (n=623) in 2018. The analysis indicates that treatments which offer the opportunity to satisfy a need for appreciation and treatments related to a need for achievement both positively affect knowledge sharing intention if explicit knowledge ought to be shared. However, no effects of both treatments can be found if implicit knowledge is shared. This result offers theoretical implications for expectancy theory and knowledge sharing, as well as practical implications for knowledge management.

1760 LIFETIME TENURE IN GERMANY – TIME FOR CHANGE?

Franz Strich UNIVERSITY OF PASSAU, CHAIR OF MANAGEMENT, PEOPLE AND INFORMATION

Nikolai Albrecht UNIVERSITY OF PASSAU, CHAIR OF MANAGEMENT, PEOPLE AND INFORMATION

Marina Fiedler UNIVERSITY OF PASSAU - CHAIR OF MANAGEMENT, PEOPLE AND INFORMATION

Lifetime tenure in Germany remains one of the unchallenged principles of public sector employment. Whereas the main advantage is to secure the civil servant against arbitrary dismissal, in comparison to the general European context, the concept seems to be outdated and needs to be revised. The aim of this paper is to reevaluate the impact of lifetime tenure on work related and non-work related concepts such as job satisfaction, job engagement, organizational commitment, work-life balance, and life satisfaction, in order to verify the validity of the historic lifetime tenure condition. By conducting a quantitative analysis with $N = 239$ civil servants within German judicial and financial authorities, we found counterintuitive results, indicating lifetime tenure to enhance work related and non-work related attitudes equally. Despite the fast changing nature of work, less payment compared to the private sector, and fewer career options, employees holding lifetime tenure positions seem to be satisfied in general. Nonetheless, our research shows the need to thoroughly monitor the current application of lifetime tenure in Germany. Especially, in comparison with European partners and the recent European budget crises, it is necessary to create alternative incentive systems, in order to continuously guarantee the stability of the civil service. Thus, our findings yield important managerial implications, not only for Germany, but for other European countries likewise.

Business Model 9 (11:00 - 12:30) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Ana García Granero

Discussant(s): Nicole Siebold

Paper Presentations:

440 BUSINESS MODEL ADJUSTMENT OF START-UP COMPANIES

Xuehong Ji NORTH CHINA UNIVERSITY OF TECHNOLOGY

Jing Luo UNIVERSITY OF GREENWICH

Yong Lin UNIVERSITY OF GREENWICH

Ieromonachou Petros UNIVERSITY OF GREENWICH

Li Zhou UNIVERSITY OF GREENWICH

This paper aims to explore the mechanism of business model adjustment of start-ups, including the direct motivations, basic processes and modes of business model adjustment. Three propositions are developed and verified in this research. First, the direct motivation to business model adjustment is manager's cognition change. Along with manager's gradually accumulated cognition change via trial and error learning and organizational search, it promotes the adjustment of business model. Second, there are four stages in business model trial and error learning process, including, business model practice outcomes, failure identification, cognitive change and business model adjustment. Third, there are two types of business model adjustment: radical and incremental. Radical adjustment happens when the core elements or architecture of the business model changed fundamentally, the business model presents radical adjustment. While incremental adjustment occurs when the external factors of the business model changed, while the core elements and the architecture have no fundamentally change, the business model presents incremental.

1571 INNOVATION IN INFRASTRUCTURE PROJECTS: FROM COOPERATION TO COLLABORATION

Peter Smith UNIVERSITY OF AUCKLAND

This paper attempts to explain why the forces that inhibit innovation in large-complex infrastructure projects-- risk averseness, the methods of procurement, and the one-off nature of the projects—are overcome in alliancing projects by the team climate, and a no-blame culture or risk-sharing. Through a single longitudinal case study of a firm involved in multiple alliancing projects, we find that it is the best-for-project mentality engendered by the alliance contract that drives the innovation rather than the team climate and no-blame culture *per se*. Furthermore, we find that the greatest innovations occur at the boundaries between the consortium of firms that comprise the alliancing project.

1174 DEFINING, REFINING AND MEASURING ENTREPRENEURIAL ORGANIZATIONAL CULTURE

Ellen Drost CALIFORNIA STATE UNIVERSITY LOS ANGELES

Stephen McGuire CALIFORNIA STATE UNIVERSITY LOS ANGELES

This study provides a definition of a firm-level construct – entrepreneurial organizational culture (EOC), and takes an important step toward refining EOC's dimensionality, measurement, and validation. Within a conceptual framework of organizational entrepreneurship, a multi-dimensional EOC instrument is developed and tested on multiple respondents in organizations. Results indicate that a

parsimonious EOC model with 6 factors was a good fit with the data. Evidence of convergent validity was found by a positive relationship between EOC and intrapreneurship. Evidence of discriminant validity was found by a negative association between EOC and security-oriented norms, indicating evidence of the reliability and validity of the EOC instrument. Implications for entrepreneurship theory and practice are discussed.

Business Model for Sustainability (11:00 - 12:30) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Miguel Pérez-Valls

Discussant(s): Alexander Martin

Paper Presentations:

1257 WHEN NEW BUSINESS MODELS GO BAD: IRRESPONSIBLE INNOVATION AND THE CASE OF CYCLE HIRE SCHEMES
Thomas Long UNIVERSITY OF GRONINGEN
Arnoud van Waes UTRECHT UNIVERSITY

Innovations are needed to help tackle grand challenges such as climate change, and innovations to business models are a particularly promising area for sustainability. This is because they influence what value is created and how, and can fundamentally alter the underlying logic used by a business. Business models can also have profound influence on how technological innovations are deployed within society. However, innovation outcomes can be unpredictable; unintended consequences are not just possible but probable. To minimise negative impacts and enhance the success of sustainable business models, socio-ethical factors must be incorporated and managed. Research on responsible innovation, which seeks to manage socio-ethical factors, is well developed but has often used a technocentric lens. As such, it is unclear how socio-ethical factors interact with business model innovation processes and how they manifest themselves in the final business model configuration. In this research, we seek to explore the extent to which the business model influences the type and nature of socio-ethical impacts and start to think about how they could be better managed to enhance the social desirability and ethical acceptability of innovations. To do this we explore cases of 'irresponsible' business models within the context of new cycle hire businesses in Europe. We contribute by linking the concepts of responsible innovation and business models, as well as highlighting how normative and socio-ethical factors can be integrated into business model design and organisational strategy.

425 SUSTAINABLE BUSINESS MODEL INNOVATION: THE POTENTIAL OF LIBRARIES OF THINGS
Denise Baden UNIVERSITY OF SOUTHAMPTON

Ken Peattie CARDIFF UNIVERSITY
Adekunle Oke ROBERT GORDON UNIVERSITY

This paper explores innovative sustainable business models that do not depend upon increasing consumption. Over the last decade there has been increasing interest in the concept of the sharing economy, also known as collaborative consumption, which replaces the focus on individual ownership with a focus on access to goods and services through borrowing, hiring or sharing. In particular we investigate the efficacy of extending the library concept to include more items, such as items that are used infrequently. The study provides a snapshot of Libraries of Things (LOTs) in the UK. The aim is to explore how UK LOTs operate and the barriers and opportunities to broaden the appeal, reach and sustainability of LOTs.

Findings based upon case studies of six LOTs across the UK, indicate that all LOTs shared common environmental and social values, with the most prevalent values being to use the library concept to reduce resource use and waste and enable more equitable access to goods. All relied up a team of enthusiasts to found the project, and aligned with partners such as local authorities who typically offered free space and charity partners who helped with funds, supplemented often by local crowdfunding campaigns and a team of volunteers.

There was a commonality in the type of items being borrowed, typically household items such as carpet cleaners, gardening and DIY tools, kitchen items computer items, games, and sports/leisure goods. There were differences in how items were sourced with the most established LOT sourcing new items through purchase or donation from manufacturers, and the less established LOTs relying mostly on public donations. Most had a mix of membership fees and individual hiring costs although one allowed payment for goods by time/goods donated too. Prices were low aimed at encouraging participation rather maximising financial returns. All LOTs expressed optimism about the potential of sharing to replace ownership and all hoped to expand their services in the future. At the time of the study, all relied on public support, and none were yet economically self-sufficient. This poses important questions about the future for LOTS and how they can transition towards the mainstream in order to make a more substantive contribution to creating a more socially equitable and environmentally sustainable economy.

1918 WHICH BUSINESS MODELS ARE BEST FOR THE BASE OF THE PYRAMID? COMPARING POVERTY IMPACT PROFILES

Ted London UNIVERSITY OF MICHIGAN, ROSS SCHOOL OF BUSINESS
Colm Fay WILLIAM DAVIDSON INSTITUTE, UNIVERSITY OF MICHIGAN

Interest and investment in enterprise-based approaches to reduce poverty and inequality continues to grow. While recent research has led to greater understanding of the poverty-alleviation impacts of specific enterprises, comparatively little rigorous work has been done to compare these outcomes across business models. To address this gap, our study compared the changes in well-being in young children for three different business models that serve the base-of-the-pyramid (BoP). We evaluated

two enterprises within each business model using a standardized framework that incorporated a multi-dimensional perspective of both who is impacted and how they are impacted. This allowed us to develop poverty impact profiles (PIPs) for the young children of key stakeholders for each business model. Comparing these PIPs contributes to our understanding of how different business models impact young children, as presented through the development of 10 propositions. In addition, theoretical and practical implications of these results are developed.

945 THE CURRENT BUSINESS MODELS FACING THE CIRCULAR ECONOMY CHALLENGE: ARE INDUSTRIAL COMPANIES READY TO EMBRACE THE NEW PARADIGM?

Natalia Gusmerotti SCUOLA SUPERIORE SANT'ANNA

Francesco Testa SCUOLA SUPERIORE SANT'ANNA

Filippo Corsini SCUOLA SUPERIORE SANT'ANNA

Fabio Iraldo SCUOLA SUPERIORE SANT'ANNA

Gaia Pretner SANT'ANNA SCHOOL OF ADVANCED STUDIES AND GREEN,
BOCCONI UNIVERSITY

In the last years, great attention has risen around the concept of circular economy business models. Large part of the literature has focused on which are the most innovative business models to adopt in order to successfully implement circular economy principles in a company. However, little has been done in relation to traditional business models, which still represent the choice of the high majority of modern companies, and on how to push them towards more circular practices. The present study aims to fill this gap, presenting the results of a questionnaire and a cluster analysis conducted among 821 Italian companies on the actual level of adoption of circular economy's principles in five different production phases: raw materials selection, design, production, logistics and consumption. Five clusters were identified: 1) "information-oriented companies" (24%), the best in communication related activities but the worst in all the other aspects; 2) "linear companies" (41.6%), the ones that poorly perform in all the 5 phases; 3) the "green marketers" (15.5%), which perform well in design, production and consumption aspects; 4) the "optimizers" (10.6%), which focus more on the production and logistics aspects and 5) the "circular companies" (8.1%), the ones that register good performances with respect to all aspects. The bad performers, clusters 1 and 2, also registered the worst economic results in the last 3 years, whereas the "circular companies" registered the best. Finally, a logit regression showed that the most suitable drivers to push "linear companies" towards more circular business models are the economic and the supply risk related drivers whereas we did not find significant evidence of an influence of the drivers connected with the regulatory pressures and the fulfilment of company's environmental values.

Clusters and networks (11:00 - 12:30) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Xavier Molina-Morales

Discussant(s): Luis Martínez-Cháfer

Paper Presentations:

869 REGIONAL INNOVATION MECHANISMS, ABSORPTIVE CAPACITIES, AND FIRM PERFORMANCE

Matthias Menter FRIEDRICH SCHILLER UNIVERSITY JENA

Erik Lehmann UNIVERSITY OF AUGSBURG

Katharine Wirsching UNIVERSITY OF AUGSBURG

This study investigates the impact of both university spillovers and firms' absorptive capacities on firms' financial performance, using a multilevel approach. Considering internal firm characteristics as well as external regional characteristics, our results clearly show that knowledge spillovers do not have a per se stimulating effect. It is the interaction between firms' absorptive capacities and local knowledge spillovers, which proves to have a positive and significant effect on firms' economic performance. Our findings give impetus to a call for more comprehensive public policy strategies. Policymakers have to balance the support provided to knowledge producing regional actors such as universities as well as knowledge exploiting actors such as knowledge-based firms to leverage local resources and ultimately create economic value within regional innovation systems by enabling efficient technology transfer processes.

1294 OPENING THE INNOVATION PROCESS: A MULTILEVEL APPROACH BASED ON ABSORPTIVE CAPACITY

Cristina Boari UNIVERSITY OF BOLOGNA

Aurora Zen ESCOLA DE ADMINISTRAÇÃO | MANAGEMENT SCHOOL
UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL | FEDERAL

UNIVERSITY OF RIO GRANDE DO SUL

We are interested in the open innovation process (OI), a broad research area that is focused on the why and how a firm opens its innovation process. Within this stream, drivers of OI are a key issue. They range from the macro-level -such as macro-environmental changes, to the meso-level- such as community's and ecosystem's conditions, to the micro-level- such as absorptive capacity and other firms' characteristic. Addressing a recent demand for multilevel research on OI, we explore why and how firms open the innovation process by analyzing and connecting different drivers active at different levels. Taking a knowledge-based and organizational learning perspective, we base our analysis on a key driver of firms' OI, i.e. absorptive capacity, and appreciate how it interacts with drivers at the macro- and meso- level and how they jointly contribute to open the firm's innovation process. We empirically investigate firms located in a leading Brazilian wine cluster. These firms were able to overcome major environmental jolts (as a macro-level driver) that threatened their sustainability and survival, by redefining their business model and opening the innovation process. At the meso-level, the impact of the professional community of enologists' condition was appreciated. We found that macro-environment changes impact with different effects across levels (meso, organizational

and individual) and, compared to other investigated drivers, can be considered a necessary condition anytime incumbent firms only adopt closed innovation. Professional communities, compared to macro-environment changes, tend to provide a more directed support to the open innovation process, favoring the nature of individuals' practices and the width and diversity of their enacted networks. Macro-environment changes as triggers and professional community conditions and firm's absorptive capacity as feeders play a complementary role in opening the innovation process.

1495 SEEKING FOR PROXIMITY BALANCE WITHIN NETWORKS

Laura Sabbado da Rosa UNIVERSITY OF RENNES 1

Maud Daniel UNIVERSITY OF RENNES 1

CAROLINE RUILLER UNIVERSITY OF RENNES 1

Emmanuelle Fromont UNIVERSITY OF RENNES 1

Roselyne Crambert UNIVERSITY OF RENNES 1

This article provides a new vision of proximities, with an empirical approach. We question – building our reflexion on Boschma (2005) – which proximities are identified by the CEO's, being members of a territorial network. Based on twenty managers' life narratives, the results illustrate the different types of proximity and identify corporate behaviours related to similarities and inter-proximity dynamics. The results provide useful support, particularly for the network governance and the coordination of the evolution of proximity relationships among its members.

**Corporate Governance, Investment, and Risk (11:00 - 12:30) - ISCTE - Building I/
Auditório ONE03 - Mário Murteira ([Top](#))**

Track: GT02_00 - Corporate Governance General Track

Chair(s): Maria Aluchna

Paper Presentations:

**637 SPILLOVER EFFECTS OF CAPITAL EXPENDITURE ANNOUNCEMENTS
WITHIN BUSINESS GROUPS**

Shao-chi Chang NATIONAL CHENG KUNG UNIVERSITY

I-Fen Chen METAL INDUSTRIES RESEARCH AND DEVELOPMENT
CENTER

Using the capital expenditure announcements of Taiwanese business group affiliated firms, this study examines whether the diverse portfolio and ownership structure influence intragroup spillover effects. We find that the stock price reactions of the announcing firms are positively associated with both the stock price reactions and the post-announcement long-term performance of their non-announcing group peer. More importantly, the evidence shows these positive spillover effects weaken for business groups associated with a pyramidal ownership structure. The evidence supports principal-principal conflicts weaken the spillover effects in a business group. The

findings further show that the spillover effects are stronger during the period of financial crises. Finally, in the three-year period following announcements, the non-announcing group members experience declining industry-adjusted performance.

1150 CHANGES IN THE CONFIGURATIONS OF CORPORATE GOVERNANCE AND AGENCY RELATIONSHIP: A LONGITUDINAL STUDY IN PRIVATELY HELD COMPANIES

Fabricio Oliveira FGV - FUNDAÇÃO GETÚLIO VARGAS
Joaquim Fontes Filho FGV - FUNDAÇÃO GETÚLIO VARGAS

This paper aims to understand the changes in the configurations of corporate governance relationships throughout the companies' life cycle, based on a case study carried out on the *Transportadora Brasileira Gasoduto Bolívia-Brasil S.A.* (TBG), a privately held company controlled by *Petrobras Logística de Gás*, with the participation of several state and private partners. The study analyses the transformations in the company, in its shareholding structure, and the changes in the configurations of corporate governance throughout its history and the changes of the shareholders and their interests, with reference to the agency theory and the principal-principal relationship. The results pointed out that planning before committing capital, the enforcement brought by a financing structure, the existence of clear criteria to select main partners, and the presence of a relevant second blockholder contributes to preserve principal-principal relation over time and the sustainability of an agreement around multiple shareholders.

1493 CORPORATE CONTROL TRANSFER AND RISK TAKING: AN EMPIRICAL STUDY BASED ON THE PSM MODEL

Jianci Lu BUSINESS SCHOOL OF TIANJIN UNIVERSITY OF FINANCE AND ECONOMICS
Guangsheng Jiang BUSINESS SCHOOL OF TIANJIN UNIVERSITY OF FINANCE AND ECONOMICS
Weian Li CHINA ACADEMY OF CORPORATE GOVERNANCE OF NANKAI UNIVERSITY; BUSINESS SCHOOL OF TIANJIN UNIVERSITY OF FINANCE AND ECONOMICS
Hui Li CHINA GALAXY SECURITIES CO., LTD

This paper investigate risk taking effects for China's listed firms when there is a change in the controlling shareholder. Using Propensity Score Matching (PSM) method, this paper find that: control transfer can promotes the corporate risk taking; the state-owned privatization and the control transfers from one state entity to another state entity can significantly improve corporate risk-taking, after matching the two groups of samples(treatment group and control group), the relationship effect of the privatization of state-owned enterprises on risk taking is not higher than the relationship effect of the control transfers from one state entity to another state entity on risk taking, which means for state-owned enterprise, property right change is not the only way to improve risk-taking; and the nationalization of private enterprises can promote firms' risk-taking, but the control transfers from a private entity to a private entity has no effect on risk-taking, which means that for private enterprise, to keep the property right invariability is important to maintain the existing risk-taking and

operating energy. Those results show that although control transfer can promote firms' risk-taking, but the net effect of different types of control transfer on risk-taking has significant difference. In addition, risk-taking effect of the privatization may originates the reduction of agency cost, the improvement of debt financing ability, the risk-taking effect of the nationalization probably originates the improvement of debt financing ability.

Design research, project complexity and knowledge sharing (11:00 - 12:30) - ISCTE - Building II/Room C4.01 ([Top](#))

Track: T10_01 - Action research, collaborative research and participatory research - engaged scholarship in projects and innovations

Chair(s): Erik Lindhult

Paper Presentations:

856 RESEARCHING NAVIGATION OF PROJECT COMPLEXITY USING DESIGN SCIENCE RESEARCH

Mogens Mikkelsen IT UNIVERSITY OF COPENHAGEN
John Venable CURTIN UNIVERSITY

Project complexity is becoming increasingly challenging for project managers. Much research has been done on the concept of project complexity. However, not enough has been done on developing and providing guiding principles for navigation of project complexity. Using action design research, this paper presents the design for and evaluation of a conceptual artefact (the "Complexity Navigation Window") to contribute toward a user interface for a decision support system (DSS) for project management. The designed artefact has been through a process of formative evaluation with indication of a high degree of relevance and utility of the artefact for 16 practitioners of project management. The contributions of the paper are improved understanding of practitioners' perceptions of project complexity and design of navigation principles for managing the project complexity, for which the paper presents four strategies. The paper also provides a methodological discussion of Action Design Research, which is not often used in research on project management.

990 THE USE OF DESIGN SCIENCE AS A RESEARCH METHOD IN PROJECT MANAGEMENT AS AN APPROACH THE BRIDGE THE APPARENT RELEVANCE GAP THAT EXIST IN THE FIELD

Cordi van Niekerk UNIVERSITY OF CAPE TOWN
Kosheek Sewchurran UNIVERSITY OF CAPE TOWN

Projects have seen significant growth in use which has resulted into a marked increase in both project management related publications and practitioners in project related roles. Industry however experiences ongoing underperformance on projects which points to an apparent relevance gap in project management. Design Science as a research method is positioned as one of the options available to bridge the relevance

gap in Project Management research. Design Science is introduced through a reflection of the history on the development of the research method and its journey to management research is discussed. As an example, a current PhD research initiative is discussed to illustrate how such research is currently being executed. The research initiative aims to establish an artefact to improve the conceptualisation of projects in order to assist in the mitigation in the typical challenges that are experienced during front end management activities.

1149 COMMUNITIES OF PRACTICE FOR ENABLING INTER-PROFESSIONAL AND INTER-PROJECT KNOWLEDGE FLOWS: STRATEGY, STRUCTURE AND CHALLENGES FOR PROJECT-BASED ORGANIZATIONS

Alejandro Romero-Torres SCHOOL OF MANAGEMENT, UQAM

Kerstin Kuyken SCHOOL OF MANAGEMENT, UQAM

Projects could potentially be improved by conceptualizing them as arenas in which knowledge was generated and shared through the organization. Project team members individually and collectively should create and share knowledge at the right times during projects' execution. This paper focuses on communities of practice (CoPs) as human resources approach for sharing knowledge that is created within projects. Professionals working in projects often join CoPs that include others with skills and knowledge in the same area. Different knowledge flows are then observed: those from projects to CoPs, inside CoPs and from CoPs to knowledge. However, few empirical studies have studied these flows and there is no study reporting how CoPs can be structured in project-based organizations in general and, specifically, of how to adapt CoPs to multi-professional contexts. Therefore, this paper presents how CoP could be structured and governed to enable knowledge sharing among inter-professional team members working in inter-project context. Authors have executed a double case study in two project-based organizations that have established several CoPs for their project professionals. Results show how CoP should be structured at the strategic level, how CoPs give visibility to the project related professions and presents challenges while implementing CoPs in project-based organizations.

Diversity, Similarity, and Risk-taking (11:00 - 12:30) - ISCTE - Building II/ Auditório C1.04 ([Top](#))

Track: ST13_02 - Behavioral Strategy

Chair(s): Torsten Wulf

Paper Presentations:

165 A BEHAVIORAL THEORY OF R&D EXPENDITURES: THE IMPACT OF RISK-TAKING TENDENCY

Oveis Madadian IESEG SCHOOL OF MANAGEMENT

Maud Van Den Broeke IESEG SCHOOL OF MANAGEMENT

We study the important, but understudied, impact of firms' risk-taking tendency on their R&D change decisions, based on the behavioral theory of the firm (BTOF) framework. This helps us shed light on the inconsistent findings of the existing studies. Based on a sample of US listed firms from 2000 to 2016, we find that R&D changes depend on the firm's performance relative to aspiration level, conditional on the firm's risk-taking tendency. We find that when performance exceeds aspiration level, firms with low risk-taking tendency either decrease their R&D intensity (R&D scaled by sales) or maintain the status quo, whereas firms with medium/high risk-taking tendency mostly increase their R&D intensity. Moreover, when performance falls below aspiration level, firms with low/medium risk-taking tendency mostly tend to decrease their R&D intensity, while those with high risk-taking tendency increase their R&D intensity. Finally, consistent with the literature, we find a positive relationship between slack and R&D intensity, but only for firms with high risk-taking tendency.

755 AFFECTIVE DIVERSITY AND STRATEGIC DECISION-MAKING – A CONCEPTUAL MODEL

Franziska Neumann PHILIPPS UNIVERSITY MARBURG
Torsten Wulf UNIVERSITY OF MARBURG

Recent research in the strategic decision-making field has identified emotions as important drivers of strategic decisions on the individual level. Affective diversity among team members, in contrast, has received much less attention, and the few studies that have analyzed the effects of affective diversity on the strategic decision-making process show decidedly mixed results. In this paper, we argue that in order to overcome these inconsistent results the concept of affective diversity as well as the theoretical reasoning on the relationship between affective diversity and strategic decision outcomes need further refinement. Based on the Appraisal-Tendency Framework, we offer such a conceptual and theoretical refinement. Our paper extends the scope of group diversity research beyond demographic and cognitive diversity to also include affective diversity. Additionally, it contributes to affective diversity research by refining the measurement.

1253 KINDRED SPIRITS: THE INFLUENCE OF COGNITIVE FRAME SIMILARITY ON CONTINGENCY PLANNING IN STRATEGIC ALLIANCES

Marvin Hanisch UNIVERSITY OF PASSAU
Lorenz Graf-Vlachy UNIVERSITY OF PASSAU
Carolyn Haeussler UNIVERSITY OF PASSAU
Andreas Koenig UNIVERSITY OF PASSAU
Theresa Cho SEOUL NATIONAL UNIVERSITY

Contingency planning is a central activity when designing strategic alliances because it enhances their predictability and stability. However, alliance partners frequently include relational "good faith" provisions in alliance contracts rather than explicit contingency provisions, thereby shifting decisions about how to deal with contingencies to the future. In this paper, we draw from the socio-cognitive perspective to address the question of when and why partners prefer good faith

provisions in alliance contracts. Specifically, we introduce the concept of *cognitive frame similarity* and suggest that partners with greater similarity in their organization-level cognitive frames are more likely to use good faith provisions. This is because partners with higher cognitive frame similarity are more likely to expect their interpretations of future contingencies to be congruent, ultimately reducing the presumed benefits of explicit contingency planning. We also argue that the relationship between partners' cognitive frame similarity and their use of good faith provisions in contracts is strengthened by technological uncertainty and weakened by contracting experience. We test our theory using a unique dataset of 843 alliances in the bio-pharmaceutical industry. Our results corroborate our theory, thereby highlighting the importance of cognitive frames in interorganizational relationships and providing a novel perspective on strategic alliances and contract design.

Employee Voice and Communication (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Mírian Oliveira

Paper Presentations:

62 WHY WILL DIFFERENT TYPES OF ORGANIZATIONAL COMMITMENT LEAD TO DIFFERENT FORMS OF EMPLOYEE VOICE? AN EXPLANATION FROM THE REGULATORY FOCUS PERSPECTIVE

Chunyan Dong THE UNIVERSITY OF SYDNEY

Chao Ma THE AUSTRALIAN NATIONAL UNIVERSITY

Zhen Xiong (George) Chen THE AUSTRALIAN NATIONAL UNIVERSITY

Chuang Zhang DONGBEI UNIVERSITY OF FINANCE AND ECONOMICS

Jian Liang TONGJI UNIVERSITY

Drawing on regulatory focus theory, we explore how and why committed employees engage in different types of voice behavior through their dominant regulatory focus. Specifically, we argue that affectively committed employees is likely to engage in constructive voice behavior through promotion focus, whereas continuously committed employees tend to engage in defensive voice behavior though prevention focus. In addition, we further suggest that exploration leadership moderates the effects of affective commitment on promotion focus and subsequent constructive voice behavior; and exploitation leadership moderates the effects of continuous commitment on prevention focus and subsequent defensive voice behavior. We conducted 2 studies in Chinese settings to test the proposed model. The results of Study 1 (an experiment with 70 MBA students) support the hypothesized mediating relationships between two types of commitments and voice behaviors via regulatory focus. The results of Study 2 (a survey study with a sample of 294 subordinates and 62 supervisors) further support the findings of Study 1 and provide additional support to our hypothesized

moderating effects of both exploration and exploitation leadership. Theoretical and practical implications of the current research are discussed.

1659 OUTCOME OF KNOWLEDGE SHARING: DOES GEOGRAPHICAL DISTRIBUTION MAKE A DIFFERENCE?

Mírian Oliveira PUCRS AND ADVANCE/CSG, ISEG, UNIVERSIDADE DE LISBOA

Carla Curado ADVANCE/CSG ISEG, UNIVERSIDADE DE LISBOA, RUA DO QUELHAS, 6, 1200-109 LISBOA, PORTUGAL

The effectiveness of knowledge sharing is important for obtaining sustainable competitive advantage, for that, the shared knowledge must have quality. The aim of this research is to test the relationship between knowledge sharing, absorptive capacity and knowledge quality, considering the effect of geographical distribution. For this purpose, a survey method was adopted, in which instruments were completed by 207 employees working in information technology teams in Brazil, and the data obtained were analysed using Partial Least Squares Structural Equation Modelling. The main findings were: the relationship between knowledge sharing and knowledge quality is mediated by absorptive capacity; the three dimensions of knowledge quality are progressives; AC influences directly IKQ and AKQ. Besides that, there was found a statistical significance of the difference between local team and team geographically distributed from IKQ to CKQ. These results contribute with scholars and managers since it provides insights that can be used to leverage the effectiveness of knowledge sharing.

1684 CURVILINEAR RELATIONSHIPS BETWEEN VOICE BEHAVIOR AND JOB SATISFACTION: INTEGRATING TWO SEEMINGLY CONTRADICTING VIEWS

Christopher Ballmann WHU - OTTO BEISHEIM SCHOOL OF MANAGEMENT

Marko Reimer WHU - OTTO BEISHEIM SCHOOL OF MANAGEMENT

Utz Schaeffer WHU - OTTO BEISHEIM SCHOOL OF MANAGEMENT

Even though frequently studied, the relationship between voice and job satisfaction remains unclear. Previous research has conceptualized voice as a response to both job satisfaction and dissatisfaction, with valid arguments for both views. Both views are further supported by empirical findings, however we lack integrative theories or frameworks. With this paper, we try to disentangle two seemingly contradicting views and integrate them. Studying survey data collected in 2016 we find a U-shaped relationship between voice and job satisfaction, indicating that either highly dissatisfied or satisfied employees raise employee voice, while moderately satisfied do not. The results highlight that only testing for linear effects within the voice literature is not sufficient, curvilinear effects have to be considered as well. Furthermore, the motivation for voice seems to be more complex than previously assumed.

Entrepreneurial Communities (11:00 - 12:30) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Christoph Starke

Paper Presentations:

1276 UNDERSTANDING THE DYADIC RELATIONSHIP BETWEEN ACADEMIC ENTREPRENEURSHIP AND DIVERSITY STRANDS: INTERACTING INSTITUTIONAL LOGICS

Melike Tunalioglu UNIVERSITY OF SOUTHAMPTON
Mine Karatas-Ozkan UNIVERSITY OF SOUTHAMPTON
Laura Costanzo UNIVERSITY OF SOUTHAMPTON
Yehuda Baruch UNIVERSITY OF SOUTHAMPTON

The purpose of this study is to explore the relationship between academic entrepreneurship and diversity in STEMM (Science, Technology, Engineering, Maths and Medicine) domains. Sixty-four semi-structured interviews were conducted, with academic members of the staff in STEMM departments of five research-intensive university and technology transfer officers of respective universities. Institutional logics theory has been applied to comprehend complexities of the subject and develop a framework for unpacking the relationship between academic entrepreneurship and diversity. Our study reveals co-existence of plural logics governing the relationship between academic entrepreneurship and diversity. These logics include the existing logics in the literature profession logic, science logic and market logic and we introduce impact logic and diversity logic. Our results strongly suggest that strategically combining impact logic with the diversity logic has a significant role in capturing value through academic entrepreneurship by addressing social as well as economic impact. We contribute to theory by introducing new forms of institutional logics and demonstrating the value of institutional pluralism in achieving intended objectives of academic entrepreneurship.

1977 CONVIVIALITY AND ENTREPRENEURSHIP: MAIN RESULTS FROM A CONTENT ANALYSIS

Simone Guercini UNIVERSITY OF FLORENCE
Silvia Ranfagni UNIVERSITY OF FLORENCE
Matilde Milanese UNIVERSITY OF FLORENCE

Entrepreneurial communities are social units that share values, experiences, rituals and traditions. In these communities, conviviality represents a socialization tool, which can foster a sense of belonging through the development of interpersonal relations among its members. The aim of the paper is to explore conviviality in entrepreneurial communities, the effects it generates on social and business relations together with the related drivers. The methodology adopted includes both qualitative (in-depth interviews, case analysis) and quantitative (text-mining) techniques. The empirical research is based on emblematic cases of Italian entrepreneurial communities from the textile-clothing industry, located in Italy and China. The paper shows that conviviality is a collective, ritual and formal phenomenon and an empathy-based mutual trust is the strategic resource that conviviality produces in the social

relations also within international entrepreneurial communities. The change of these relations into the business ones depends on its management.

1059 A SYMBIOTIC APPROACH TO ENTREPRENEURS-IN-RESIDENCE PROGRAMMES

Magnus George LANCASTER UNIVERSITY MANAGEMENT SCHOOL
Wei Han SOUTHWEST U. OF POLITICAL SCIENCE & LAW
Ricardo Zozimo NOVA SCHOOL OF BUSINESS AND ECONOMICS

What type of relationship do entrepreneurs forge with business schools? In this paper we critically assess the growth of Entrepreneurs-in-Residence programmes across UK business schools by applying a symbiotic theoretical lens to understand how entrepreneurs and Universities engage and co-construct activities and programmes together. Using the case of the longest established programme in the UK, we uncover patterns of symbiosis that regulate living arrangements between creatures of two different species, including mutualism, commensalism, and parasitism. We offer advice to business schools how to develop this type of initiatives constituting favourable rather than least desirable relationships.

Entrepreneurial strategies in a global environment (11:00 - 12:30) - ISCTE - Building II/Room C5.07 ([Top](#))

Track: T03_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs

Chair(s): Nuno Costa

Discussant(s): DOLORES ÁLVAREZ-PÉREZ

Paper Presentations:

1655 INTERNATIONAL ENTREPRENEURSHIP AND DEVELOPMENT STRATEGIES IN THE SHIPPING INDUSTRY

ANNA ESEMPIO UNIVERSITY OF NAPLES PARTHENOPE

The article aims at analysing the international entrepreneurial orientation of firms operating in the shipping industry. The analysis is expanded by the focus on the forms of integration to create and maintain a competitive advantage over time in a context that is no longer characterized only by national borders. The paper presents a specific case-study, which shows how international entrepreneurship (IE) can direct and modify the actions of companies that want to hold an increasingly important competitive position in the international market

725 INSTITUTIONAL AND ENTREPRENEURIAL UNDERPINNINGS OF ENTERPRISE AGILITY IN VOLATILE ECONOMIES

Ismail Golgeci AARHUS UNIVERSITY
Ahmad Arslan UNIVERSITY OF OULU

Desislava Dikova VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS
David Gligor UNIVERSITY OF MISSISSIPPI

We suggest that enterprise agility is an important, though overlooked, source of enterprise change, and offer the first systematic discussion of the concept in the entrepreneurship field. We define enterprise agility as the firm's ability to sense and respond to environmental changes with quick easy grace. Drawing on multiple streams of literature, we address institutional (instability and estrangement) and organizational (entrepreneurial orientation and bricolage) contexts of enterprises in volatile economies to move the discussion forward by examining them as joint underpinnings of enterprise agility. We challenge the conventional wisdom and highlight that what might seem unfavorable concerning the institutional environment in volatile economies might have bright sides to it for those who can leverage them as an entrepreneurial opportunity. The conceptual discussion leads to the development of a fundamental proposition that highlights increased enterprise agility when high levels of institutional instability and estrangement at the country level are matched with the simultaneous presence of high levels of entrepreneurial orientation and bricolage at the firm level.

Entrepreneurship, Regions & Regional Development (11:00 - 12:30) - ISCTE - Building II/Room C5.08 ([Top](#))

Track: ST03_05 - Entrepreneurship, Regions & Regional Development

Chair(s): Salime Methap

Paper Presentations:

727 ENTREPRENEURSHIP IN POST-TRANSITION SOCIETIES: THE CASE OF PORTUGAL

Patricia Palma ISCSP - UNIVERSIDADE DE LISBOA

In the current economic and social climate, development relies heavily on entrepreneurship. Yet, in Portugal many start-ups fail within their first two years. Similar failures occur in other European Union countries sharing historical and cultural similarities such as Greece and Spain. These countries have also made a transition from a closed regime to a market economy and are known as the Mediterranean case study. Bearing these similarities in mind, as well as the territorialist paradigm, this paper proposes a locally-based model for a more effective Portuguese entrepreneurship. The model is based on three cultural phenomena: Local Political Power; Social Actors; and Universities. In the end, we expect we can contribute to a more effective entrepreneurship in the Mediterranean case study.

851 APPLYING ENGAGED SCHOLARSHIP IN MICRO-BUSINESS OWNERS-MANAGERS KNOWLEDGE-SHARING EVENTS IN SPARSELY POPULATED AREAS

Kai Hänninen UNIVERSITY OF OULU

Martti Saarela UNIVERSITY OF OULU
Matti Muhos UNIVERSITY OF OULU
Harri Jokela NIHAK

Constituting 92.7% of all enterprises, the contribution of micro-businesses to the EU economy is vital, especially in sparsely populated areas. There is an urgent need to fill the knowledge gap regarding micro-business survival and growth mechanisms in sparsely populated areas and to enhance new entrepreneurship. Engaged scholarship offers a promising framework for bridging the micro-business knowledge gap. Real-life experiments of engaged scholarship are rare, especially in a micro-business context.

What kind of knowledge can be produced by a network of engaged scholars, public advisor services and micro-business owners-managers? A recently implemented real-life experiment of engaged scholarship provides an interesting unit of analysis for this research. In this study, an engaged-scholarship-based knowledge-sharing event network of 122 sparsely populated areas micro-business owners-managers is analysed. A framework of engaged scholarship seems to be an effective tool for boosting micro-business owners-managers' intentions to discover new opportunities for growth and internationalisation.

895 NEW FIRM FORMATION, RELATEDNESS AND “INDUSTRY SPECIFICITY” IN THE ITALIAN PROVINCES. SOME INSIGHTS FOR SMART SPECIALISATION STRATEGY

Leonardo Mazzoni UNIVERSITY OF FLORENCE, DEPARTMENT OF ECONOMICS AND MANAGEMENT

Luciana Lazzeretti UNIVERSITY OF FLORENCE

Niccolò Innocenti UNIVERSITY OF FLORENCE, DEPARTMENT OF ECONOMICS AND MANAGEMENT

The aim of this study is to contribute to the understanding of the dynamics that link new firm formation and relatedness, addressing the debate on the relationship between regional branching and entrepreneurship within the Smart Specialisation Strategy. The literature on that shows contrasting results. Some studies demonstrate that the proximities between different but related sectors influence positively the birth of new firms. Other point out how the presence of un-related sectors can have a bigger impact on that. The previous literature has used various approach to measure relatedness: within plants, between skills of workers, between technology included in the same patent and considering employees in the industrial sectors. The distinctiveness of this works seeds in the attempt to study this relation across individual industries (32 among manufacturing and KIBS), computing separate measures of external and internal relatedness for each sector. The study has been conducted on the Italian provinces, using MOVIMPRESE

database for the years 2012-2014. Preliminary findings suggest a broader and positive impact of external relatedness on the concentration of new firm at the territorial level in comparison to the impact of internal relatedness, which is more limited and only in one case positive. Moreover, further tests on the effect of the general level of relatedness register no positive impact on new firm formation, pointing out the importance to deepen these measures using a lens of industrial specificity. In the light of Smart Specialisation Strategy, the sectorial study of relatedness' impact on new business creation could avoid innovation policy target exclusively on high-tech sectors, increasing the awareness of the policy makers respect to the capacity of individual sectors to promote favorable path creation trajectories at the micro-level.

Environmental Considerations and Organizational Citizenship Behavior (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Susan Jackson

Paper Presentations:

- 853 ENVIRONMENTAL SENSITIVITY, WORK CONDITIONS, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**
Patrice Wyrsch INSTITUTE FOR ORGANIZATION AND HRM, UNIVERSITY OF BERN
Julia de Groot UNIVERSITY OF BERN
Andreas Hack UNIVERSITY OF BERN

Organizational citizenship behavior (OCB), which are social and psychological contributions that support task performance, has been linked with various dispositional predictors. Yet, most dispositional antecedents exhibit limited predictive power. Consequently, this empirical study examines environmental sensitivity as a novel predictor of OCB that is directed to individuals (OCBI). According to this fundamental trait, employees differ in their ability to register and process social stimuli. The results of 322 participants largely support our hypotheses by showing that vantage sensitivity, which is consistently associated with positive outcomes, leads to increased OCBI. In contrast, vulnerable sensitivity, which is consistently associated with negative outcomes, leads to decreased OCBI. In addition, while work conditions (e.g., noise and room climate) affect low-sensitivity employees only marginally, work

conditions strongly affect sensitive employees' engagement in OCBI. Finally, theoretical and practical implications, as well as limitations and future research directions, are discussed.

904 COLLECTIVISM AND THE SOCIAL DYNAMICS OF DISCRETIONARY ENVIRONMENTAL BEHAVIOR AT WORK

Susan Jackson RUTGERS UNIVERSITY

Yuan Jiang HARBIN INSTITUTE OF TECHNOLOGY

Hanbo Shim RUTGERS UNIVERSITY

Pawan Budhwar ASTON UNIVERSITY

Douglas Renwick NOTTINGHAM TRENT UNIVERSITY

Charbel Jabbour MONTPELLIER BUSINESS SCHOOL

Ana Jabbour MONTPELLIER BUSINESS SCHOOL

Guiyao Tang SHANDONG UNIVERSITY

Michael Muller-Camen VIENNA UNIVERSITY OF BUSINESS AND ECONOMICS

Marcus Wagner UNIVERSITY OF AUGSBURG

Andrea Kim SUNGKYUNKWAN UNIVERSITY

As environmental concerns continue to draw attention from governments, businesses, and citizens worldwide, the so-called green behaviors of employees are being recognized as important for both the successful implementation of environmental management policies and as sources of upward influence that can hasten managerial responsiveness to environmental concerns. This three level study sought to replicate and extend prior research by examining how cultural collectivism shapes the dynamics through which personal attributes and the proximal social context within work teams and firms influence the dynamic processes that shape discretionary green behavior, green advocacy and organizational self-esteem. Results based on data from 1,117 individuals organized in 263 work teams in 17 firms and 8 industries and located in 5 countries (Austria, Brazil, China, India, and Germany) indicate that moral attentiveness, firm environmental practices and social cues from leaders and work team members all influence the discretionary green behaviors of employees working in firms, with the influence of social cues being stronger for employees in firms with more collectivistic cultures. The results point to the importance of accounting for cultural influence in studies of environmental behavior and suggest the value of leader authenticity in firms seeking to improve their environmental performance.

1347 ENOUGH ON MY PLATE: RISK OF HELPING OTHERS FOR LOW PERFORMANCE PERCEPTION HOLDERS

Younsung Cho SUNGKYUNKWAN UNIVERSITY

Andrea Kim SUNGKYUNKWAN UNIVERSITY

Yongsang Kim SUNGKYUNKWAN UNIVERSITY

Kyung eun Park SUNGKYUNKWAN UNIVERSITY

Jee Kim SUNGKYUNKWAN UNIVERSTIY

This study seeks to examine the boundary conditions that influence the degree to which individuals perceive job demands attributed to engaging in organizational citizenship behavior (OCB), as well as how this phenomenon is related to the

citizenship actors' health and well-beings at the workplace and home (e.g., emotional exhaustion, turnover intention, work to family conflict). Drawing upon the conservation of resources (COR) theory, we hypothesize that individuals' perceived level of job performance serves as a buffer to the relationship between OCB and job demands. In addition, we hypothesize that job demands would mediate the relationship between OCB and actors' potential negative outcomes. Analyzing a multi-time dataset of 511 employees working for healthcare company, we found that those who perceive themselves as a higher performer compared to others felt less job demands while engaging in OCBs, whereas individuals who perceive themselves as lower performers compared to others felt more job demands as they engaged in citizenship behaviors. Further job demands led to increased emotional exhaustion and work-to-family conflict, thus showing the mediation effect of job demands on the outcomes. Based on our findings, we discuss the implications of our findings and future research directions.

Ethical decision-making analysis (11:00 - 12:30) - ISCTE - Building I/Room 1E08 ([Top](#))

Track: T01_07 - Philosophy in business ethics. Roots and paradigms for interpreting behaviours

Chair(s): Lamberto Zollo

Discussant(s): fatima hassan

Paper Presentations:

18 I'M ETHICAL THE WAY I THINK YOU THINK I AM: A SOCIO-INTUITIONIST MODEL OF ETHICAL CONSUMPTION.

Lamberto Zollo UNIVERSITY OF FLORENCE

Literature on consumers' ethical decision making is rooted in a rationalist perspective that emphasizes the role of moral reasoning. However, the view of ethical consumption as a thorough rational and conscious process fails to capture important elements of human cognition, such as emotions and intuitions. Actually, recent theories on cognitive science have stressed the significance of emotional processing and moral intuiting as antecedents of moral judgment and reasoning in ethical decision making. Building on moral psychology and microsociology, the aim of this paper is to take an interdisciplinary perspective to propose a holistic and integrated framework of consumers' decision making in ethical consumption. Specifically, social intuitionism and symbolic interactionism are used as the main theoretical perspectives of the proposed model. At a psychological level, the model hypothesizes consumers' affect-laden intuitive moral judgments as a priori reflexive responses impacting on their post hoc reflective moral reasoning. At a relational level, consumers are interpreted as socially- embedded agents that, mostly unconsciously, influence, persuade, and interact with other consumers in a particular social setting. Specifically, a consumer's emotions and moral intuition act as mechanisms of interpersonal persuasion influencing others' ethical decision making and moral behavior. Implications for marketing theory and practice are discussed,

stressing how a focus on consumers' emotive and intuitive information processing might be relevant to foster ethical consumption both at the individual and the social level.

142 ETHICAL DECISION IN HRM PRACTICES: A REVIEW AND RESEARCH AGENDA

fatima hassan TOULOUSE SCHOOL OF MANAGEMENT

Akram Al Ariss TOULOUSE BUSINESS SCHOOL

Yusuf Sidani AMERICAN UNIVERSITY OF BEIRUT

Ethical decision is an important aspect of every organization. Despite the significance of ethical decision, few scholars investigate its relation to human resource management practices. On the other hand, few researchers examine how ethical values may affect this relationship and how ethical values have an impact on HRM practices. Therefore, the goal of this paper is to explore the relationship among ethical decision, ethical values, and HRM practices. The findings of the review indicated that personal values of the managers have a significant impact on their ability to make ethical decisions in HRM. Accordingly, ethical decision that enhance by ethical values of human resource managers' will result in ethical human resource management practices. A framework also was developed to demonstrate the relationship among them which is a development to ethics and HRM field.

1100 LOGICAL EMPIRICIST ROOTS OF THE VALUES/FACTS DISTINCTION IN HERBERT SIMON'S DECISION THEORY

Rouslan Koumakhov NEOMA BUSINESS SCHOOL

The paper addresses the issue value/facts separation in Herbert Simon's decision-making theory. It studies logico-positivist impact on this theory, with a special emphasis on R. Carnap's and A. Ayer's influences. There are two major consequences of Simon's approach to values and facts. One relates to the professional knowledge provided by of "neutral" experts. The Second consequence relates to the sociality of knowledge in professional and organizational contexts. The paper insists on the role of conventionality of facts in Simon's understanding of both the nature of knowledge and belief systems and the authority legitimizing such systems.

EURAM Early Career Community (11:00 - 12:30) - ISCTE - Building II/ Auditório B1.03
([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Pierre Dussauge

Paper Presentations:

3 BOOTLEGGING PROJECTS IN A TECHNOLOGY-DRIVEN ORGANIZATION: HOW TO OVERCOMING INTERNAL CHALLENGES UNTIL SURFACING AND INTERNAL TRANSFER?

Philipp Bubenzer HES-SO // UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND;

Anika Stephan UNIVERSITY OF STRASBOURG & HES-SO // UNIVERSITY OF APPLIED SCIENCES WESTERN SWITZERLAND

2 **DEFINING PROFESSIONALIZATION AND MANAGERIALIZATION IN FAMILY FIRMS: A BIBLIOMETRIC ANALYSIS AND SYSTEMATIC LITERATURE REVIEW**

Damiano Petrolo UNIVERSITY OF ROME TOR VERGATA - HASSELT UNIVERSITY

Luca Gnan TOR VERGATA UNIVERSITY

Wim Voordeckers HASSELT UNIVERSITY

Frank Lambrechts HASSELT UNIVERSITY

5 **DO OWNERS ACT IN THE INTEREST OF THE FIRM? THE INFLUENCE OF INSTITUTIONAL AND CEO OWNERSHIP ON A FIRM'S EXPLORATIVE ORIENTATION**

Sebastian Junge UNIVERSITY OF ERLANGEN-NUREMBERG

4 **GETTING THERE? INNOVATION BOUNDARIES IN THE CONTEXT OF SUSTAINABILITY AND SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) – PART 2**

Barbara Castrellon Gutierrez MARTIN-LUTHER-UNIVERSITY HALLE-WITTENBERG

6 **SEEKING THE VISIBLE: A DIARY STUDY OF THE PRACTICE OF MIDDLE MANAGER SENSEMAKING.**

Sarah Kieran UNIVERSITY OF LIMERICK

Juliet MacMahon UNIVERSITY OF LIMERICK

Sarah MacCurtain UNIVERSITY OF LIMERICK

EXPLAINING GENDER DIVERSITY, COMPLIANCE AND GENDER GAPS (11:00 - 12:30) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: ST02_03 - Corporate Governance and Diversity

Paper Presentations:

302 **HOW DO INSTITUTIONAL FACTORS SHAPE THE REPRESENTATION OF WOMEN IN CORPORATE BOARDS? CROSS COUNTRY EVIDENCE**

Marie José SCOTTO IPAG BUSINESS SCHOOL

Rey DANG EM STRASBOURG

Maria Guiseppina BRUNA IPAG BUSINESS SCHOOL

L'Hocine HOUANTI LA ROCHELLE BUSINESS SCHOOL EXCELIA GROUP

This paper employs institutional theory to examine how political, economic and legal institutions influence the pattern of female representation on corporate boards. Based on data analysis of a sample of 7,348 firm-year observations spanning 36 countries between 2010 and 2015, our results reveal that female representation in parliament

has a positive and significant effect on the prevalence of women on corporate boards (WOCB), and differentiated effects on economic growth. However, we find mixed results for corporate governance systems in terms of representation of WOCB. The findings presented in this paper extend the existing literature on the macro-levels factors that influence board gender diversity.

Keywords: Boards, Women, Corporate Governance, Gender Diversity.

1501 **SYMBOLIC OR SUBSTANTIVE COMPLIANCE WITH GENDER QUOTAS: EXAMINING THE JOINT IMPACT OF BEHAVIORAL AND INSTITUTIONAL THEORIES OF THE FIRM**

Punit Arora CITY COLLEGE OF NEW YORK

Patricia Gabaldon IE BUSINESS SCHOOL

Cynthia Clark PROFESSOR

This study assesses whether and when the firms choose to use symbolic or substantive compliance strategies in response to exogenous shocks in their institutional environment. We theorize and show that the joint effect of a quota target for women on boards and the quality of the firm's performance is such that firms with a high distance to the country's quota target and are satisfied (v. dissatisfied) with their financial performance are more likely to use symbolic (v. substantive) compliance. While institutional theorists have often noted the use of symbolic compliance, ours is one of the first studies to provide conditions under which firms are more likely to prefer one or the other form of compliance. Further, by highlighting the role of female CEOs in preferring substantive compliance in all institutional scenarios, we provide boundary conditions on institutional theory predictions. By highlighting the role of behavioral factors, we contribute to literatures on institutional theory, behavioral theory and gender equality on corporate boards.

735 **EXPLAINING THE GENDER GAP IN SCHOOL PRINCIPALSHIP: A TALE OF TWO SIDES**

Miryam Martínez CEU SAN PABLO UNIVERSITY

Manuel M. Molina-López CEU SAN PABLO UNIVERSITY

Ruth Mateos de Cabo UNIVERSIDAD CEU SAN PABLO

Despite the higher presence of females in the school teacher staff, the percentage of women school principals is lower than the male one. The aim of the present work is to explore if among the possible causes behind the gender gap observed in school principal positions there are factors that could produce gender bias. To do this, we investigate possible gender differences in the quality of the principal's management. We find that female principals are associated with higher management quality scores in both, people and non-people management. We propose two alternative explanations for this result. On the demand-side, the presence of double standards in the promotion of women to leadership positions would imply setting higher bars to evaluate women than men. Alternatively, on the supply-side, the presence of a potential lower women's self-efficacy perception could lead them to self-exclude from managerial positions if they consider they are not enough prepared. Both cases could produce that only higher skilled female than male leaders would become principals, as well as the

the observed gender gap in principal positions. We explore which cause is more plausible by looking at the interactions of the principal gender with the STEM background of the principal and the school competition. The fact that only the school competition is the relevant one, points to the double standards (demand-side) argument as the more likely cause of gender gaps in schools principal positions.

Family business internationalization (11:00 - 12:30) - INDEG Building/Room 1.05 ([Top](#))

Track: ST04_01 - Strategy, Entrepreneurship and Innovation in Family Business

Chair(s): Alfredo D'Angelo

Discussant(s): Andrea Calabrò

Paper Presentations:

900 SPANISH HOTEL CHAINS' INTERNATIONALIZATION: THE MODERATOR EFFECT OF THE FAMILY INVOLVEMENT ON ENTRY MODE CHOICE

Rosario Andreu UNIVERSITY OF ALICANTE
Enrique Claver UNIVERSITY OF ALICANTE
Laura Rienda UNIVERSITY OF ALICANTE

The aim of this study is to examine the role of family involvement on entry mode choice by Spanish hotel chains in foreign markets. Drawing on stewardship and institutional theories, hypotheses regarding how being a family firm may moderate the effect of institutional and cultural differences on the choice between entry modes entailing different levels of control over foreign activities are proposed. The hypotheses are tested using a sample of 981 hotels established abroad by 76 Spanish hotel chains. The results show that family character moderates the negative relationship between formal institutional distance and the choice of entry modes involving greater control. Moreover, when cultural distance is high, family involvement decreases the likelihood of choosing high-control entry modes.

1388 INTERNATIONALIZATION OF FAMILY BUSINESS

Elham Kalhor UNIVERSITY OF SOUTHERN DENMARK
THOMAS SCHØTT UNIVERSITY OF SOUTHERN DENMARK
Ye Liu ZHEJIANG SCI-TECH UNIVERSITY

Purpose. – Internationalization of a business is considered affected by attributes of the business, notably by its corporate governance by a family versus by nonfamily. Internationalization is also considered embedded in society, notably national economy and culture, which expectedly channel, enable and constrain the effect of governance upon internationalization.

Research design. – A globally representative sample of 18,658 family and nonfamily business in 48 countries has been surveyed for the Global Entrepreneurship Monitor,

with information on ownership and management and on export intensity. These micro-level data are combined with macro-level data on national wealth and on traditionality of culture, from the World Values Survey, and analyzed by two-level hierarchical linear models.

Findings. – Governance is found to affect internationalization, in that family businesses export less than nonfamily business, in the world as a whole. But the effect differs from society to society, depending on national economy and culture. As hypothesized, economy and culture are moderating the effect of governance on internationalization, in that national wealth reduces and traditional culture enhances exporting by family businesses compared to nonfamily businesses.

Contribution. – The globally generalizable findings contribute to contextualizing international business by accounting for how national economy and culture, jointly with corporate governance, are shaping internationalization.

Finance and entrepreneurial orientation in family firms (11:00 - 12:30) - INDEG Building/Room 1.06 ([Top](#))

Track: T04_05 - Finance, Governance, and Human Resource Management in Family Business

Chair(s): Eddy Laveren

Discussant(s): Pieter Vandekerckhof

Paper Presentations:

865 THE IMPACT OF FAS 123R ON RISK-TAKING: FOUNDER-CEOS AND INNOVATION

Michael Hickfang WESTFÄLISCHER WILHELMS-UNIVERSITÄT MÜNSTER
Ulrike Holder WWU MÜNSTER

This paper investigates whether and how founder CEOs' risk incentive (VEGA) is related to firm innovation. We exploit a change in the accounting treatment of stock-based compensation under FAS 123R in 2005, to establish causality. Using a sample of 266 firm-year observations between 2002 and 2008, we show that stock options are incentives that encourage founder-CEOs to engage in risk-taking behavior, and therefore that this reduction incentives actually caused them to reduce their risk-taking behaviors, which, thereby resulted in reduced innovation. Thus, as risk-taking incentives (VEGA) decreases innovation output declines. Our results suggest that also in founder-led firms, greater incentives for risk-taking behavior drive innovation. Our results imply that in even founder-led firms it is important to incentivize founders' risk-taking behavior in order for firms to continue to innovate and remain competitive.

1745 OWNERSHIP SUCCESSION FINANCING AND ENTREPRENEURIAL ORIENTATION: THE MEDIATING ROLE OF LONG-TERM

ORIENTATION

Ellen Janssen HASSELT UNIVERSITY
Sigrid Vandemaele HASSELT UNIVERSITY
Wim Voordeckers HASSELT UNIVERSITY
Mark Vancauterem HASSELT UNIVERSITY

A significant stream of research has recently tried to increase our understanding of the factors that nurture entrepreneurial orientation (EO) within family firms. Until now, research has not been able to reach consensus (neither theoretically, nor empirically) regarding the effect of family generation in control on EO (e.g. Martin & Lumpkin, 2003; Kellermanns & Eddleston, 2006). It is therefore not clear whether later generations are more or less entrepreneurial oriented compared to their first-generation counterparts. The current theoretical paper tries to provide an explanation for the level of entrepreneurial orientation of later generational family firms by presenting theory driven propositions. We argue that the financing source used for the ownership transfer will have consequences for EO through its effect on long-term orientation (LTO). This premise is based upon insights of the myopic loss aversion framework, which states that a long-term temporal horizon is an important precursor of risk taking behaviour. By doing so, we increase our knowledge regarding the antecedents of EO, thereby answering the call of Kellermanns and Eddleston (2006) to investigate the factors that encourage family firms to behave entrepreneurially across generations.

Finance and innovation (11:00 - 12:30) - ISCTE - Building I/Room 1E06 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Luca Pareschi

Discussant(s): Maud Schmiedeknecht

Paper Presentations:

- 521 SUSTAINABLE DEVELOPMENT AND CORPORATE REPUTATION:
WHAT IMPACT ON RISK-ADJUSTED PROFITABILITY?**
Francesco Gangi UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA, LUIGI
VANVITELLI, DEPARTMENT OF ECONOMICS
Lucia Michela Daniele UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA,
LUIGI VANVITELLI, DEPARTMENT OF ECONOMICS
Nicola Varrone UNIVERSITÀ DEGLI STUDI DELLA CAMPANIA LUIGI
VANVITELLI, DEPARTMENT OF ECONOMICS

This study responds to the need for deeper empirical investigations on the relationship between Corporate Social Responsibility (CSR) and Corporate Reputation (CR), and their combined effect on firms' performance. To address this question, the current study first focuses on the relations between the environmental engagement and CR

and, then, investigates the link between CR and risk-adjusted profitability. More specifically, by using a sample of world most reputed firms, after correcting for endogeneity bias, this study documents the positive impact of the environmental engagement on CR, and, in turn, the positive effect of CR on firms' profitability. Empirical evidence suggests that, the more firms are environmentally responsive, the more they are able to accrual reputational capital that improves firms' risk-adjusted performance. Results from this study confirm that CSR is a co-specialized asset which increases the value of an intangible asset such as CR. The latter behaves as the missing link between environmental engagement and firm's profitability.

1084 CONDUCTING THE CIRCULAR ECONOMY TRANSITION – THE ROLE OF CIRCULAR PUBLIC PROCUREMENT

JOEL NTSONDE MINES PARIS TECH - PSL RESEARCH UNIVERSITY
FRANCK AGGERI MINES PARISTECH - PSL RESEARCH UNIVERSITY

An increasing number of scholars consider Circular Economy as an effective approach to deal with environmental challenges and value creation and achieve a transition towards sustainability. But while many researchers have studied the countless challenges faced by organizations trying to implement Circular Economy, few of them have been interested in the potential role of public procurement to foster its implementation. Yet, management literature has already stressed that public procurement can be an effective policy instrument to advance the transition towards sustainability (Von Oelreich & Philip, 2013). Consequently, the question we raise in this paper is to determine under which conditions public procurement can represent an effective instrument to accelerate the transition towards Circular Economy. In order to deal with this question, we use a qualitative method focusing on a research project which aims at developing Circular Economy in Paris Region using public procurement. Drawing on results coming from transition studies (Geels, 2002; Geels & Schot, 2007), our research conceptualizes a multi-level approach which outline the required conditions to achieve the implementation of an effective circular public procurement.

1730 DOES THE MARKET REWARD SUSTAINABILITY EFFORTS OF EUROPEAN FIRMS? THE MEDIATING ROLE OF FINANCIAL INTERMEDIARIES

Verena Koerner UNIVERSITY OF ERLANGEN-NUREMBERG
Sebastian Junge UNIVERSITY OF ERLANGEN-NUREMBERG
Theresa Buechs UNIVERSITY OF ERLANGEN-NUREMBERG

Fueled by global challenges, the concept of Corporate Social Responsibility (CSR) has significantly gained momentum over the last decades. CSR activities are increasingly viewed as value creating for societies and businesses. Investments in sustainability may help firms to reduce costs, provide insurance-like effects, and develop strategic resources. At the same time, the opponents of CSR argue that the costs of these investments are substantial,

while the benefits might not accrue within the near future or at all. Hence, CSR might still be perceived as illegitimate by the capital market, in which securities analysts fulfill an important intermediary function. We challenge this perspective on analysts by arguing that in the European context analysts acknowledge the prevailing stakeholder logic and ongoing trend towards sustainability by issuing more favorable investment recommendation. Moreover, we hypothesize and test an information-based mechanism, which depicts the mediating role of analysts' investment recommendations in the relationship of CSR and corporate financial performance in the European context. Using a large sample of publicly traded European firms over 10 years (2008-2017), we find support for our hypotheses. Our study fulfills an empirical gap and contributes to the extensive, but still not conclusive literature on CSR.

Fostering female entrepreneurship (11:00 - 12:30) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: T03_10 - Female entrepreneurship

Chair(s): Michela Mari

Discussant(s): Sara Poggesi, Manal Haimour

Paper Presentations:

**767 HOW TO FOSTER WOMEN ENTREPRENEURSHIP? A “BIG FIVE”
FRAMEWORK FOR ENTREPRENEURIAL UNIVERSITIES**

Maria Carmen Laudano UNIVERSITY OF FLORENCE

Lamberto Zollo UNIVERSITY OF FLORENCE

Cristiano Ciappei UNIVERSITY OF FLORENCE

Vincenzo Zampi UNIVERSITY OF FLORENCE

Literature has scarcely investigated how entrepreneurial universities can foster entrepreneurship in women, which actually represent one of the main challenges of contemporary societies. Little attention has been given to the predictors of women entrepreneurial attitude and the impact of the external environment on women self-employment intent. Building on the Theory of Planned Behavior (TPB) and the Big Five personality traits, this paper proposes and empirically tests a model investigating the underlying mechanisms between women entrepreneurship and entrepreneurial university. The big five personality traits – agreeableness, conscientiousness, extraversion, neuroticism, and intellect – are hypothesized as the main antecedents of

the TPB elements. Moreover, entrepreneurial university and government policy are hypothesized as environmental factors influencing female students' psychological mechanisms leading to become self-employed. Structural equation modeling is used to test this model on a sample of 240 female students enrolled in the University of Florence (Italy), an ancient and long-lasting example of entrepreneurial university.

1547 ON GENDER EGALITARIANISM AND ENTREPRENEURIAL COGNITIONS

Chiara Cannavale DISAQ - UNIVERSITÀ DEGLI STUDI DI NAPOLI
"PARTHENOPE"

Giorgia Riviaccio DISAQ - UNIVERSITÀ DEGLI STUDI DI NAPOLI
"PARTHENOPE"

Iman Nadali DISAQ - UNIVERSITÀ DEGLI STUDI DI NAPOLI

Lorenza Claudio DISAQ - UNIVERSITÀ DEGLI STUDI DI NAPOLI

This study is focused on examination of the effects of Gender Egalitarianism (GE) at country level on cognitions of entrepreneurial behavior at individual level. The theoretical basics of the study is rooted back to the Behavioral Reasoning Theory (BRT) according to which reasoning for as well as reasoning against entrepreneurial behavioral choice are theorized to influence the individual's attitudes about entrepreneurship. Global Entrepreneurship Monitor (GEM) and Global Leadership and Organizational Behavior Effectiveness (GLOBE) provide us with the multi-level (individual and country) data for a multilevel non-linear model. Findings indicate a moderating role for GE on the proposed relationships. Also, the results are controlled for possible effects of GDP and Gender Parity Index among various countries under investigation. Details are discussed in the concluding sections.

992 CREDIT ACCESS AND GENDER GAP

Ricardo Gimeno BANCO DE ESPAÑA

Ruth Mateos de Cabo UNIVERSIDAD CEU SAN PABLO

Pablo de Andrés UNIVERSIDAD AUTÓNOMA DE MADRID

We use a sample of more than 80000 Spanish firms created between 2004 and 2014, distinguishing between male and female entrepreneurs, and track their demand for credit, their credit approval ratio, and their credit performance along their life cycle. When we analyze the credit access, we find that female entrepreneurs are less likely to ask for a credit when they start a business, and for those who asked, the probability to get a loan is significantly lower than their male peers in the same industry. This lower credit access vanishes for the following years, once the company has a tracked record of P&L. We also observe that those companies getting a loan in their first year are less likely to go into default if they were run by a woman. Taking together all these results, we can rule out both taste-based discrimination, and statistical discrimination in the credit industry, pointing out to an (unconscious) implicit discrimination.

Foundations of business ecosystems (11:00 - 12:30) - ISCTE - Building II/Room C2.05

[\(Top\)](#)

Track: ST13_08 - The inner life of business ecosystems

Chair(s): Thommie Burström

Discussant(s): Yining Luo

Paper Presentations:

- 70 AI AND THE RELATIONSHIP WITH BUSINESS ECOSYSTEM THEORY**
Thommie Burström HANKEN SCHOOL OF ECONOMICS

Artificial intelligence (AI) research has so far neglected to study the interplay between firms in AI innovation ecosystems. Thus, knowledge of crucial industrial transformation risk being lost. It is not only of importance to understand what changes AI brings to the market, it is also of importance to understand why and how changes have come about. This paper therefore first proposes a dynamic model of how new entrants and incumbent firms engage in artificial intelligence based business. Second, this paper also proposes a research agenda based on three major AI related research questions and a set of 12 subsets of research questions. All of these questions are aimed at understand what is going on in AI innovation ecosystem development.

- 435 VISIONING PROCESS AND PRACTICES IN BUSINESS ECOSYSTEMS**
Yong Lin UNIVERSITY OF GREENWICH
Ke Rong TSINGHUA UNIVERSITY
Wenxian Sun UNIVERSITY OF GREENWICH

This paper explores vision and visioning processes and practices at the business ecosystem level. The research findings expand the construct of vision from the technology and product level towards the inter-organizational level, in the context of the business ecosystems of inter-dependent stakeholders. We found that different business ecosystem structures lead to three patterns of visioning process and practice adopted by the focal company, which we name magnet-based, compass-based, and chain-magnet visioning. This paper develops an integrated framework of ecosystem visioning process and practice, which contributes both to the traditional strategy process and practice theories, as well as to platform strategy theory and business ecosystems theory.

- 660 REGIONAL INNOVATION ECOSYSTEM: AN EMPIRICAL STUDY**
Ke Rong TSINGHUA UNIVERSITY
Yong Lin UNIVERSITY OF GREENWICH
Jing Luo UNIVERSITY OF GREENWICH
Li Zhou UNIVERSITY OF GREENWICH

This paper explores the regional innovation ecosystem (RIE) aiming to fully understand the static and dynamic nature of it, which is different from the concept of a regional innovation system (RIS) with a more static nature. By conducting an in-depth case study on the three most representative regional innovation ecosystems, located in the Bohai Delta, Yangtze River Delta, and the Pearl River Delta in China, this research verified four dimensions to understand the development and the evolution of a RIE, which includes construct, cooperation, configuration, and

capability. The proposed 4C framework would equip academia, practitioners and policymakers with an in-depth knowledge of the RIE evolution.

Founding processes (11:00 - 12:30) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: T03_07 - Entrepreneurial Processes

Chair(s): Diego Matricano

Discussant(s): Isabell Diermann

Paper Presentations:

1577 COMPLETING THE FOUNDING PROCESS: THE ROLE OF FOUNDER SOCIAL IDENTITIES

Ilija Braun UNIVERSITY OF BERN

What makes nascent entrepreneurs more or less likely to complete the founding process? We build on founder social identity literature to address this fundamental question. Specifically, we theorize that having a Darwinian, Communitarian, or Missionary founder social identity, respectively, have distinct effects. In addition, we introduce GDP growth as a relevant contingency factor. Using data of a longitudinal sample of 150 individuals from 17 countries, we show that the transition from nascent to active entrepreneurship is unaffected when nascent entrepreneurs have a Darwinian founder social identity. However, when nascent entrepreneurs either have a Communitarian or a Missionary founder social identity, the likelihood of actually starting the business is higher. Furthermore, we reveal that higher GDP growth activates a positive effect of being a Darwinian, weakens the effect of being a Communitarian, and leaves the Missionary effect unchanged. Our theorizing and empirical findings provide important contributions to the research on the nascent-active gap and on founder social identities.

1517 HOW ARE CORPORATE VENTURES EVALUATED AND SELECTED?

Monica Masucci UNIVERSITY OF SUSSEX
simon parker IVEY BUSINESS SCHOOL
stefano brusoni ETH ZURICH

This study provides a fine-grained analysis of the decision-making process and criteria underling the evaluation and selection of new corporate ventures. By integrating a small sample case-based analysis and the examination of a longitudinal dataset comprising 13 years of archival data, it explores the selection and funding process of early-stage entrepreneurial initiatives supported by the internal corporate venture unit of a major energy company. Its findings extend prior conceptualizations of the internal venture selection process, uncovering differences in the relevance of the criteria used to evaluate ventures at different stages.

Green technology, environmental practices and moral markets (11:00 - 12:30) - ISCTE - Building II/Room C2.02 ([Top](#))

Track: T13_10 - Strategic Responsiveness and Organizational Adaptation

Chair(s): Torben Juul Andersen

Paper Presentations:

1874 ON HOW TO LEVERAGE GREEN TECHNOLOGIES TO SUSTAINABILITY PERFORMANCE

Beatriz Forés UNIVERSITAT JAUME I
Alba Puig-Denia UNIVERSITAT JAUME I
José María Fernández-Yáñez UNIVERSITAT JAUME I

This study draws on the Resource-Based View to analyze the effects of technologies, managerial commitment and firm strategy to sustainability performance, comprising both environmental and social profits. It also examines on how green technologies effect on sustainability performance can be triggered by managerial commitment to sustainability issues, and by the adoption of a proactive environmental strategy. Multiple linear regression was used to test the research hypotheses on a sample of 426 Spanish tourism firms. The results provide important insights on the importance of the adoption of explorer strategies fostering the strategic exploitation of green technologies to obtain new efficient processes, organisational procedures and products. This research also shows the contingent moderating effect that managerial commitment exerts on the strategic implementation of green technologies to sustainability performance.

1887 PROACTIVE CORPORATE ENVIRONMENTAL PRACTICES OF DIFFERENTIATION STRATEGY FIRMS

Maria Boura ATHENS UNIVERSITY OF ECONOMIC AND BUSINESS
Yiannis Spanos ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

This paper examines mechanisms of proactive corporate environmental social performance (ESP) in relation to the generic strategies framework. It proposes that proactive firms that follow a differentiation strategy both are monitoring the environmental practices of the strategic leaders in their respective strategic group, but also enter into a dynamic process of continuous improvements which are path-dependent and unique. We focus on “proactive” firms which have a lead in ESP in comparison to differentiation strategy leaders. We find that they don’t regress back to the levels of ESP of the group leaders, contrary to what an isomorphic perspective would maintain. Instead they accelerate and invest even more in environmental initiatives. The more the ESP excess of the firm in comparison to the ESP of the differentiation strategy leader the higher its inclination to take proactive initiatives to further advance its performance in sustainable business development. As firms discover the world of sustainability they develop a firm specific dynamic capability,

triggered by local search and self-reinforced by learning and experience. Theoretical and empirical implications are discussed.

1923 TOWARD A THEORY OF ENTRY IN MORAL MARKETS: THE ROLE OF SOCIAL MOVEMENTS AND ORGANIZATIONAL IDENTITY

Panikos Georgallis AMSTERDAM BUSINESS SCHOOL, UNIVERSITY OF AMSTERDAM

Brandon Lee MELBOURNE BUSINESS SCHOOL, UNIVERSITY OF MALBOURNE

A growing body of research on moral markets—sectors whose *raison d'être* is to create social value by offering market solutions to social and environmental issues—has offered critical insights into the emergence and growth of these sectors. Less is known, however, about why some firms enter moral markets while others do not. Drawing from research on market entry, organizational identity, and social movements, we develop a theory that highlights the potential of organizational identity to explain variation in entry into moral markets. We then expand our framework by theorizing about contingencies that alter the shape of the relationship between organizational identity and market entry: the flexibility of the organizations' identity, the type and orientation of the social movement supporting the moral market, and the mode of market entry (*de novo* vs. *de alio*). Finally, we discuss the contributions of our framework and opportunities for its extension.

Healthcare Delivery Topics (11:00 - 12:30) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Allyson Hall

Discussant(s): Luca Giorgio

Paper Presentations:

204 SENSITIVE TO CRITICAL INCIDENTS - THE DEVELOPMENT AND VALIDATION OF THE SWISS CSI-HC – A CLIENT SATISFACTION MEASURE FOR HOMECARE SERVICES IN SWITZERLAND

Eva Hollenstein ZURICH UNIVERSITY OF APPLIED SCIENCES

Sarah Schmelzer ZURICH UNIVERSITY OF APPLIED SCIENCES

Florian Liberatore ZURICH UNIVERSITY OF APPLIED SCIENCES

Background: Homecare services for the elderly and chronically ill are becoming increasingly important in many western countries, including Switzerland. Surveys of client satisfaction with services are conducted using various measurement instruments, some of which do not meet scientific quality criteria. In particular, the validity of existing measures is often questioned because less sensitive and favorable ratings lead to ceiling effects.

Objectives: Development and validation of a satisfaction measure for homecare services in Switzerland which reflects (i) the service experience of clients, (ii) is sensitive to critical incidents, and (iii) offers a high explanatory power for overall satisfaction with homecare services.

Method: After a step-by-step scale development process, the prototype was field-tested in a survey of Swiss homecare clients (sample n = 1,312). To assess validity, the ratings on the CSI-HC measure were compared with client-stated data on the occurrence of critical incidents, stated client experience, and the affective state of the client in relation to the homecare provider.

Findings: The items of the measure explain a high proportion of overall satisfaction with homecare services. Furthermore, the measure appears to be sensitive to the occurrence of critical incidents and reflects the stated qualitative client experience very well. The measure correlates highly with affective satisfaction assessed on the SAM scale.

Contribution to the research field: This study presents a mixed-method approach for the validation of a sensitive client satisfaction measure in healthcare management and public health research using the example of a measure for the Swiss homecare sector.

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HOSPITAL CULTURAL COMPETENCY AND ATTRIBUTES OF PATIENT SAFETY CULTURE: A STUDY OF US HOSPITALS

Soumya Upadhyay UNIVERSITY OF NEVADA LAS VEGAS

Christopher Cochran UNIVERSITY OF NEVADA LAS VEGAS

Robert Weech-Maldonado UNIVERSITY OF ALABAMA AT BIRMINGHAM

Given the increase in racial and ethnic diversity in the U.S., hospitals face a challenge in terms of providing safe and high quality care to minority patients. Cultural competency can be used as a resourceful strategy to provide safe care and improve patient safety culture. In particular, becoming culturally competent can influence employee behaviors through training and education on diversity. This paper aims to examine if cultural competency impacts employee's perceptions of attributes of safety culture. A longitudinal study design was used with 283 unique hospital observations from 2014-2016. The dependent variables were percent composite scores for four attributes of perceived safety culture: 1) management support for patient safety, 2) non-punitive response to error, 3) teamwork across units, and 4) communication openness. The independent variable was cultural competency considered in 3 categories: 1) robust, 2) medium, and 3) low. Hospital characteristics, market characteristics, and % diversity were controlled for. Lagged effects of cultural competency score on patient safety culture data were used. Ordinal logistic regressions were used for analyses. Results indicate that hospitals that have a robust cultural competency have a 0.05% higher perceptions of management support for safety, 0.04% higher perceptions of non-punitive response, and a 0.03 % higher perceptions of teamwork across units as compared to hospitals that have a low cultural competency ($p < 0.05$). In general, culturally competent hospitals have better safety

culture than their counterparts. Cultural competency is an important resource to build safety culture so that safe care for patients from minority and diverse backgrounds can be delivered.

1066 REORGANIZING THE HEALTH CARE SECTOR THROUGH THE EARLY PALLIATIVE CARE MODEL

Jean-Paul Dumond UNIVERSITÉ PARIS-EST
Rana Istambouly UNIVERSITÉ PARIS-EST

The Early Palliative Care (EPC) Model consists in providing palliative care to patients with chronic diseases as soon as the diagnosis is set up. Implementation of EPC raises a crucial question, relevant for the whole health sector, the integration of activities (for instance, palliative and curative ones) whose objectives, constraints and cultures are opposed. On the basis of the different organizational solutions adopted by EPC managers, it appears that there is no longer one “good” organization, but a multiplicity of solutions. The main issue for researchers do not lie therefore in an attempt to find the organization able to overcome the limits of the professional bureaucracy, but to explore the methods which may provide the health professionals the capacity to elaborate their own organization tailored to local specificities.

HRM General Session II (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.25 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Marie-Christine Laible

Paper Presentations:

821 MATCHING HR PROFESSIONALS' ROLES WITH BUSINESS SUSTAINABILITY DEVELOPMENT: TYPOLOGIES OF PARADOXICAL ROLES

Marcela Ziede UNIVERSIDAD CATÓLICA DEL NORTE, CHILE.
UNIVERSITÀ DI PISA, ITALY.

This paper considers the changing roles for those human resource (HR) professionals likely to be involved in supporting higher levels of business sustainability development (BSD) that reflect paradigm shifting in the relationship between man and environment. For a spectrum of three levels of BSD three theoretical typologies of roles are developed in a fourfold structure where HR professionals move from the traditional strategic partner role to an ecological and then to a planet partner role. The typologies are based on a spectrum of BSD and the emerging sustainable HR management field using paradox theory that highlights the inherent paradoxical roles of HR professionals. The typologies contribute to expand the field of sustainable HR management by translating stages of sustainability in expected behaviours, they highlight HR function responsibility in leading sustainability, and invite practitioners and academia to debate how HR professionals' roles are shaped by their paradigm of sustainability.

1202 UNDERSTAND CORPORATE PSYCHOPATH BEFORE YOU REGRET: AN EMPIRICAL INVESTIGATION FROM EMPLOYEES PERSPECTIVE
ALI KHAN SCHOOL OF ECONOMICS AND MANAGEMENT TONGJI UNIVERSITY

Naseer Abbas Khan SCHOOL OF PUBLIC AFFAIRS UNIVERSITY OF SCIENCE AND TECHNOLOGY OF CHINA

Using social learning theory (SLT) and resource conservation theory (COR), the current study attempts to investigate the impacts of corporate psychopath (CP) on the employee self-efficacy (SE), career satisfaction (CS) and turnover intention (TOI). This study uses SE as mediator to explore the indirect association between CP and CS and the indirect association between CP and TOI. Moreover, this study also examines the buffering impact of human resource practices (HRP) on the association between CP and CS, the association between CP and TOI, the association between SE and CS, and the association between SE and TOI. This study used 298 hotel employees from Central China as samples to collect research data at two different time intervals. This study used IBM SPSS statistical version 24 for data analysis. The results showed some contradictory findings, especially the buffering effect of HRP on the association between CP and CS and the association between SE and TOI was insignificant. These contradictions provide a new direction for scholars and practitioners to engage in academic debate. Using social learning theory (SLT) and resource conservation theory (COR), the current study attempts to investigate the impacts of corporate psychopath (CP) on the employee self-efficacy (SE), career satisfaction (CS) and turnover intention (TOI). This study uses SE as mediator to explore the indirect association between CP and CS and the indirect association between CP and TOI. Moreover, this study also examines the buffering impact of human resource practices (HRP) on the association between CP and CS, the association between CP and TOI, the association between SE and CS, and the association between SE and TOI. This study used 298 hotel employees from Central China as samples to collect research data at two different time intervals. This study used IBM SPSS statistical version 24 for data analysis. The results showed some contradictory findings, especially the buffering effect of HRP on the association between CP and CS and the association between SE and TOI was insignificant. These contradictions provide a new direction for scholars and practitioners to engage in academic debate.

938 NEW CHALLENGES FOR DENTAL PRACTICES: TOWARDS THE STANDARDIZATION OF MANAGEMENT AND HRM

Boris Tronc UNIVERSITÉ PAUL VALÉRY MONTPELLIER 3

Florence Noguera UNIVERSITÉ PAUL VALÉRY MONTPELLIER 3

In a context of permanent health system reforms, strongly inspired by economic logic through cost control, odontology and more particularly general dentists, do not seem to escape the process of normative explosion.

Dentists need to become business managers to preserve the organization's profitability in this sector while integrating the normative professional constraints and ensuring the quality of care expected in a patient relationship.

Based on longitudinal intervention-research conducted in a dental practice in France, this article aims to analyze the socio-economic effects of normative tensions experienced in odontology. We try to improve ways for better integration into companies, while showing the importance of relying on staff and management to succeed.

Hybrid Organizations: State of Art and Future Directions. (11:00 - 12:30) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Francesca Capo

Paper Presentations:

- 1496 THREE PARADOX PERSPECTIVES ON CORPORATE SUSTAINABILITY: A SYSTEMATIC REVIEW OF THE EMPIRICAL RESEARCH**
simone carmine UNIVERSITY OF PADOVA, DEPARTMENT OF ECONOMIS AND MANAGEMENT
Valentina De Marchi UNIVERSITY OF PADOVA

A paradox perspective is emerging as a new way to inform corporate sustainability. However, studies in this research field are still few and there is not a unanimous interpretation of what a paradox perspective on corporate sustainability means. Thus, this paper systematically reviewed the existing empirical literature and analyzed its content to highlight how researchers are defining and applying it. Three main meanings emerge from texts: first, a paradox perspective is interpreted as a conceptual and analytical tool - researchers use it to identify and define which sustainability tensions are paradoxical -; second, a paradox perspective on corporate sustainability is interpreted as a cognitive mindset through which organizations' members deal with contradictions embedded in sustainability and maintain competing elements together; third, a paradox perspective is interpreted as a strategy implemented by organizations to pursue competing sustainability goals simultaneously. Considering these three specific paradox perspective meanings emerging from the texts, the first one defines what literature labels as paradox lens, the second and the third can be integrated in what is commonly assumed as paradox approach. In the conceptual interpretation, future studies need a more precise application of the paradox concept, to clearly capture the complexity of this phenomenon and to point out the limits of reductive approaches, that deny the triple sustainability nature. Instead, cognitive and strategic interpretation need more instrumental empirical works, able to highlight the significant consequences, that this perspective - as an individual or organizational

phenomenon able to consider and pursue economic, social and environmental aspects simultaneously - can have on practice.

1668 DIVING INTO THE BLUE ECONOMY: A BIBLIOMETRIC ANALYSIS OF THE LITERATURE ON THE B-CORP

Silvia Blasi UNIVERSITY OF PADOVA
Silvia Sedita UNIVERSITY OF PADOVA

The paper explores the emergence of a new research field, implementing a bibliometric analysis of the literature on the B-Corp. We built a database including 73 articles collected by Scopus and published from 2011 to 2018 that discuss of B-corp, benefit corporation or, more generally, social entrepreneurship, and performed descriptive analysis as well as co-citation analysis, with the objective of identifying the roots of the concept of B-corp. This emergent field it is part of a structural change in our society, which, in recent years, has seen the emergence of new organizational forms with a strong social vocation: the hybrid organizations characterized to earn part or all of its revenue to support a social mission. The bibliometric analysis reveals the crucial role played by the Corporate Social Responsibility (CSR) literature as bridge between the organization research field and the legal ones. It is therefore a task of CSR literature to convert the CSR perception into CSR policy that can be assimilated at the organization level.

1104 A BIBLIOMETRIC ANALYSIS OF FRUGAL INNOVATION
VIVIANA D'ANGELO LUISS GUIDO CARLI

The study aims to classify and scrutinize the emerging literature of Frugal Innovation to unravel the dominant research domain and the linkage with management literature. Frugal innovation is the process of innovating to respond to severe resource constraints with products having cost advantages compared to existing solutions; the philosophy behind frugal innovation can be applied both to product and services from different sectors, as showed from academia and managerial applications. In particular, it can be adopted both from western firms, hybrid organizations and social enterprises to address the social needs and to solve the problem of the developing countries. A bibliometric analysis of the network of publications is conducted based on journal articles published over the period 2011-2018. The results uncover the most prominent scholars and influential papers, and the current map of frugal innovation research. In greater detail, four distinct intellectual communities have been identified: 1) Strategic Challenges; 2) Industrial Applications; 3) Inclusiveness; 4) Healthcare. We provide insights about the strength of the bridges between these distinct communities and the intellectual structure of the domain, as well promising directions for the future research.

Innovating Performative Creativity (11:00 - 12:30) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_04 - Arts for Business and Society

Chair(s): Volker Rundshagen

Discussant(s): nunzia coco

Paper Presentations:

- 1912 INNOVATION AND SYMBOLIC GOODS: MODULAR PRODUCTION AND ORGANIZATION FOR INNOVATION IN PERFORMING ARTS (CONTEMPORARY DANCE AND THEATRE PRODUCTION)**
Julianna Faludi CORVINUS UNIVERSITY OF BUDAPEST

The importance of this work is twofold: on one hand understanding innovation in the production of symbolic goods under the conditions of pressure for innovation, on the other to shed more light on the mirroring hypothesis: the connection between the level of modularization of a product and the arrangement of the organization developing it. Innovation, that takes place in the symbolic sphere, is at first place being examined on product-development and design level, while the complexity of the meanings of symbolic goods can be managed has gained less focus. Examples from the market of symbolic goods of contemporary dance and theatre production serves this purpose for being exposed to innovation-pressure, and focusing on symbolic value over economic. Moreover, ‘independent companies’ show a variety of organizational arrangements and strategies of innovation on the same market.

Loosely coupled and project-based organizations are still in the forefront of the creative industries, that can learn from the experience. Looking at the connection of modular design of performances, this paper examines how it contributes to efficiency in performance production, and the modes of innovation along organizational arrangements.

- 603 THE ORGANIZATIONAL MODEL OF NEW CULTURAL INTERMEDIARIES IN THE SOCIAL MEDIA ERA. AN ITALIAN CASE STUDY**
Davide Bizjak UNIVERSITY OF NAPLES FEDERICO II
Mariavittoria Cicellin UNIVERSITY OF NAPLES FEDERICO II
Stefano Consiglio UNIVERSITY OF NAPLES FEDERICO II
Luigi Maria Sicca UNIVERSITY OF NAPLES FEDERICO II

This article aims to investigate the phenomenon of video-making professionals and how they are changing the organizational and management dynamics of the creative industries in the social media era. These professionals have achieved resounding success thanks to commercial, amateur and satirical videos, viral marketing and web series. We see them as new cultural intermediaries occupying spaces between culture, economy and community, so fashionable and popular as to be capable of interacting and negotiating with publishing and production companies, proposing new models of economic exploitation of cultural products. Drawing on the bourdieusian framework of cultural intermediaries and by applying an in-depth case study of an Italian independent video-making company, we investigate how bohemian and entrepreneurial behaviours relate within their creative production. The analysis shows

a gradual process of overlapping between product and producer that characterizes their contents' production and enables them as 'self-branded creators'.

1924 ORGANIZATIONAL ADOPTION OF AND RESISTANCE TO NEW PUBLIC MANAGEMENT AND CIVIC INVOLVEMENT IN THE ITALIAN OPERA FIELD: INSTITUTIONAL CHANGE AND STRUCTURING DYNAMICS ACROSS TERRITORIAL LEVELS AND SYMBOL

Maria Laura Frigotto U. OF TRENTO
Xavier Castaner UNIVERSITY OF LAUSANNE

This paper focuses on the diffusion of New Public Management (NPM) in the Italian operatic field where both adoption and resistance took place.

The diffusion (or lack of adoption) of NPM has been studied in different public sector fields such as educational and health (schools, universities and hospitals) as well as the general public administration in several countries and in several countries.

However, the organizational studies literature does not provide yet an understanding of the interaction of different actors across different territorial levels – local, regional and country and across different symbolic functions.

In this paper the local and regional embeddedness of performing arts organizations, particularly of opera houses is addressed, which also represent country-level symbols of high art, prestige and national pride, as well as local and regional pride provide an interesting and appropriate empirical context to study such dynamics.

Thus, in this paper, we set to uncover the perceptions, actions and their outcomes of the different actors playing a role in the reception and diffusion (adoption) of as well as resistance to NPM in the Italian operatic field (1967-2018) though we also cover the earlier period (1921-1966) as well as the historical roots of the operatic genre in Italy to have a perspective on the trajectory of public intervention in the field. Regarding this attempted legal reform, we track perceptions, actions and outcomes of the opera houses themselves and politicians (elected in parliament or city council as well as in governing office), media as well as the unions of the different employment (occupational) groups of the opera houses at the local, regional and country level.

Innovation and Change (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.26 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Malcolm Higgs

Paper Presentations:

412 IS CHANGE ALL IN THE MIND?: A STUDY OF LEADER MINDFULNESS AND CHANGE SUCCESS

Malcolm Higgs HULL UNIVERSITY BUSINESS SCHOOL
Deborah Rowland STILL MOVING

Today organisations are faced with volatile, uncertain, complex and ambiguous environment (VUCA). This context gives rise to an ever-growing need for organizations to engage with and implement continuous transformational change. However, research has shown a persistently high level of organizational change failure. This paradox of increasing need for change with significant difficulties in achieving successful implementation has given rise to considerations of alternative paradigms of change implementation that conceptualise change as a complex adaptive process of continuous transformation leading to higher levels of change success. This shift in focus leads to a need for higher levels of stakeholder involvement and engagement, presenting a need to consider the role and behaviors of leaders in achieving this. In turn, this has led to an increase in the interest in the area of change leadership. This interest, has not been matched by a related growth in empirical research and many scholars are calling for more research into this phenomenon. In parallel with these developments there has been a significant growth in interest in the concept of Mindfulness in terms of its applications in an organizational context, and in particular in its relationship to leadership. However, currently, while there is a lot of evidence of the value of Mindfulness in clinical contexts, there is limited organizationally based evidence and a paucity of studies that explore the relationship between Mindfulness and leadership.

Against this background, this paper reports a study of the relationships between Mindfulness, change leadership behaviors and success in implementing organizational change. The study is based on interviews with 63 leaders from 56 organizations. Analyses of the data have found clear and positive relationships between leaders facilitating and engaging behaviors, leader Mindfulness and change success.

The paper concludes with a discussion of the contributions of this study, its limitations and areas for future research.

137 THE CONTEXT OF FOLLOWERS' IT INNOVATION ADOPTION: THE JOINT 6 ROLES OF TRANSFORMATIONAL AND SHARED LEADERSHIP AND MANAGEMENT INNOVATION

Aldijana Bunjak UNIVERSITY OF ST. GALLEN

Matej Černe FACULTY OF ECONOMICS UNIVERSITY OF LJUBLJANA

This study investigates how transformational leadership, through shared leadership, predicts followers' information technology (IT) innovation adoption at work. We further examine how management innovation acts as an organizational-level enabler on the effect of leadership on followers' IT innovation adoption. To test our hypotheses, we conducted a two-source, multi-level field study of 2873 employees and their 92 leaders in German small and medium-sized companies. Data were analyzed using hierarchical linear modeling

and moderated-mediation analysis. The study findings revealed that shared leadership mediated the relationship between transformational leadership and followers' IT innovation adoption at the individual level. Furthermore, organizational-level management innovation moderated the relationship between transformational leadership and IT innovation adoption, mediated by shared leadership. The study's contributions and practical implications are discussed.

169 0 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CHANGE: A MODERATED MEDIATION ANALYSIS

Muhammad Ali TONGJI UNIVERSITY, SHANGHAI, SCHOOL OF ECONOMICS AND MANAGEMENT

Syed Hussain DONGHUA UNIVERSITY, SHANGHAI

Khalid Mehmood TONGJI UNIVERSITY, SHANGHAI, CHINA

Hina Rehman NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

Mohsin Khan MINISTRY OF HEALTH, ISLAMABAD

To survive under current competitive business environment, organizations often undertake planned, frequent and transformational change., but effective leadership is needed to create environment of ideas sharing among all levels of management. In this study, we investigate how transformational leadership turns to successful organizational change through knowledge sharing. We future examine how such a mediation effect is moderated by employee's willingness to participate change. The study was conducted in a telecom sector in China. 550 employees participated in the survey. The analysis indicates that the "willingness" moderates the mediated effect between transformational leadership and organizational change by the bootstrapping analysis.

International Competitiveness 2 (11:00 - 12:30) - INDEG Building/Room 1.17 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Ricardo Rodrigues

Paper Presentations:

606 FOUNDATIONS OF CLUSTER RELATIONS: VISUALISING NETWORK LINKAGES FOR DEVELOPMENT

Eleanor Doyle UCC - UNIVERSITY COLLEGE CORK

Eoin Byrne CORK INSTITUTE OF TECHNOLOGY

John Hobbs CORK INSTITUTE OF TECHNOLOGY

A novel cluster visualisation approach is developed by extending the concept of network capital across regional, national and international geographies and taking into account different types of linkages of varying strengths. Data from a sample of firms across eight linkage types is used to measure distinct network capital elements. This allowed for both outcome and input linkage elements to be differentiated and separately measured in business impacts of linkages. Targeted recommendations may

be developed to address weaknesses or build on strengths in the local ecosystem in the light of measured business impacts of linkages. In this way a comprehensive, systematic and robust analysis of a cluster's network is possible.

1526 THE ROLE OF THE TOP SUBSIDIARY MANAGER IN LOCATION AND ANCHORING OF FOREIGN INVESTMENT

Sébastien LE GALL UNIVERSITY OF SOUTH BRITTANY - FRANCE

Understanding the location for foreign investment of multinational companies (MNC) is a major issue in the light of contemporary issues of international management around the attractiveness of regions and competitiveness of firms. The choice of location results in less of a rational optimization process as a process in which an actor, the subsidiary general manager, plays a key role in addressing the territorial context of the investment. This role is especially important that the investment is not so much the operation of a specific *ex ante* advantage held by the MNF that building a competitive advantage by the activation of new resources in a foreign territory. In this article, we analyze the location and the anchoring of foreign MNC in a mature country, France. We interviewed 20 general managers of subsidiaries located in Brittany. The results highlight the strategies developed by MNC to seize the opportunities in the territories and distinguish key roles of subsidiary managers to manage the global membership and local anchorage of subsidiary.

483 IMPACTS ON AIRLINE COMPETITION AFTER THE AIR BERLIN BANKRUPTCY: MANAGER PERCEPTIONS IN GERMANY, AUSTRIA AND SWITZERLAND

Daniel Schoenfelder AUSTRIAN AIRLINES

Patrick Lang GCI MANAGEMENT CONSULTING

David Herold VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Elmar Fuerst VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

In Europe's airline industry, the market exit of one of its largest industry players, the Air Berlin Group, has led to significant changes in the level of competition within the DACH-region (Germany, Austria and Switzerland). Existing research, however, is limited to provide insights into the short- and long-term implications of such market changes on the level of competition, particularly on price and quality. In response, this paper investigates how the bankruptcy of Air Berlin influences the level of price and quality airlines are offering to its passengers. Using a qualitative approach, airline-related professional and experts have been interviewed about their perception of the levels of quality, price and competition. The findings show that the Air Berlin bankruptcy resulted in a shortage of capacity on the market leading to increasing prices and short-term competition is likely to increase as various airlines try to replace Air Berlin on the market. However, in the long term, prices for airline tickets are expected to bounce back to a similar level like before the Air Berlin bankruptcy, as more competitors will penetrate the market, which leads to a more challenging market environment. In terms of quality, it was found that other Low-Cost Carriers (LCCs) offered similar products compared to Air Berlin, thus no or only minor changes in quality are expected.

International Management 6: Institutional Elements (11:00 - 12:30) - INDEG
Building/Room 1.18 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Jaime Morales

Discussant(s): Mohit Srivastava

Paper Presentations:

128 HOW INSTITUTIONAL FACTORS OVERRIDE PSYCHIC DISTANCE IN PREDICTING INTERNATIONAL MARKET SELECTION OF CHINESE SMES?

Hongmin Yan UNIVERSITY OF QUEENSLAND
Xiaowen Hu QUEENSLAND UNIVERSITY OF TECHNOLOGY
Yulong Liu MASSEY UNIVERSITY

The present study investigates the role of home country institutions on foreign market selection of emerging market SMEs. Drawing from an institutional embeddedness perspective, six case studies of small and medium sized manufacturing firms from China were selected to uncover how formal and informal institutional factors override psychic distance in influencing international market selection. Our results suggest that both formal institutions – government support as “infomediaries” and informal institutions – business and political guanxi, help Chinese firms to overcome the lack of experience due to psychic distance. Our findings also indicate that informal institutions interact with formal institutions to further influence SMEs’ international market selection. This research contributes to SME foreign market selection studies and has implications for practitioners and future research.

196 THE ROLE OF NON-TRANSFERABLE AND TRANSFERABLE INSTITUTIONAL ELEMENTS IN RIVAL RESPONSES TO M&A ANNOUNCEMENTS OF COMPETITORS

Valentina Fani HEC LAUSANNE
Dimitrija Kalanoski UNIVERSITY OF LAUSANNE - HEC
Olivier Bertrand FGV/EBAPE

We investigate the role of institutions on rivals’ competitive interfirm efforts after M&A announcements of their competitors. Building on the institution-based view of strategy we explain when and how differences in the institutional environments where firms reside restrain or enable competitive interactions among M&A partners and rivals on the market. By focusing on firms’ institutional differences, we distinguish two types of institutional elements – non-transferable and transferable – that affect cross-border M&A partners, and thereby the rivals’ decision to engage in interfirm arrangements after the M&A announcement of their competitors. The non-transferable institutional elements restrain the competitive potency of cross-border M&A partners, reduce the competitive threat on the market and, discourage rivals to

engage in competitive interfirm efforts after the M&A announcement. On the other hand, the transferable institutional elements can enhance the competitive potency of the M&A partners, increase the competitive threat on the market, and encourage rivals to engage more in competitive interfirm efforts after the M&A announcement. An analysis of a unique dataset that precisely identified rivals to domestic and cross-border horizontal M&As announced in the manufacturing sector during 1998-2014 provides support for our predictions.

1218 DO IMITATORS OF COMPETITORS' FOREIGN MARKET PRESENCE HAVE LESS KNOWLEDGE? GENERAL AND MARKET-SPECIFIC KNOWLEDGE AMONG BRAZILIAN EXPORTERS

Dirk Boehe MASSEY UNIVERSITY

Manuel Becerra UNIVERSITY OF QUEENSLAND

Our paper investigates the different effects that general export knowledge vs. market-specific knowledge have on a firm's decision to imitate its competitors that export to a given target market. The accumulated literature shows that imitation tends to decrease after a firm makes its first foreign entry because it can then rely on its own experience in the destination country. We show, however, that this is true only for market-specific knowledge, while general export knowledge, which is obtained from firm experiences in other countries, is necessary to absorb the information that the presence of competitors in the target market may provide. We use a sample of Brazilian exporters during the 2001–11 period, and our study contributes to strategy research on imitation and market entry.

Justice and Strain (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: T09_06 - Motivation and Trust: Current Links and Challenges

Chair(s): Yumei Yang

Paper Presentations:

341 GIFT GIVING AS AN IGNORED ASPECT OF ORGANISATIONAL REALITY.

Jacek Sypniewski JAGIELLONIAN UNIVERSITY CRACOW

In contemporary analyses of modern organisations gift exchange is either ignored or described as an example of corruption. It is surprisingly broad phenomenon despite the fact that big group of social scientists stresses importance of gift exchange not only in traditional or pre-modern societies but also in modern ones. We want to show in this paper the existence of the gift in public hospital in Poland as an officially ignored activity. While gift giving is constantly disappearing from medical centers since 1989, when communists times ended, it still happens to be used in strengthening relationships between individuals in public organisations. This shows that gift exchange is a culturally accepted strategy of dealing with the situation of limited access to certain goods in post communist society. The corruption is not the only one

manifestation of gift exchange in modern society. But the fact that there is no other publicly recognised and officially accepted way of showing gratitude – public officials tend to ignore the fact that in hospitals people are giving gifts not only as a mean of influence doctors before treatment but also after the procedures when they are leaving the hospital. Few court processes shows that even law system has problems with that because it happened that the court rejected accusation of bribery when cases of giving relatively small gifts after successful operations were considered. This is an interesting question: what makes people to use their resources and give them to the medical staff, describe institutional mechanisms make people to do that, and outline the conditions when gift does not corrupt. In this paper I want to show important research gap in study of gift in modern organisation – the ideology of disembodied, professional relations between organisation officials and customer (patients, voters, clients) might be an obstacle to recognise that behind official persona we are still human beings who want personal relationships. In this case there is a need to show when gift giving breaks the law and when it is simple a manifestation of gratitude. In conclusion I show how gift giving can be understood as a communication system and explain why hospitals should stop ignoring gift giving and start recognise it as an element of local culture and move from visible for some to transparent to all.

617 JUSTICE, PLEASURE AND SUFFERING OF YOUNG BRAZILIAN WORKERS

Kely Paiva UNIVERSIDADE FEDERAL DE MINAS GERAIS (UFMG), BRAZIL
Samara Lara UNIVERSIDADE FEDERAL DE MINAS GERAIS (UFMG), BRAZIL
Jefferson Pereira UNIVERSIDADE FEDERAL DE MINAS GERAIS (UFMG), BRAZIL

This study aims to understand how the dimensions of organizational justice relate to the experiences of pleasure and suffering by young workers. No research has been found analysing such constructs in an integrated way; in addition, the young workers are considered a unique and paradigmatic group of study, to which few investigations in administration were dedicated. Descriptive field research was carried out, with quantitative approach, with 664 young Brazilian workers. These data were submitted to structural equation modelling (SEM). The results indicated that the respondents' perceptions regarding decision-making processes (procedural justice), distribution of goods and rewards (distributive justice), and interpersonal relations between young workers and their superiors (interactional justice) directly influence their pleasure and indirectly influence their suffering in the workplace. Finally, we suggest an agenda for further research, considering the contributions and limitations of this study.

426 JUSTICE AND STRAIN: A DAILY DIARY STUDY

Marc Ohana KEDGE BUSINESS SCHOOL
Sonia Bensemmane UNIVERSITÉ DE PAU ET DES PAYS DE L'ADOUR
Marjo-Riitta Diehl EBS
Florence Stinglhamber UNIVERSITÉ CATHOLIQUE DE LOUVAIN

Many previous studies have conceptualized justice as a stable variable over time whereas justice perceptions may fluctuate from one day to the other. In addition, scant studies have examined the underlying mechanisms of the effect of this transient justice on employees' wellbeing. Based on uncertainty management theory, this research investigates the consequences of daily overall team justice perceptions on employee's daily psychological strain. Specifically, we examine daily psychological safety as a mediator of the relationship between daily overall team justice and daily psychological strain. Moreover, we argue that daily overall supervisor justice is a moderator of this mediated relationship. Using a daily diary study over 10 consecutive working days on a sample of 300 full time employees, results confirm that daily overall team justice negatively predicts daily employees' psychological strain. In addition, findings provide evidence that daily psychological safety fully mediates the effects of daily justice perceptions on daily psychological strain. Results finally reveal that the relationship between daily overall team justice and daily psychological safety is moderated by overall supervisor justice, which complements the target similarity model.

296 WHY AND WHEN DOES JOB INSECURITY INFLUENCE RESISTANCE TO CHANGE?

Feng Cailing LUDONG U.
Brian Cooper MONASH UNIVERSITY
Jiuhua Zhu MONASH UNIVERSITY

This research sheds light on the role of job insecurity in employees' resistance to change during organizational change by examining how and when job insecurity may undermine or strengthen resistance to change. Analyses of multiphase, multisource, and multilevel data show that affective commitment to change mediates the negative relationship between job insecurity and resistance to change. Change procedural justice moderates the relationship between job insecurity and positive affect, such that the relationship between job insecurity and affective commitment to change will be less negative at higher levels of change procedural justice. Environmental uncertainty also moderates the relationship between affective commitment to change to resistance change, such that the relationship between affective commitment to change and resistance to change will be less negative at higher levels of environmental uncertainty. The moderated mediation effect of job insecurity on resistance to change through affective commitment to change was significantly moderated by change procedural justice, the moderated mediation effect of job insecurity on resistance to change through affective commitment to change was also significantly moderated by environmental uncertainty.

Leader and Employee Health (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.28 ([Top](#))

Track: T09_04 - Leadership

Chair(s): Kerstin Alfes

Paper Presentations:

**PARADOXICAL LEADERSHIP BEHAVIOR AND EMPLOYEE BURNOUT:
THE ROLE OF FOLLOWERS' COGNITIVE FLEXIBILITY AND
PERCEIVED LEADER UNPREDICTABILITY**

Nils Langner ESCP EUROPE
Kerstin Alfes ESCP EUROPE

Drawing from recent research in cognitive neuropsychology, we investigate followers' cognitive flexibility as a moderator in the relationship between paradoxical leadership behavior (PLB) and followers' emotional exhaustion. We propose that followers' cognitive flexibility affects their interpretation of, and reaction to, PLB. More specifically, we argue that followers with low compared to high cognitive flexibility cannot make sense logically of paradoxical leadership behavior, which places them in an uncomfortable situation and, in turn, leads to increased levels of emotional exhaustion. Results from a moderated latent structural (LMS) equation model of a three-wave field study of 356 employees from the United Kingdom support our hypotheses. PLB had a negative indirect effect on emotional exhaustion via perceived leader unpredictability when followers' cognitive flexibility was high, but a positive indirect effect when the latter was low. The findings inform our understanding of the role of followers' mindsets in dealing with a paradoxical leader, and they highlight individual differences as a boundary condition of the functionality of PLB in people management.

**OCCUPATIONAL WELL-BEING OF INTERNATIONAL BUSINESS
TRAVELERS: EXAMINING THE CHALLENGING AND HINDRANCE
DEMANDS OF INTERNATIONAL BUSINESS TRIPS, AND THE
IMPORTANCE OF THE LMX AS A RESOURCE**

Hilpi Kangas UNIVERSITY OF VAASA
Liisa Mäkelä UNIVERSITY OF VAASA
Milla Heikkilä UNIVERSITY OF VAASA

This study focusses on occupational well-being (general and international business travel related exhaustion and general and international business travel related vigour) through the job demands and job resources among international business travelers, IBTs (N=570). The theoretical base of this study relies on the job demands-resources (JD-R) model, including the health impairment and motivational processes. Moreover, the study recognizes the dual construct of job demands, dissecting the negative side of the model through hindrance demands, and positive side through challenging demands. The quality of IBTs' dyadic relationship with their immediate leader (LMX) is on focus, as a job resource. Moreover, the possible buffering effect of LMX on the effect of job demands on well-being is also studied. A moderated hierarchical regression analysis showed that international business travel of considerable duration and low LMX quality had direct links on international business travel related exhaustion but only LMX had a direct link on general exhaustion. Interestingly, for those who had low quality LMX relationships, the increase in IBT days decreased their international business travel related exhaustion, which was an opposite of those who had high quality LMX relationship with their supervisor.

1643 STAY AT HOME OR GO TO WORK SICK? ASSOCIATIONS BETWEEN LEADERS' HEALTH CONDITIONS AND WORKER PRODUCTIVITY

Sara Lopes ISCTE-IUL

Aristides Ferreira ISCTE-IUL

Rui Prada INSTITUTO SUPERIOR TÉCNICO

The literature on presenteeism is dominated by a focus on individuals and presenteeism's consequences for employees. However, leadership behaviors may explain presenteeism phenomenon. Leaders might have a determinant role in spreading a presenteeism-climate within their followers because they can affect employee's engagement and commitment with their own work. In a mixed-method approach, we sought to understand which leaders' health conditions most influence individuals' productivity.

In Study 1 (N=336) results showed that there were significant differences between individuals' mean productivity levels between the no illness condition and the different sickness conditions tested. Therefore, findings suggest that individuals perceive themselves as less productive when they have to work with a leader who shows symptoms of psychological and contagious illnesses.

For Study 2 (N=186) we developed an experimental study with empirical manipulations to test our hypotheses. In general, results corroborate the findings from Study 1. Qualitative analysis supports the conclusions that individuals react differently to leaders' various health conditions and that individuals' productivity is less affected when they have to work with a leader showing symptoms of a physical condition than with a leader with psychological or contagious illnesses.

To the best of our knowledge, this is one of the first investigations to manipulate leaders' health conditions in an experimental setting. We explored presenteeism from a new perspective by assessing leaders' impact on subordinates. This investigation made significant contributions to the existing literature on presenteeism and climate of presenteeism.

Leadership and Knowledge Transfer (11:00 - 12:30) - ISCTE - Building II/Room C5.06

[\(Top\)](#)

Track: T03_12 - Knowledge Management and Knowledge Transfer in Start-ups and SMEs

Chair(s): Sylvia Rohlfer

Paper Presentations:

131 THE EFFECTS OF EMPOWERING LEADERSHIP, VOICE AND VALUE ORIENTATIONS ON MANAGEMENT INNOVATION: A MODERATED MEDIATION EXAMINATION

Sylvia Rohlfer CUNEF

Abderrahman Hassi AL AKHAWAYN UNIVERSITY
Simon Fietze UNIVERSITY OF SOUTHERN DENMARK

We investigate the relationship between CEO's leadership empowerment behavior and management innovation. We elaborate on two pathways through which this effect occurs and tested two moderators operating on these pathways. The first pathway demonstrates a direct effect of the CEO's leadership behavior on management innovation and we hypothesized that this effect is moderated through the power distance and collectivism values held by direct followers, i.e. middle managers. The second pathway stipulates a mediating effect via middle managers' voice behavior on management innovation. We hypothesized that this mediation effect is moderated by middle managers' collectivism and power distance values. These hypotheses were tested with a sample of 304 SMEs in Morocco. Confirmatory factor analysis supported (partly) our hypotheses. We discuss implications for both theory and practice.

523 PREDICTING INNOVATIVE WORK BEHAVIOR: THE ROLE OF EMPOWERING LEADERSHIP, EMPOWERMENT ROLE IDENTITY, CLIMATE FOR INITIATIVE AND CLIMATE FOR INNOVATION

Abderrahman Hassi AL AKHAWAYN UNIVERSITY
Sylvia Rohlfer CUNEF
Simon Fietze UNIVERSITY OF SOUTHERN DENMARK

The scarcity of empirical evidence pertaining to the link between empowering leadership and innovative work behavior made it promising and valuable to expand the body of evidence. The current study addressed the relationship between empowering leadership, innovative behavior, empowerment role identity, climate for initiative and climate for innovation. The sample consisted of 453 manufacturing firms of small and medium size operating in six different industries in Morocco. Data were gathered from three different sources, namely CEOs, middle managers and non-managerial employees working in the production or R&D division. Collected data were analyzed using a bootstrapped moderated mediation model. The findings present a new viewpoint indicating an indirect relationship between CEOs' empowering leadership and middle managers' innovative behavior that is mediated by managers' empowerment role identity and is conditional on climate for initiative and climate for innovation. The theoretical and practical implications of these findings as well as contributions and limitations of the study are discussed.

1812 "HOW LEADERS PUBLICLY ACKNOWLEDGE ERRORS WHILE RECOUNTING PROFESSIONAL FAILURE STORIES" A MULTI-MODAL QUALITATIVE ANALYSIS OF "FUCKUP NIGHTS BRUSSELS" VIDEOS

Irene Ingardi PHD STUDENT
Vincent Giolito RESEARCHER
Paul Verdin PROFESSOR
Camille Meyer RESEARCHER

Errors are fundamental for human development and organizations. The advancement of humankind is intimately related to trying to do something new, making errors, and

then trying to improve. Contrary to common misconceptions, not all errors lead to *failure*. Only when errors (e.g. train operator exceeds the speed limit) lead to adverse organizational consequences (e.g. a train accident occurs) they connect with *failure* (Ramanujam & Goodman, 2003). Moreover, errors can as well lead to positive outcomes (i.e. innovation) and if timely detected and managed they offer an opportunity for an organization to learn, change and evolve in a complex world.

Closely related and intertwined with errors, failure is regarded as a special source for learning and is found to be more important than success for organizational learning, innovation and performance (Cannon & Edmondson, 2005; Sitkin, 1992).

Nevertheless, people usually hold a negative and evasive attitude toward experiencing failure, and often avoid mentioning past failures (Shepherd, 2003) as they stir negative emotions (Zhao, 2011). Even theorists, whilst consistently lauding failure as a fundamental learning experience, rarely articulate failure at the level of lived experience (Cannon & Edmondson, 2005; Cope, 2011; Jenkins & McKelvie, 2016; Madsen & Desai, 2010).

This article sheds new light on the way individuals acknowledge errors while publicly recounting stories of professional failure. It provides a nuanced understanding of the role of error acknowledgement, a key pivotal step in the management of errors of senior executives and leaders (Giolito & Verdin, 2018; Hunter, Tate, Dzieweczynski, & Bedell-Avers, 2011), by exploring how leaders frame errors while publicly sharing stories of professional failure.

To enhance knowledge and advance theory on error management processes, we conduct a multimodal qualitative analysis of videos of nine individuals recounting their failure story during FuckUp Nights Brussels events. FuckUp Nights is a global movement “breaking free from the failure stigma” (Gasca, 2014). Local FuckUp Nights teams organise series of monthly events where individuals publicly share their professional failure.

Thanks to the availability of unique and original data and the application of a multimodal research methods, our research is able to shed new light on the way in which errors and failures are communicated. In so doing, it enhances our understanding of key aspects of error management, and in particular of the critical role of error acknowledgement in view of the development of an error management culture, seen as a condition for better managing errors and learning from them.

M&A and Performance (11:00 - 12:30) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: ST13_04 - Mergers & Acquisitions and Divestitures: A Glimpse into the Future

Chair(s): Audrey Rouzies

Discussant(s): Duncan Angwin

Paper Presentations:

431 THE INFLUENCE OF INSTITUTIONAL ENVIRONMENT ON THE SHORT-TERM PERFORMANCE OF MERGERS AND ACQUISITIONS IN EMERGING MARKETS

Elena Rogova NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS - SAINT PETERSBURG

Natalia Okuneva NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS - SAINT PETERSBURG

The study explores the influence of institutional environment on the performance of mergers and acquisitions initiated by emerging-market companies (represented by BRICS countries that account for almost 60% of total deal value in mergers and acquisitions among developing countries). Our main goal is to address the lack of research evidence on what impact the institutional environment of the acquirer's country has on stock returns in emerging markets. We have done so by analyzing the deals performed in BRICS countries, focusing on the origin of an acquiring firm. We consider the level of institutional development of an acquirer's country and investigate the impact of local imperfections on stock returns for emerging-market acquirers. Additionally, the study reveals how institutional impact differs between cross-border and domestic transactions.

The methodology is based on event study analysis and regression analysis. The sample contains 281 deals performed by acquirers from BRICS countries throughout the period from January 2014 to December 2016. The results of event study analysis report that M&A deals, on average, have significant positive returns for emerging-market acquirers, suggesting that stock markets react positively to M&A deal announcements in these economies. The results of cross-sectional analyses provide evidence that there is a negative effect of institutional environment on stock returns for acquirers in emerging economies. Also, the results demonstrate that the negative impact of institutional factors decreases in cross-border deals, indicating that entering new markets mitigates the effect of underdeveloped institutions. This information is important for the management of companies in emerging economies that have an intention to implement an acquisition.

1852 INTER-ORGANIZATIONAL RELATIONSHIPS AND ACQUISITION LIKELIHOOD: EVIDENCE FROM HIGH TECHNOLOGY FIRMS

Huma Javaid UNIVERSITY OF BATH

Panos Desyllas UNIVERSITY OF BATH

Orietta Marsili UNIVERSITY OF BATH

We explore the influence of inter-organizational relationships of firms, namely, corporate venture capital investments and strategic alliances, on the likelihood of being acquired. A longitudinal investigation of 2,302 acquired and non-acquired firms in the high-technology sector of the U.K., during the period 2008 – 2016, reveals a significantly positive relationship between the two types of inter-organizational relationships examined and the acquisition likelihood. Further, as predicted, this

relationship is stronger for start-up firms. However, contrary to our expectations, affiliation with high reputation partners weaken the effect of inter-organizational relationships on the acquisition likelihood. Taken together, these findings are consistent with the view that inter-organizational relationships serve as “endorsements” which are taken by acquirers as signals of firm quality when seeking acquisition targets - particularly when their information disadvantage is greater.

1828 A TRIPLE LAYERED CONTEXTUAL MODEL OF ACQUISITION CAPABILITY PERFORMANCE EFFECTS

Florian Bauer LANCASTER UNIVERSITY
David King FLORIDA STATE UNIVERSITY
Svante Schriber STOCKHOLM BUSINESS SCHOOL
Martin Friesl LANCASTER UNIVERSITY

M&A research on acquisition experience shows heterogeneous performance effects. Since recently, research draws a capability perspective to investigate the M&A performance effects. In this paper, we conceptualize an integration capability consisting of a planning and implementation capability that are conceptually and empirically different and display different performance effects. Additionally, we show that tacit and explicit experience accumulation are important micro-foundations for integration capabilities. Importantly, our study investigates a triple layered contextual model and highlights the importance of organizational, strategic, and acquirer national contexts that act as contingencies for the direct relationships.

Management and Organization Theory: General Session (11:00 - 12:30) - INDEG Building/Room 1.13 ([Top](#))

Track: ST12_02 - Management and Organization Theory: Evolutionary, Critical and Systems Approaches

Chair(s): Per Carlborg

Paper Presentations:

550 HORIZONTAL COOPERATION IN SUPPLY CHAIN MANAGEMENT A LITERATURE REVIEW

André NEMEH RENNES SCHOOL OF BUSINESS
Maher AGI RENNES SCHOOL OF BUSINESS

Research on horizontal cooperation has grown during the past decade. While this growth shows the importance of the domain, this research was unfortunately concentrated in functional silos such as purchasing, logistics or transportation. This concentration inhibited any possibility of cross-fertilization or comparison between these functions in order to support the theory building process. In order to tackle this problem, we performed a systematic literature review. 94 papers were classified into 4 functions: buy, make, transport and deliver. These papers were analysed and a conceptual framework to summarize the research in this field comprising three parts is

provided. These parts are: (1) Choice of horizontal cooperation, (2) its management capability and (3) ascertaining its benefits. Both practitioners in companies and academics might find the review useful, as it outlines major lines of research in the field. Further, it discusses issues of horizontal cooperation as well as limitations of existing research; this should stimulate further research.

1508 SYSTEMS ENTREPRENEURSHIP - A CONCEPTUAL SUBSTANTIATION OF A NOVEL ENTREPRENEURIAL “SPECIES”

Michael Schlaile UNIVERSITY OF HOHENHEIM

Sophie Urmetzer UNIVERSITY OF HOHENHEIM

Marcus Ehrenberger KPMG AG

Joe Brewer CENTER FOR APPLIED CULTURAL EVOLUTION

In this paper, we explore the notion of systems entrepreneurship in the context of innovation systems dedicated to transformations towards sustainability. To this end, our paper draws primarily but not exclusively on the *leverage points* concept, which was originally proposed by Donella H. Meadows and recently refined by sustainability scientists. More precisely, we flesh out four general propositions about the systems entrepreneurial process that serve as a starting point for illuminating how systems entrepreneurs can intervene at deep leverage points to introduce a dedication to sustainability in innovation systems. The paper touches the important issues of directionality, formal institutions, as well as information flows and network structure that have received insufficient attention from researchers, policymakers, and practitioners aiming at transformations towards sustainability (e.g., funders and other support organizations). Taken as a whole, the paper serves as a conceptual basis for further theoretical and empirical work on systems entrepreneurs and dedicated innovation systems. It should be read as a reminder that the fundamentally uncertain processes of systemic change call for collaborative efforts that transcend mental and organizational boundaries.

1928 A STUDY OF THREE STAGES OF CORPORATE VENTURE CAPITAL NETWORKS IN CHINA

Ting Gao ASSISTANT PROFESSOR

Yanqiu Song CUFU

Yujie Zhang

Yaoqi Wang CENTRAL UNIVERSITY OF FINANCE AND ECONOMICS

This study constructs the dynamic corporate venture capital (CVC) syndication networks and analyzes the structural characteristics and evolution of these networks based on CVC firms' investment events during 2000-2017 in China. We find that CVC networks have the attributes of small-world networks. The development stages of CVC industry in China are clarified according to cosine similarity algorithm of dynamic networks. Besides, we identify CVC firms with different network positions as four roles in the networks based on K-means clustering. We also find that the roles of CVC firms change with the evolution of CVC networks. The dynamic network analysis presents three kinds of growth paths of CVC firms. This study lays a good foundation for further CVC network research.

Managerial side of innovation (11:00 - 12:30) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Arne Bygdås

Discussant(s): Arne Bygdås

Paper Presentations:

- 1351 LEADING FOR CREATIVITY: REVIEWING THE PAST DECADE OF EMPIRICAL RESEARCH ON LEADER CHARACTERISTICS AND BEHAVIOR**
Tobias Eismann FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG
Oscar Pakos FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG
Moritz Ries FRIEDRICH-ALEXANDER-UNIVERSITÄT ERLANGEN-NÜRNBERG
Martin Meinel FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG
Marc Rücker FRIEDRICH-ALEXANDER-UNIVERSITY OF ERLANGEN-NÜRNBERG
Kai-Ingo Voigt FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG

Creativity is becoming increasingly important as an organizational capability. One determinant of organizational creativity that has received continuous interest from theory and practice alike is leadership. Research over decades examined different leadership styles, leader characteristics, and leader behaviors and their impact on follower creativity.

Due to the increasing amount of studies in this interesting yet broad research field and the many practitioners' guides to creative leadership, one can easily get lost in what really makes a good leader for creativity. Therefore, we conducted a systematic literature review to draw a comprehensive overview of empirical research on how leaders influence their followers' creativity that was published within the last ten years.

Empirical evidence shows that positively influencing followers' creativity is by no means a trivial task, because leadership can both enhance and inhibit creativity in followers. We therefore distinguish between the effects of leader characteristics and leader behaviors and how both antecedents foster or inhibit followers' creativity. Finally, we derive implications for both theory and practice and conclude with suggestions for future research.

- 827 THE ROLE OF PROBLEM FORMULATION IN ORGANIZATIONAL PERFORMANCE AND INNOVATIVENESS: A LITERATURE REVIEW**
Marta Morais-Storz UNIVERSITY OF SOUTH-EASTERN NORWAY (USN) & NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (NTNU)

Organizations notoriously struggle to identify and formulate the problems that if solved will create value and provide them with competitive advantage. Although there has been a recent uptick in literature addressing the importance of problem formulation, research remains fragmented and does not build in a systematic way from nearly fifty years of research. This paper takes stock of the research on problem formulation to date, and the literature is reviewed in terms of what it reveals about the role of problem formulation to organizational innovativeness and performance.

- 462 INTERNAL ORGANIZATIONAL STRUCTURES FOR FOSTERING INNOVATION INSIDE THE COMPANIES**
Hanna Teder STUDENT
Mait Rungi ESTONIAN ENTREPRENEURSHIP UNIVERSITY OF APPLIED SCIENCES

Innovation used to be first internal. Then an external open innovation took it over. Now it is about to move back to internal, yet in a completely new manner. Companies organize hackathons, innovation programs and incubators for the employees to foster new ways of thinking. Sometimes innovation could also be open to outsiders to accelerate problem solving. The best-practices of internal innovation still remain unknown. This research addresses the opportunities and challenges of innovation activities inside the companies. Multiple-case study that included seven companies was used to demonstrate the most preferred methods for internal innovation development. The sample consists of service companies from banking and telecommunication sectors, as well as one production company for comparative purposes. Results highlighted the similarities and differences in internal innovation organization. In most companies, internal innovation activities included regularly organized innovation programs or hackathons and cooperation with start-ups. Cultural change was the main common aspect since innovation programs and internal hackathons were introduced to the companies and there was a positive impact on employer branding after these activities took place. Main challenges that companies faced were related to employees and managers, employees' engagement and various aspects in regard to executives – from their mind-set to expectations. The opportunities came from employers' branding, employees' motivation, product development and financial targets.

Meet the Editors 3 (11:00 - 12:30) - ISCTE - Ala Autonoma/ Auditório Silva Leal ([Top](#))

Microfoundations of Dynamic Capabilities (11:00 - 12:30) - ISCTE - Building II/Room C2.01 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Rob Jansen

Paper Presentations:

**1851 DYNAMIC CAPABILITIES CONFIGURATIONS: BUILDING UP
MARKETING AND TECHNOLOGICAL CAPABILITIES IN
TECHNOLOGY-BASED CREATIVE FIRMS**

Laura Cordero Páez UNIVERSITY OF MINHO

José Pinho SCHOOL OF ECONOMICS AND MANAGEMENT UNIVERSITY
OF MINHO, BRAGA, PORTUGAL

Christiane Prange TONGJI UNIVERSITY

This article considers marketing and technological capabilities as two major outcomes of dynamic capabilities. Specifically, using the dynamic capability framework as introduced by Teece, it tries to present an alternative view of what combination of causal configurations of dynamic capabilities result in higher levels of marketing and technological capabilities. Qualitative comparative analysis (QCA) was used to investigate fifteen creative technological-based firms in creative industries. Results show that none of the unique dynamic capability dimension of sensing, seizing or reconfiguring in isolation leads to increasing both marketing and technological capabilities. The findings support the need for combining different dynamic capabilities dimensions (sensing, seizing and reconfiguring) within a context of competitive intensity to successfully develop ordinary (or operational) marketing and technological capabilities.

**571 REALISING GENUINE SUSTAINABILITY: DYNAMIC CAPABILITIES OF
BORN SUSTAINABLE FIRMS**

Desiree Knoppen EADA BUSINESS SCHOOL

Louise Knight ASTON UNIVERSITY

New businesses help to drive sustainability transitions. Their commercial success and social and environmental impact are critically dependent on dynamic capabilities development. This paper explores the micro-foundations of dynamic capabilities of ‘born sustainable firms’ (BSF) – firms founded with an explicit strategic intent to operate in a sustainable manner. In doing so, we acknowledge the critical role of suppliers and customers, and onwards upstream and downstream players, in delivering these outcomes and therefore adopt a supply chain perspective in this two part study to address the central research question: ‘how do born sustainable firms achieve their sustainability goals?’. First, the literature review addresses the intersection of sustainability, supply chain management and entrepreneurship to identify how past research suggests BSF could deliver their goals through sensing, seizing and transforming meta-capabilities. This underpins the second, empirical phase, a comparative case analysis of BSF from a wide range of sectors and locations across Europe and America, based on qualitative data from interviews, websites, business news articles etc. Initial descriptive analysis of 10 cases reveals the micro-foundations of the sensing, seizing and transforming dynamic capabilities, themed around people, processes and structures. Founders’ values and past experience helped them identify key opportunities and define the BSF’s mission, but most still struggle to cope with regulatory barriers and slow change in customer attitudes to scale up their output. The study is being extended to include more cases and explanatory analysis, to build on the emerging rich picture of opportunities and barriers on different pathways followed towards becoming truly sustainable businesses.

1870 DEMYSTIFYING THE MULTI-LEVEL NATURE OF DYNAMIC CAPABILITIES: AN INTEGRATIVE MODEL OF DYNAMIC CAPABILITIES AND KNOWLEDGE MECHANISMS

Tega Akpobi COVENTRY UNIVERSITY

The dynamic capabilities perspective has become one of the most vibrant approaches to strategic management. Despite its growing popularity, it has faced criticism because of ambiguity and contradictions in dynamic capabilities literature. There has been increasing calls to address the fragmentation in the literature and provide empirically collaborated insights. This paper explores the multi-level nature of dynamic capabilities in the Information Technology Security context and empirically investigates the impact of microfoundations of dynamic capabilities on firm capability renewal and reconfiguration. It overcomes the challenge associated with fragmentation in dynamic capabilities by presenting an integrative model for dynamic capabilities and knowledge mechanisms. By explicating where dynamic capabilities reside, we can more purposely impact on them to advance our scholarly understanding and proffer practical managerial interventions to directly enhance specific abilities of sensing, seizing and reconfiguring to achieve superior outcomes. The research employed the Gioia qualitative case study research methodology and research methods used were 35 semi-structured interviews and observations. Drawing on the research findings, the paper presents a conceptual model for the multi-level microfoundations of dynamic capabilities in knowledge-intensive domains with relevance for theory and practice.

Migration and Religion (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: T05_03 - Identity, Power, & Migration: Integration and Cross Cultural Management

Chair(s): Luc Frederic DUCRAY

Paper Presentations:

123 AT THE CROSSROADS OF MULTIPLE GROUPS: INTERSECTIONALITY IN PROFESSIONAL IDENTITY OF JEWISH FEMALE ULTRA-ORTHODOX OCCUPATIONAL THERAPISTS

Galy Binyamin ARIEL UNIVERSITY

This study explores the complexity of developing a professional identity in female Ultra-Orthodox Jewish occupational therapists, when it intersects with their gendered and religious identities, especially in a mixed gender secular workplace. A thematic analysis of 392 dilemma cases written by Occupational Therapy students in a special gender-segregated academic environment in Israel, revealed six key dilemmas they face when practicing therapy. The findings show that professional identity is multi-faceted, is influenced by therapist's multiple group affiliations, and thus cannot be developed without considering the intersection of therapist's multiple identities. By

focusing on the challenges faced by these pioneering Orthodox Jewish women who, only in recent years, have entered the professional workforce in Israel, the findings also challenge previous studies in the feminist literature which view intersectionality in the context of discrimination and oppression. Rather, it is suggested that intersectionality can be harnessed for change, empowerment and growth in professionals' socialization.

700 THE FRAMING OF 'MUSLIM MIGRANTS' IN THE GERMAN CONTEXT: WHY WE NEED AN EMIC APPROACH TO RELIGION IN IB

Jasmin Mahadevan PFORZHEIM UNIVERSITY
Iuliana Ilie PFORZHEIM UNIVERSITY

IB studies religion as objective reality (etics), but we identify the need for a sense-making (emic) approach to religion for overcoming dominant etic frames regarding Muslim migrants. Our argument is based on frame analysis of German media over two years. We find that a 'crisis-frame' triggered by the influx of Syrian refugees legitimizes positioning in terms of 'Us' (German society) versus 'Them' (migrants). Differences is ascribed to religion, and 'Muslim migrants' are framed as gender-inegalitarian and 'undeserving'. This etic frame is extended to other immigrant groups (e.g. Turkish-Germans) and becomes dominant. For a more inclusive theory and practice, IB needs to investigate such framing effects. Only then will management and business be enabled to truly view individual Muslim migrants in their own terms, and not only as related to dominant etic frames.

1525 SPIRITUALITY AT WORK: DEVELOPMENT AND EVALUATION OF GERMAN SCALES

Tobias Moll UNIVERSITY OF HAMBURG

Spirituality at Work is a subject increasingly studied in the Anglo-American area, but still lacking insights and empirical approaches for the German business and management context. We address this gap by developing and evaluating specific scales regarding spirituality at work in Germany. More precisely, the paper builds on two English-language instruments, the Faith at Work Scale (FAWS) by Lynn et al. (2009) and the Spirit at Work Scale (SAWS) by Kinjersky and Skrypnek (2006). Taking into account cultural differences, we translate and adapt both scales into German aligned by comprehensive pretesting and cognitive interviews. Data is collected by a survey carried out in northern Germany (n=152). Our data analysis examines the factor structure within the data, compares it with the US scales and validates the translated instruments structure by performing an explorative factor analysis. For both scales, we choose the one-factor solution explaining approx. 60% (FAWS) and 40% (SAWS) of total scale variance. Internal factor structure of the German FAWS is similar to the original one, while SAWS data shows no differentiable subscales). Item structure remains unchanged to keep scales consistent with US scales. However, we additionally develop a SAWS short scale consisting of five items.

Overall, both scales and short scale are suitable for assessing Spirituality at Work in German. Due to superior distribution characteristics, we recommend the SAWS when addressing average religious respondents in German language.

Mindfulness, Meaningfulness and Knowledge Management in Organizations (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.29 ([Top](#))

Track: T09_05 - Meanings, Meaningfulness and Mindfulness: Cognitive, Social and Emotional Approaches to Management

Chair(s): Zeynep Yalabik

Paper Presentations:

704 MINDFULNESS AND EMPLOYEE CREATIVITY

Miguel Machado UNIVERSITY OF COIMBRA - FACULTY OF ECONOMICS

Filipe Coelho UNIVERSITY OF COIMBRA - FACULTY OF ECONOMICS

Greg Oldham TULANE UNIVERSITY - A. B. FREEMAN SCHOOL OF BUSINESS

Miguel Cunha NOVA SCHOOL OF BUSINESS AND ECONOMICS

Studies on the drivers of employee creativity in service settings are scarce, and this is unfortunate since creative frontline employees appear to play a key role in delivering customer satisfaction and in developing valuable customer relationships. Hence, the purpose of this study was to address this void in the literature by investigating how one personal characteristic - *mindfulness* - affects employee creativity in retail settings. Specifically, we developed a model that advances a number of mechanisms for how mindfulness disseminates to affect employee creativity. The findings provide support for the model and reveal that employees' organizational commitment and emotional strategies partially mediate the effects of mindfulness on creativity. The results also suggest that emotional labor strategies partially mediate the relationship between employee commitment and creativity. Accordingly, this study offers meaningful insights both in theory and practice.

963 MERGING EMOTIONAL INTELLIGENCE AND KNOWLEDGE MANAGEMENT: A SUCCESS STORY?

Isabel Rechberg CITY UNIVERSITY NEW YORK, COLLEGE OF STATEN ISLAND

This theoretical paper studies the effect of emotional intelligence (EI) on individuals' participation in knowledge management (KM) practices. Individuals are the sources of knowledge, and EI may advance individuals' self-awareness, self-management, social awareness, and relationship management skills, which in turn positively impacts their knowledge processing behavior. It is argued that knowledge creation is enabled through individuals' ability to correctly interpret emotional and environmental clues. Knowledge sharing is facilitated through individuals' interpersonal, communication and team working skills, enabled through self- and social awareness. Knowledge is retained in organizations where EI enacts individuals' corporate citizenship behavior, adaptability and job satisfaction. It is discussed how KM as a discipline facing difficulties; where knowledge is power, the attempt to manage it can be challenged by individuals' resistance. Suggestions are provided on

how organizations can adapt operations to meet the needs of the knowledge carriers, integrating EI into its strategic plan. Implications for the industry, and further research suggestions are followed by conclusions.

1591 PASSIONATE AND ENGAGED PROBLEM-SOLVERS? – A COMPARATIVE STUDY BETWEEN TRADITIONAL KNOWLEDGE WORKERS AND SELF-EMPLOYED DIGITAL WORK PLATFORM EXPERTS

Ilona Toth LUT UNIVERSITY

Kaisu Puumalainen LUT UNIVERSITY

Purpose

The purpose of this paper is to investigate the impact of entrepreneurial passion for inventing on work engagement and person-job fit in two differing knowledge work contexts; working as experts in traditional organizational settings or working as self-employed entrepreneurs in digital work platforms.

Design/methodology/approach

Data was collected with an online survey and used to test the relationships between entrepreneurial passion for inventing, work engagement and person-job fit. Confirmatory factor analysis and structural equation modelling were used to test the goodness of a theoretical model.

Findings

Based on the data of 309 experts working as experts in either traditional organizational settings or contracting on digital work platforms, entrepreneurial passion for inventing positively affected work engagement, and work engagement positively affected person-job fit. However, the relationship between entrepreneurial passion for inventing and person-job was not statistically significant. Instead, work engagement fully mediated the relationship between entrepreneurial passion for inventing and person-job fit. Means for summated scales of entrepreneurial passion for inventing, work engagement and person-job fit were significantly higher among experts working in digital work platforms when compared with experts working in traditional organizations.

Practical implications

This study shows that entrepreneurial passion for inventing among independent contractors working on digital work platforms is particularly important for work engagement, and that work engagement is important for person-job fit. On the other hand, the antecedents of person-job fit among experts working in traditional organizational settings need to be further looked into.

Originality/value

Research literature on self-employed experts in the changing context of work is scarce, and the development of work engagement among these experts needs clarification. This paper tests and compares a theoretical model on the effects of entrepreneurial passion for inventing in two differing groups of knowledge work experts and provides evidence for the importance of entrepreneurial passion for inventing among people choosing to be self-employed experts in a virtual work context.

Multi-partner alliances and multi-partner coopetition (11:00 - 12:30) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Elio Shijaku

Discussant(s): Isabel Estrada Vaquero

Paper Presentations:

1978 MULTIPARTNER ALLIANCES: SYSTEMATIC LITERATURE REVIEW
Frano Barbic COVENTRY UNIVERSITY

This paper review literature on multipartner alliances. It extends prior research, which has primarily considered alliances as dyadic exchanges and paid less attention to the fact that multipartner alliances become common in the business landscape. Key precursors, processes, and outcomes associated with multipartner alliances are defined and shaped in important ways by the network of ties within multipartner alliances. The multipartner alliance requires multilateral interaction among partners, which change the type of reciprocity between partners, and as a consequence generates unique dynamics.

The paper starts by comparison of the multipartner alliances to other interorganizational forms with multiple partners. Paper identifies four key issues for the study of alliances: (1) the formation of alliances, (2) the choice of governance structure and management of alliances, (3) the dynamic evolution of alliances, and (4) the performance of alliances. For each of these issues, this paper outlines the current research and debates and then propose new avenues of research.

1778 COOPETITION IN MULTI-ACTOR ALLIANCES: COMBINING A CASE STUDY STRATEGY WITH A FUZZY-SET QUALITATIVE COMPARATIVE ANALYSIS
Jose Novais Santos ADVANCE/CSG, ISEG – LISBON SCHOOL OF ECONOMICS AND MANAGEMENT, LISBON UNIVERSITY

The aim of this paper is to explore the link between coopetition and the development of cooperative relationships. On the one hand, companies cooperate to exploit benefits of working together and, over time, accept some degree of mutual obligation. On the

other hand, companies elect other companies as competitors, by identifying them as market alternatives. Multi-actor sectorial alliances often entail several dyadic and cooperative relationships between the alliance members. This study adopts a two continua approach to analyse cooperation at both the department level and the organizational level. This study combines a multiple case study strategy with a fuzzy-set qualitative comparative analysis. The results show that cooperation at the department level together with competition at the company level are essential for a constructive development of cooperative relationships. Other configurations of cooperation and competition at both the company and department levels can propel or hamper the development of cooperative relationships.

135 HOW TO MANAGE MULTI-PARTNER COOPERATION FOR INNOVATION PROJECTS? EVIDENCE FROM THE EUROPEAN SPACE INDUSTRY

Audrey Rouyre UNIVERSITY OF MONTPELLIER

Anne-Sophie Fernandez UNIVERSITY OF MONTPELLIER

Firms widely rely on cooperation strategies to foster their innovation processes. As innovation processes become more demanding in terms of resources, firms are tempted to collaborate simultaneously with more than one competitor. Cooperation relationships provide high benefits but also exposes firms to high risks of opportunism and high risks of plunders. When firms collaborate with multiple competitors, the expected benefits seem to be higher but so are the risks. As a consequence, specific tensions arise when several competitors collaborate in common innovation projects. If these tensions are not managed, the common project will fail, and unintended knowledge transfers will damage the competitiveness of the firm. Thus, managing these tensions seems highly critical. The questions become: how do firms manage multi-partner cooperation projects? To answer this question, we studied one of the most fascinating innovation project involving multiple competing firms in the space industry, i.e. Galileo (development of the European satellite positioning system). By analyzing fifty-one interviews (with top managers, projects managers and experts), we highlighted the tensions resulting from (1) the involvement of private and public organizations, (2) the involvement of multiple competitors, (3) the geographical distance, (4) the management of the project portfolio, and how these tensions can be managed. Both the intervention of a third-party and the implementation of the right project structure played a critical role in the management of the project. The findings provide strong contributions to the literature on cooperation and implications for managers and practitioners.

Organising for resilience in extreme contexts - Miscellaneous (11:00 - 12:30) - ISCTE - Ala Autònoma/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Ruth Massie

Paper Presentations:

532 THE 'DISTINCTION PROBLEM': SEARCHING FOR THE LIMITS OF FORESIGHT AND COGNITION

Jonathan Delf CRANFIELD UNIVERSITY

Elmar Kutsch CRANFIELD SCHOOL OF MANAGEMENT

In an increasingly volatile, uncertain, complex and ambiguous world environment it is becoming more important that temporary organisations demonstrate efficient resilient qualities. It is not clear however to what extent organisations are able to recognize and perceive particular actions or to what extent is resilience brought about by information processing occurring before, during and after an event. A failure to recognise, understand and communicate a weak signal amongst the increasing background noise of information across organisations is considered a likely threat to resilient behaviour now and in the future. Using a mix-method Repertory Grid technique 32 personnel from defence procurement and infrastructure industry bodies were interviewed to provide a practical and theoretical contribution to the understanding of Organisational Resilience in the field of Project Management. Through analysis of qualitative and quantitative data and supported by relevant extant literature, this paper addresses this concern noting a potential new 'distinction problem' phenomenon with respect to the identification, analysis and communication of weak signals.

160 CONNECTED, AGILE AND MORALLY INCLUSIVE: A MODEL OF ORGANISATIONAL CHANGE IN COMPLEX ENVIRONMENTS

Fabien Martinez EM NORMANDIE

Contributing to the organisational change literature, this article sets forth a theory for predicting how corporate management systems can be developed to contribute to the energy transition movement. Energy transition is conceived of as a pro-sustainability movement that challenges business leaders to take bold and daring measures that contribute to long-term economic, social and environmental welfare. Ideas and assumptions from the business model perspective are often extended into the study of how business organisations can innovate for sustainability and foster such transition. However, previous research has not made explicit the factors driving a business organisation's contribution to the configuration of sustainable energy management systems (consonant with widespread applicability thereof). The present study addresses this research gap by combining ideas and assumptions from key concepts and theories in the literature on (socio-technical) energy management, organisational change management, business model innovation and corporate sustainability, as well as business narratives. Three core impediments to energy management systems change are identified: relational flaws, functional flaws and the lack of moral motives; and three process criteria are proposed in response to these impediments: connectivity as a catalyst for relational development, agility as a catalyst for functional development and inclusivity as a catalyst for moral development. The article provides an outlook towards future research in this field.

1644 MANAGING OPERATIONAL TENSIONS IN RELIABILITY-SEEKING PRACTICES

Mark Hall UNIVERSITY OF BIRMINGHAM, DEPARTMENT OF

MANAGEMENT

Elmar Kutsch CRANFIELD SCHOOL OF MANAGEMENT

David Denyer CRANFIELD SCHOOL OF MANAGEMENT

Neil Turner CRANFIELD UNIVERSITY

To survive and thrive in our increasingly uncertain and volatile world, organizations must support the opposing demands of both exploiting established rules and mindfully exploring novel responses to emerging conditions. In this paper, we employed the notion of organizational ambidexterity with which to make sense of the tension between rules-based and mindfulness-based reliability and resilience.

Drawing on a series of detailed case studies we have developed a typology of different modes of operation depending on the interactive complexity and degree of coupling present in each situation. We also explore the nature of the tensions between a more rule-based operational approach and one where mindfulness-based reliability is privileged and how managers in these different situations seek to overcome those tensions.

Organizational Challenges in Diversity Management: Multiple Perspectives (11:00 - 12:30)
- ISCTE - Ala Autonoma/Room AA3.29 ([Top](#))

Track: GT05_00 - Gender, Race and Diversity in Organisations General Track

Chair(s): Jennifer Spoor

Paper Presentations:

1244 THE WORKPLACE BARRIERS OF AUTISTIC WOMEN: A CONSERVATION OF RESOURCES APPROACH

Susan Hayward MACQUARIE UNIVERSITY

Keith McVilly THE UNIVERSITY OF MELBOURNE

Mark Stokes DEAKIN UNIVERSITY

Charmine Hartel THE UNIVERSITY OF QUEENSLAND

Diversity benefits organisations. However, women and people with disabilities (i.e., autism) experience barriers to workplace inclusion with little research investigating the challenges of autistic women. Examining the occupational experiences of autistic women, an on-line survey gathered 118 qualitative responses from autistic and non-autistic women and men. Data were analysed using inductive thematic analysis. Framed within Conservation of Resources Theory, themes were compared between participant groups by gender and autism diagnosis. The major barriers for autistic women related to autism symptomology which significantly impacted their ability to cope with occupational demands. It was concluded that gender and autism diagnosis should be considered when planning reasonable adjustments. Suggestions to limit resource losses, as well as implications for human resource management are discussed.

1754 A LONGITUDINAL STUDY OF THE ROLE OF UNIVERSAL VALUES IN LITHUANIA BY GENDER

Vilmantė Liubinienė KAUNAS UNIVERSITY OF TECHNOLOGY
Vilmante Kumpikaite-Valiuniene KAUNAS UNIVERSITY OF TECHNOLOGY
Ineta Žičkutė KAUNAS UNIVERSITY OF TECHNOLOGY
Jurga Duobienė KAUNAS UNIVERSITY OF TECHNOLOGY

A society's culture reflects its entire historical heritage (Inglehart, 2000:32) and changes occurring over time. One of the most important historical events of the 20th century was the rise and fall of a communist empire that once ruled a third of the world's population. The Soviet rule has left a clear imprint on the value systems of those who have lived under it. This paper aims to contribute to knowledge on gender studies, based on Schwartz's (1992, 2006, 2012) theory of universal values, focusing on gender differences and the change of universal values over time. The empirical analysis is based on the data from four surveys conducted in Lithuania in 1996/1997, 2009, 2015 and 2018. A longitudinal study has revealed that the universal values in Lithuanian population have undergone changes since 1996 and currently we live in a society which favours more liberal, tolerant and individualistic type of values with females leading this shift. The research findings imply that the society in Lithuania has become more egalitarian and females have equal opportunities and strive to seek for career and attain individual goals putting a higher score on achievement and stimulation.

1945 DOES OWNERSHIP STRUCTURE DRIVE WOMEN REPRESENTATION ON CORPORATE BOARDS – EVIDENCES FROM INDIA

Sumita Datta SPJIMR, MUMBAI AND CIEG, UNIVERSITY OF LISBON
Arunima Haldar SPJIMR, MUMBAI
Snehal Shah SPJIMR, MUMBAI

As per recent revision of the Companies Act, 2013 in India, corporate boards of listed companies are mandated to have at least one-woman representative as a Director on the corporate board. In the light of this legislation, drawing upon the resource dependence theory of the firm, the study explores factors that influence women's appointment on corporate boards. More specifically, the paper investigates how the interplay of women-specific human and social capital factors with ownership structure impacts her chances to get director level appointment. Employing logistic regression as a methodology in the study, findings revealed negative effects of social capital on appointment of independent women directors. This relationship gets reversed when social capital is moderated by ownership structure. As hypothesized, human and social capital interact to have a significant positive effect on appointment as independent women directors. Unique societal characteristics driving these findings are discussed to uncover cultural nuances influencing gender inclusion. The paper is a first of its kind that combines aspects of human resource capital and ownership structure using data from India. By developing several new proxy variables to enrich the construct of social capital it contributes to the corporate governance literature and lastly, through main and interaction effects, the paper offers a deeper understanding

about the impact of endogenous factors of corporate boards on women's representation at leadership levels in India.

Performance and success (11:00 - 12:30) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Graham Winch

Discussant(s): Christine Unterhitzberger

Paper Presentations:

- 1396 DOES PROJECT MANAGEMENT MATTER? THE CAUSAL IMPACT OF PROJECT MANAGEMENT EFFORT ON PROJECT SUCCESS**
Carsten Kaufmann TECHNISCHE UNIVERSITÄT DARMSTADT, CHAIR FOR TECHNOLOGY AND INNOVATION MANAGEMENT
Alexander Kock TU DARMSTADT

The positive effect of project management on project success seems self-evident and is a fundamental assumption of project management research and practice. However, apart from correlational findings, existing literature lacks actual causal evidence for the impact of project management effort on project success. Using a sample of 985 projects' status reports coupled with a control function approach using two instrument variables to anticipate project management effort, our study demonstrates a positive but diminishing impact of project management effort on project success. Furthermore, we show that the impact of project management is stronger for projects of higher complexity. The present study not only contributes to general project management literature but is, to the best of our knowledge, the first to demonstrate a causal impact of project management on success. For practitioners, our study confirms the benefits of project management application regarding project success, and underlines the increased relevance of project management for complex projects. Finally, the present study raises general awareness on common endogeneity-related problems in project management research.

- 1712 ADVANCING THE RESEARCH ON PROJECT PERFORMANCE: USING NECESSARY CONDITION ANALYSIS**
Maedeh Molaei PHD CANDIDATE AT DELFT UNIVERSITY OF TECHNOLOGY
Marian Bosch-Rekvelde DELFT UNIVERSITY OF TECHNOLOGY
Hans Bakker PROFESSOR

This article is aimed at improving the understanding of what conditions are necessary in the front end development of projects in order to achieve high levels of project performance. This research advances current literature in project management by investigating a logic for finding necessary conditions for a certain level of project performance. Using survey data of 106 responses in large engineering projects, this

study examines the role of clusters of front end activities and project management competencies in determining the level of project performance. The results show that three clusters of project management competencies, those of collaboration between client and contractor, competent project manager and his /her early involvement, and top management support and client involvement are the necessary conditions for project success. Not satisfying these conditions guarantees project failure. The approach followed in this study proved that Necessary Condition Analysis (NCA) is a powerful analysis technique. NCA can be used for setting the baseline conditions as well as triggers for project success. The results of this analysis could be further enhanced by using other complementary methods such as Quantitative Comparative Analysis (QCA).

Performance and well-being of students (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Alexandra Panaccio

Paper Presentations:

- 549 ROLE OVERLOAD, WORK-LIFE-SCHOOL CONFLICT, RESILIENCE AND STUDENT ILL-BEING: A LONGITUDINAL STUDY USING THE DEMANDS-RESOURCES PERSPECTIVE**
Alexandra Panaccio CONCORDIA UNIVERSITY
Geneviève Lavigne RESEARCH PROFESSIONAL
Stephane Brutus CONCORDIA UNIVERSITY
Corey Hoare HEC MONTRÉAL
Magda Donia UNIVERSITY OF OTTAWA
Gaya Arasaratnam CONCORDIA UNIVERSITY
Laura Mitchell CONCORDIA UNIVERSITY

While burnout has primarily been studied in populations of working adults, research suggests that university students, who must often balance the demands of part-time work in addition to those of their studies and personal life, may experience symptoms of ill-being similar to what employees experience in the workplace. First-year university students, in particular, may be particularly vulnerable, as the transition into university life requires students to adjust to several new stressors in a short period of time, which may be taxing on their resources. This study seeks to advance research on well-being by using the Demands-Resources model of burnout and a dynamic perspective to examine the well-being of undergraduate university students over the course of their first year. Specifically, we examined trajectories of change in two perceived demands: role overload and work-life-school conflict, a personal resource: resilience, and two facets of ill-being: emotional exhaustion and negative emotions, and how changes in demands and resources related to changes in ill-being over time. In order to do so, as part of a larger study, we collected data using online surveys at

four points in time from first year undergraduate students in a Canadian university over the course of one year. We analysed the data using latent growth curve modeling (N=175). Results suggest that perceptions of role overload and work-life-school conflict decreased over the course of the first year. Students experienced related decreases in emotional exhaustion and negative emotions, but the more students experienced role overload at the beginning of the study, the more they experienced emotional exhaustion and negative emotions at the beginning of the study, and the less steep was the decline in ill-being. The higher students' resilience, a personal resource which remained stable throughout the study, the lower was their role overload, emotional exhaustion and negative emotions at the beginning of the study and the more steep was their decline in these two facets of ill-being over the course of the study. We discuss the implications of these findings for theory and practice.

378 **EMOTIONAL COMPETENCIES AS DRIVERS FOR STUDENTS' PERFORMANCE IN HIGHER EDUCATION: THE MODERATING EFFECTS OF COOPERATIVE LEARNING**

Virginia Fernández-Pérez UNIVERSITY OF GRANADA
Rodrigo Martín-Rojas UNIVERSITY OF GRANADA
Ana Montes-Merino UNIVERSITY OF JAÉN

This paper focuses on both full and individualized analysis of emotional competencies (self-awareness, self-regulation, motivation, empathy, leadership and social skills) and on these competencies' influence on students' academic performance (AP). It also analyses the moderating role of cooperative learning (CL) in the foregoing relationship. The results, which are derived from a questionnaire administered to Spanish university students enrolled in Management courses, were obtained through hierarchical regression. Our findings show that only development of students' intrapersonal competencies (self-awareness and self-regulation) fosters AP directly. These results change slightly in a CL environment, which encourages the relationship of self-awareness, self-regulation, empathy and social abilities to AP. Only self-awareness and self-regulation continue, however, to affect AP positively and directly. Contrary to what we expected, motivation affects AP negatively. The paper's primary contribution is to spotlight the individual contribution of each emotional competency to fostering AP, and the results show that very few of these competencies have a direct effect. Secondly, the paper seeks to heighten awareness of the positive effect of CL on creating emotionally-competent students. The paper thus opens critical debate on the efficacy of both, emotional competencies and CL, as well how to implement them.

1201 **ACTIVE LEARNING ENGAGEMENT STRATEGIES FOR IMPROVING DEDUCTIVE REASONING INSTRUCTION: AN INVESTIGATION INTO HOW THE USE OF SIMPLIFIED CONCEPT MAPS AFFECTS STUDENT PERFORMANCE IN OPERATIONS MANAGEMENT C**

jaiideep motwani GRAND VALLEY STATE UNIVERSITY
Jean Essila NORTHERN MICHIGAN UNIVERSITY

Teaching science, technology, engineering, and mathematics (STEM) or other quantitative courses such as operations management, operations research/management

science, and mathematical programming can be challenging due their deductive-reasoning nature and different multimodalities, resulting in students dropping or failing courses and forming negative opinions about the field. This five-year longitudinal study tested the effect of a novel approach to teaching such courses using simplified concept maps (S-concept maps). The quasi-experiment study involved a random sample of about 300 students divided into experimental groups who were taught using the novel technique, and control groups. The researchers investigated whether the use of S-concept maps helped subjects from the experimental groups to answer questions and solve operations management problems significantly. Using the independent samples t-test and analysis of covariance (ANCOVA) statistical methods, the researcher compared the experimental group subjects' performance to that of control groups to draw statistical inferences. Results could lead to positive social change in the realm of higher education pedagogy with strong pedagogical and practical implications in teaching operations management and other courses.

Projects & Society (11:00 - 12:30) - ISCTE - Building II/Room C4.02 ([Top](#))

Track: T10_03 - Projects & Society

Chair(s): Yvonne Schoper

Discussant(s): Ron Schipper, Paul Mansell, Tuomas Ahola, Luca Sabini

Paper Presentations:

86 TRANSITION TO THE CIRCULAR ECONOMY: IMPLICATIONS TO PROGRAM MANAGEMENT

Ron Schipper INDEPENDENT

Gilbert Silvius LOI UNIVERSITY OF APPLIED SCIENCES

Programmes are advocated as vehicles for strategy implementation. Most literature associate program management with internal strategic challenges. However, organisations are existing within the context of society, and their actions and activities effect this society. Society itself also faces 'strategic' challenges. One of these is the transition to a circular economy which requires organisations to organize themselves along Circular Business Models (CBM). While program management aims to realize strategic changes, it can be expected that organisations would or should apply program management to pursue these CBM. Various implementation strategies can be found in literature. A systemic transformation approach, explicitly associated with sustainability transformations, distinguishes multiple societal levels that need to evolve jointly over time. The question is how this would influence the program management discipline. In order to answer this question we performed a conceptual mapping of the concepts for circular economy and the characteristics of program management and derived a renewed understanding of program management. We have positioned our findings in a broader sustainability perspective and derived a new definition and framework for sustainable program management.

1088 'CALL TO ARMS': USING THE CREATING SHARED VALUE BUSINESS GOVERNANCE PARADIGM TO DELIVER PROJECTS' BUSINESS-SOCIETY IMPACT AGAINST THE UN SDG 2030 TARGETS

Paul Mansell UCL AND LSBU

Simon Philbin NATHU PURI INSTITUTE FOR ENGINEERING & ENTERPRISE, LONDON SOUTH BANK UNIVERSITY

Efrosyni Konstantinou THE BARTLETT SCHOOL OF CONSTRUCTION AND PROJECT MANAGEMENT, UNIVERSITY COLLEGE LONDON

This paper aims to bring to the forefront the need for projects to be aligned with SDGs. The paper builds on the governance literature and navigates from the dominant 'Corporate Social Responsibility' (CSR) idea to 'Creating Shared Value' (CSV). This literature moves towards a synergy between achieving economic business success on projects (including financial objectives) and wider benefits to society and the environment. It provides an empirical lens which is wide enough to capture instances of impact that are relevant to SDGs. The use of this 'triple bottom line' – economy, society, environment - can link SDGs to normative project success criteria. The paper uses empirical evidence from the survey of 325 engineering project managers to highlight a current gap in measuring the United Nations' (UN) Sustainable Development Goals (SDGs) at project level.

The analysis of the survey results showed that the linking of infrastructure project success to SDG targets is problematic; while the appetite for action is very strong, especially by millennials (results: 87% of engineering project managers want to measure projects' SDG impact), only a third believe they have 'tools fit for purpose', which suggests that – at the bottom line – the UN SDGs are hard to materialise and take forward in impactful, transformative ways. The survey results indicated four primary shortfalls: in the tools and methods available; the leadership and decisions-making; the engineers' business skills in defining and measuring SDG impact; and, how project success is defined at the corporate level in terms of narrowly-defined project outputs (such as time, cost and scope) and not outcomes (longer-term local impacts and stakeholder value).

1494 THE CIRCULAR ECONOMY OF PROJECTS

Tuomas Ahola TAMPERE UNIVERSITY

Miia Martinsuo TAMPERE UNIVERSITY

Major projects involve significant use of resources including energy, labor and limited natural assets, both during the implementation and in the operations phases of their lifecycles. The interest towards sustainable development within the project research community has grown steadily, but current sustainability frameworks still offer limited insights for promoting sustainable development in project contexts. To address this challenge, the current paper draws on the concept of *circular economy* (CE), focusing on the reduction of resource use in industrial operations, to map out opportunities for increasing the sustainability of project business. Based on a review of literature, a conceptual framework is offered, and empirically applied to study two investment projects in the different phases of their life-cycles. We find that the CE

practices used during the implementation phase are strongly oriented towards closing resource loops and address technology and design aspects of the project deliverable, whereas CE practices used during the operations phase emphasize slowing resource flows and address the routines and processes of the organization operating the project deliverable. Our study highlights several opportunities through which individual project-based firms can support the gradual transition towards the circular economy of projects.

671 EXPLORING PROJECTS MOST COMMON SUSTAINABLE BUSINESS PRACTICES

Luca Sabini HERTFORDSHIRE UNIVERSITY
Reda Lebcir UNIVERSITY OF HERTFORDSHIRE

Contemporary projects are under immense societal pressure to consider factors that traditional fall out of conventional project boundaries. Long term effects, environmental sustainability, and social inclusion are only some of the expectations society exerts from contemporary projects.

This paper reports results from a nationwide survey of 500 members from the Italian association of Project Management. The survey investigated how these societal pressures translate in practice for project managers in day to day decisions. In practical terms, we analysed which sustainable business practices are adopted more frequently according to project context and overall project perception of sustainability.

Through this study, we provide important empirical contributions on what does it involve in practice, for project managers, to embed sustainable related objectives into everyday projects.

Qualitative research and field work (11:00 - 12:30) - INDEG Building/Room 1.15 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Marc Stierand

Paper Presentations:

247 JUMBLE OF LABELS: SORTING THROUGH QUALITATIVE RESEARCH

Pedro Sena-Dias NOVA SCHOOL OF BUSINESS AND ECONOMICS
Miguel Cunha NOVA SCHOOL OF BUSINESS AND ECONOMICS

Qualitative research is no less scientific nor less grounded in data than quantitative research, yet by contrast it is difficult to catalogue its approaches systematically. Eisenhardt & Graebner, (2007, p.26) refer to “the jumble of labels used to describe such research”. With this paper we differentiate research elements and propose an organizing system.

**710 TRANSPARENCY AND REPLICABILITY IN QUALITATIVE RESEARCH:
THE CASE OF INTERVIEWS WITH ELITE INFORMANTS**

Herman Aguinis GEORGE WASHINGTON UNIVERSITY
Angelo Solarino LEEDS UNIVERSITY BUSINESS SCHOOL

We used interviews with elite informants as a case study to illustrate the need to expand the discussion of transparency and replicability to qualitative methodology. An analysis of 52 articles published in *Strategic Management Journal* (SMJ) from 2000 through 2017 revealed that none of the articles were sufficiently transparent to allow for exact replication, empirical replication, or conceptual replication, but conceptual replication is more likely than the other two types. Thus, we uncovered substantial barriers for conceptual and empirical replication, which are the types of replication studies sought after by SMJ. We offer 12 transparency criteria that can be used by authors as they plan and conduct qualitative research as well as by journal reviewers and editors when they evaluate the transparency of submitted manuscripts.

**449 IN THE SHELTER OF EACH OTHER: COPING WITH DISCRIMINATION
IN FIELD RESEARCH**

Paul Hibbert UNIVERSITY OF ST ANDREWS
Lisa Callagher UNIVERSITY OF AUCKLAND
Frank Siedlok UNIVERSITY OF AUCKLAND
Stefan Korber UNIVERSITY OF AUCKLAND
Ziad Elsahn NORTHUMBRIA UNIVERSITY

Based on the experience of researchers in a leading international business school, and in particular their field research projects, we show how research participants' discriminatory practices lead to (i) the obstruction of identity work for particular researchers in particular contexts, and (ii) researcher teamwork to provide 'shelter' for excluded colleagues. We conclude that these patterns of engagement (i) suppress the expression of particular ethnic and gender identities, but in varied ways, (ii) potentially entrenching bias through expectations that lead to the absence of minorities in challenging contexts, and (iii) nevertheless builds an inclusive and diverse community among international researchers. We draw implications for identity work theory and practical implications for the role of business schools in challenging discrimination and for researchers in the field, from these insights.

**Responsibility Issues in a multinational perspective (11:00 - 12:30) - ISCTE - Building I/
Auditório ONE02-Caiano Pereira ([Top](#))**

**Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and
society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)**

Chair(s): Jeroen Veldman

Paper Presentations:

THE CHANGING NATURE OF THE CORPORATION

Thomas Clarke UNIVERSITY OF TECHNOLOGY SYDNEY

The corporation remains one of the most significant if contested innovations in human history (Coase 1937; Schumpeter 1942; Polyani 1941). The scale and influence of global corporations continue to expand, even as their composition, structure and operations are transformed. The definition of corporate purpose and performance has evolved through a succession of paradigmatic shifts in the last century. This paper aims to review and question how the debates on the corporation have evolved from Berle and Means (1932) onwards to the present day. To examine the relevance of Berle and Mean's insights to contemporary corporate dilemmas. However, the analysis must be set in a totally different context. Berle and Means were writing about American corporations that were becoming increasingly dominant in the US economy. It is now a different world. Contemporary multinationals have been transformed by globalization and digital technology to become more complex and virtual organizations. De-regulation, increasing international competition, the impact of interconnected financial markets, increasing demands for responsibility and sustainability, and the precipitous rise of the Asian economies has transformed the existence and identity of corporations. Just as *The Modern Corporation and Private Property* (1932) reconceived the corporation for the 20th century, the objective now is to redefine the roles and responsibilities of the corporation for the 21st Century.

INTERNAL GOVERNANCE OF CORPORATE SOCIAL RESPONSIBILITY: JOINT VENTURE COMPANIES IN AN EMERGING MARKET

Burcin Hatipoglu BOGAZICI UNIVERSITY

This qualitative research study examines the CSR strategies of five JVCs in Turkey that are founded by large multinational enterprises (MNEs) and local partners. Using the stakeholder theory as a guiding framework, the four dimensions of the model that is utilized are context, stakeholder prioritization, projects and management response (O'Riordan and Fairbrass, 2008). The findings display the internal and external governance mechanisms for CSR as they apply to JVCs. The sophistication in MNE's governance and management systems are causing MNEs to lead JVCs in social responsibility, resulting in convergence of practices. The CSR strategies of JVCs are strongly governed internally by parent MNEs, but the local parent company also shows its presence in prioritization of stakeholders or choosing local projects, resulting in a modest level of local adaptation. Consequently, findings point to an "institutional duality" that exists for the JVCs, which confirms with previous literature from similar contexts (Jamali and

Neville, 2011, p.604). In the emerging country context of Turkey, internal governance mechanisms imposed by MNEs have become a substitute for weak external pressures for the JVCs. At the local level, JVCs strengthen their social legitimization by prioritizing employees and employee health and safety. Needs for social and political legitimacy become more apparent when there is need to use more of local resources by the JVCs. The argument that philanthropy is the dominant form of CSR in developing nations does entirely hold true for the sample JVC companies; technological and sustainable business model innovations also exist. The results will be helpful to researchers who wish to examine CSR of MNEs in emerging markets. The framework that is used during the analysis will lead further research in developing the model.

**1967 THE INFLUENCE OF CULTURE ON INVESTORS' TYPOLOGY?:
RELATIONAL VERSUS TRANSACTIONAL OWNERS' WITHIN
EUROPEAN FIRMS**

Maria Sacristán Navarro UNIVERSIDAD REY JUAN CARLOS
Laura Cabeza-García UNIVERSIDAD DE LEÓN
Rodrigo Basco AMERICAN UNIVERSITY OF SHARJAH
Silvia Gómez-Ansón UNIVERSITY OF OVIEDO

While most of the previous research has focused on the relationship between formal institutional context (i.e., legal environment) and type of ownership, its association with the cultural environment and investors' typology has received less attention. This article considers how formal and the cultural environment is related to large shareholders' typology, differentiating between relational versus transactional owners. Our results, based on a data panel of the largest 600 listed European firms belonging to 19 different countries over the period 2009-2015, show that the large shareholders' typologies vary depending on the position of the large shareholder considered (from the largest to the tenth) and that both formal and the cultural context are significantly related to the large shareholder's typology. Finally, formal and cultural institutional context, affects the ownership hold by relational owners.

S01.09 - The Sharing and Collaborative Economy: The P2P business models, strategies and paradigms of innovation (11:00 - 12:30) - ISCTE - Building I/Room 2E02 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Djamchid Assadi, Jérôme MERIC, Francesco Gangi, Joan Enric Ricart, Dirk Schneckenberg

S07.01 - Famous Scholars in Expatriate Management: Women in Academia (11:00 - 12:30)
- ISCTE - Building II/ Auditório B2.03 ([Top](#))

Track: GT07_00 International Management General Track

Chair(s): Jan Selmer, Yvonne McNulty, Marion Festing, Paula Caligiuri, Helen De Cieri, Mila Lazarova

S14.02 - Employer and Regional Readiness for Refugees' Labour Market Integration (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA2.28 ([Top](#))

Track: GT14_00 - Conference General Track

Chair(s): Uta Wilkens, Vanessa Vaughn, Dr. Luciara Nardon

Sense-making, spheres and barriers (11:00 - 12:30) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST03_06 - Social Entrepreneurship and Societal Change

Chair(s): Corinna Gerleve

Paper Presentations:

1614 MERCURIAL MERCHANTS: THE MAKING AND BREAKING OF SPHERES AND BARRIERS AMONG THE GITANOS OF EL RASTRO
Marianne Brodersen DEPARTMENT OF SOCIAL ANTHROPOLOGY, NTNU, NORWAY

The ethnographic point of departure of this article is the middle-class, Pentecostal, Gitano businessmen and -women of El Rastro, Madrid. Gitano entrepreneurship can be seen as representative of the ancient (Greek) fusion between economy and spirit; a Mercurial meltdown of commercial and financial knowhow, combined with the artfulness in speech, messages and communication (divine and profane, negotiation and trickery) and as managers of trade and boundary crossing. Gitano entrepreneurship bares fragments of Say's adventurer, Cantillon's dealer of uncertainty, Weber's spirited economic being, the creation-through-destruction bourgeois and aristocratic hero of Schumpeter and Barth's creator of niches through the breaking barriers and combination of spheres. By managing both *market* and *mercy* (both derived from Latin *merx, mercis*), by being, in their own words, consumers of both profane and holy 'bread', these religiously spirited entrepreneurial middleman traders give us a fruitful insight into how an alternative economic drive or ethos is created and recreated in the midst of Spanish mainstream neo-capitalist economic society.

1961 A CROSS-COUNTRIES STUDY ABOUT INSTITUTIONAL DRIVERS FOR SOCIAL ENTREPRENEURSHIP. HOW THE ACTION OF ASHOKA COULD HELP US TO UNDERSTAND INSTITUTIONAL ENVIRONMENT FOR

SOCIAL ENTREPRENEURSHIP

Clara Braga UNIVERSIDADE FEDERAL DO CEARÁ / PPAC

José Carlos Lazaro Silva Filho UNIVERSIDADE FEDERAL DO CEARÁ

The main objective of this paper is to analyze the relationship between the number of entrepreneurs and institutional variables, through a cross-country study. Using a linear regression analysis with a sample of 87 countries, we analyse of institutional country variables as drives for social entrepreneurship: public spending, education level, GDP per capita, access to funding, governmental effectiveness, legal ease of undertaking, economic freedom, human development, the presence of an incentive institution to the ES and type of economy. The results suggest that the model and institutional variables listed in the literature have higher explanatory power to understand the proliferation of the phenomenon in the context of liberal and cooperative economies. In emerging countries, the model presents a lower explanatory load, and only two variables are related to the phenomenon. The negative relation between the presence of an ASHOKA office in the country, concerning the number of entrepreneurs, leads to some different possible explanations, one is about the ASHOKA way of action, other is the effectiveness of a local office.

1715 NURTURING MY SATISFACTION: SOCIAL ENTREPRENEURS AND THEIR BENEFITS AS ROLE MODELS

Adesuwa Omorede MÄLARDALEN UNIVERSITY

By studying social entrepreneurs within an African context, this study explores how role models can benefit from role modeling activities and draws upon qualitative data. A total of 100 interviews conducted in two cycles were analyzed to develop a theoretical model that illustrates role model's utmost satisfaction from their modeling and mentoring activities. Furthermore, the study illustrates that role models' task performance and motivational drive feeds into the knowledge and skills they help their protégés build, which in turn develops their competence and increases their self-wellbeing. This study contributes both to the field of social entrepreneurship and that of role model research.

Session 4 (11:00 - 12:30) - INDEG Building/Room 1.07 ([Top](#))

Track: T07_04 - Regional Perspectives

Chair(s): Lisa Siebers

Paper Presentations:

226 THE ROLE OF GENDER IN EWOM ADOPTION: AN EMERGING MARKET PERSPECTIVE

Nicole Cunningham UNIVERSITY OF JOHANNESBURG

Consumers are relying more on eWOM to guide their purchasing decisions. This is because comments or reviews shared by fellow consumers are deemed to be

trustworthy and reliable. An industry that has seen a spike in eWOM is the online retail industry, where consumers confidently share their opinions online. This makes it important for online retailers to understand the impact that eWOM has. Therefore, this study uncovered the drivers of information adoption based on the Information Adoption Model in an emerging market such as South Africa. In addition, the study revealed the role that gender played in information adoption. A total of 542 usable questionnaires were retained for data analysis. The results indicated that each relationship in the model was statistically significant and positive. Furthermore, the results revealed that, overall, argument quality is the strongest predictor of perceived information usefulness. However, respondents indicated that not all comments or reviews are supported by sufficient reasons. This indicates that online retailers need to be cognisant of the eWOM being spread and, where necessary, provide additional context to some comments or reviews. The results of the moderation analysis revealed that, of all the relationships in the model, gender moderates the relationship between source credibility and information usefulness, with the greatest effect being observed among men. This indicates that, when online retailers target men, they need to ensure that the positive eWOM being spread is from a credible source (e.g. an opinion leader), as this has a direct impact on whether or not the consumer perceives the information as useful.

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DIGITALIZATION AND PORT EFFICIENCY – CAPACITY DEVELOPMENT BETWEEN DANISH AND GHANAIAN PUBLIC AND PRIVATE ACTORS

Torben Andersen AARHUS UNIVERSITY
Annette Hansen AARHUS UNIVERSITY

This paper is about digitalization of Tema Port services in Ghana. It is a maritime project, which is running right now, and it is seen as the key element in Ghana's step upwards on the ranking of the ease-of-business index. In this process Danish institutions, together with Ghanaian, take the first steps in dual public-private capacity development exercise. The paper outlines the startup of the project, research questions addressed, methodological and stakeholder considerations. Factors which are highly important to consider, when emerging markets are to be developed successfully. First primary data collection will take place in March 2019, under a structure of four sub-studies: Port Services Economy/Maritime and Industrialization; Developing Capacity for Digitalization; Key Values and Attitudes in Capacity Development for Changing Practices and Communication and Dissemination as Capacity Development. Questions addressed are: How can the maritime sector drive industrialization in Ghana? How do different stakeholders coordinate, compete, or potentially obstruct? How do the Ghanaian government and the Danish strategic sector cooperation with Ghana implement digitalized solutions to maritime challenges? How does capacity development influence implementation of digital technologies in support of maritime policy and IMO regulations? How do the Regional Maritime University, Maersk Group, Danpilots, Copenhagen Business School (CBS), and the Maritime Anti-Corruption Network develop capacity for the maritime environment in Ghana? How do implicit and explicit inclusion of values affect intended impact? How can we ensure the highest impact of our findings through dissemination of relevant output

information targeted to key decision makers and implementers in a timely and focused manner? The aim is not to get a thorough answer on all these questions, they are mainly an illustrating of the broadness of the project start-up, and they should therefore mainly be seen as an attempt to grasp what-is-going-on, before the more precise and targeted analysis continues.

1134 OF THE INSTITUTIONAL COMPARATIVE ADVANTAGE OF MULTINATIONALS FROM DEVELOPING COUNTRIES
Ali Taleb MACEWAN UNIVERSITY

This conceptual paper focuses on institutional comparative advantages of multinationals from developing and emerging markets (EM-MNEs). It makes four major contributions. First, it provides a high-level overview of the most recent developments in research on EM-MNEs. Second, it proposes and defines the characteristics of four ideal-types of institutional environments. Third, it introduces the concept of institutional competitive advantage. Finally, it suggests that developing markets represent a unique opportunity for local firms to learn and nurture an eclectic repertoire of strategies allowing them to operate effectively in a variety of institutional settings including emerging as well as developed markets.

Social relationships in family business (11:00 - 12:30) - INDEG Building/Room 1.02 ([Top](#))

Track: GT04_00 - Family Business Research General Track

Chair(s): Esra Memili, Daniel Pittino

Paper Presentations:

1838 A SOCIAL-EXCHANGE PERSPECTIVE ON FAMILY BUSINESS GOVERNANCE: INVESTIGATING SHAREHOLDER-MANAGER RELATIONSHIPS IN FAMILY BUSINESS
Ann sophie Löhde WITTEN INSTITUTE FOR FAMILY BUSINESS (WIFU)
Giovanna Campopiano LANCASTER UNIVERSITY

Challenging the static view of family business governance, we propose a model of owner-manager relationships derived from the analysis of managerial behavior and change in governance structure in concert. Stemming from social exchange theory and long-term orientation, we consider the evolving owner-manager relationship shifting from a generalized to a restricted exchange system, and vice versa, according to whether, a family manager misbehaves in a stewardship-oriented governance structure, or a non-family manager proves to build a trustful relationship in an agency-oriented governance structure. Two scenarios are analyzed looking at the subsequent phases that characterize the change of managerial behavior and governance structure. Different factors trigger managerial behavior, determining the change of governance structures. Asymmetric altruism, workplace deviance and patriarchy in the owner-family manager scenario, and pro-organizational behavior, relationship building and long-term commitment in the owner-non-family manager scenario respectively,

characterize managerial behavior and the owner's reactions. This allows a dynamic view of governance structures, which adapts to the actual attitudes and behaviors of employed managers.

1966 FIRMS' CONTRIBUTION TO REGIONAL ECONOMIC DEVELOPMENT: UNRAVELLING SOME EXPLANATORY AND MODERATING VARIABLES

Kassa Woldesenbet Beta DE MONTFORT UNIVERSITY

William Murithi DE MONTFORT UNIVERSITY

Drawing on entrepreneurial orientation (EO), family business, strategic decision-making (SDM) and social capital (SC) theories, we investigated whether the family and non-family firms contribute differently to regional economic development (RED) and the moderating role of family involvement in firms. Using survey research design and data from 307 Kenyan firms, the findings of the study showed that: a) Firms' EO positively influences RED, but the effect of family firms' EO on RED is twice that of nonfamily firms; b) the relationship between strategic decision-making and RED is negative and this is more pronounced in family firms than nonfamily firms; c) Bridging social capital's (BSC) influence on firms' contributions to RED is positive, but nonfamily firms' BSC effect is twice that of family firms; d) family involvement moderates the effects of firms' contribution to RED. The overall conclusion of this study is that better understanding of firms' effect on RED can be achieved by using a range of theories in combination, as such use would help to unpack the underlying mechanisms through which firms influence RED. Finally, theoretical and practical implications are discussed.

Sport Events and Participation (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.40
([Top](#))

Track: GT08_00 - Managing Sport General Track

Chair(s): Teresa Hurley

Paper Presentations:

812 ENVIRONMENTAL MANAGEMENT OF SPORT EVENTS: A FOCUS ON FOOTBALL

Tiberio Daddi INSTITUTE OF MANAGEMENT, S.ANNA SCHOOL OF ADVANCED STUDIES

Francesco Rizzi UNIVERSITY OF PERUGIA, DEPARTMENT OF ECONOMICS

Gaia Pretner SANT'ANNA SCHOOL OF ADVANCED STUDIES AND GREEN, BOCCONI UNIVERSITY

Niccolò Maria Todaro SCUOLA SUPERIORE SANT'ANNA

Eleonora Annunziata SANT'ANNA SCHOOL OF ADVANCED STUDIES

Fabio Iraldo SCUOLA SUPERIORE SANT'ANNA

Frey Marco SANT'ANNA SCHOOL OF ADVANCED STUDIES

The relation between sport and sustainability is a topic that has raised in the recent years a lot of interest in academics as well as practitioners. Several sport organisations are committed to the management of sustainability issues and many sport events have been arranged adopting sustainability practices. However, in the academic literature, very few studies have investigated the relation between environmental sustainability and football. This paper thus, in the framework of an European project supported by UEFA and three National Football Associations, analyses the environmental governance and operational practices adopted by football organisations. The analysis of 94 sustainability reports and the results from 3 case studies highlight that, despite the proliferation of environmental reports and guidelines, the environmental management of football events is still in its infancy.

1087 WINTER SPORTS, SUSTAINABLE DEVELOPMENT AND DESTINATION MANAGEMENT: EXPLORING THE CHALLENGES OF SKIGEILO IN NORWAY

Benjamin Moeyersons NORGES TOPPIDRETTSGYMNAS
Harald Dolles MOLDE UNIVERSITY COLLEGE

Sustainable development has become an important topic in winter sport tourism. Seasons have become less predictable, a maturation of ski resorts is visible, and an overall increase in winter sport tourism is ongoing. Pressure on the overall management of ski resorts is pertinent, having to perform to the best of their abilities for continuous improvement to sustain the tourism flow. Sustained value creation reflects the combined community, stakeholder, and business goals of strategic success in a destination. Moreover, the inclusion of the local community and stakeholders is investigated from a multi-stakeholder concept in the tourism development planning of the destination. This research offers a qualitative approach making use of a conceptual framework linking sustainable development, value creation, and stakeholder management. The results highlight that effective management and inclusion of the local community is needed for sustainable development. Marketing strategies have been deemed crucial for overall development.

1823 THE 2018 FIFA WORLD CUP™ IN RUSSIA: PERCEPTIONS OF MEDIA WARNINGS AND SAFETY BY VISITING FANS.

Mikhail Batuev NORTHUMBRIA UNIVERSITY
Claire Thornton NORTHUMBRIA UNIVERSITY
Sandy Wolfson NORTHUMBRIA UNIVERSITY

Some previous studies have dealt with crime-risk perception in tourism management and how negative media coverage affects tourism. However, the FIFA 2018 World Cup™ in Russia presented a very complex case with multiple risks that were perceived to exist in the host country (e.g. football hooliganism, racism, homophobia, among others), which were covered in western media in the run up to the tournament. The main findings of the study are as follows: continent of residence predicted perceptions of media coverage, with Europeans being more likely to score high on media warnings than North and South America and Asia. The higher perceptions of media warnings made visitors feel less safe and less likely to return to Russia. Finally, the number of previous visits to Russia significantly predicted perceptions of safety.

This paper discusses these findings in terms of existing knowledge on safety perception in mega sport event tourism and media agenda-setting.

State of the Art Reviews on HRM on Projects and in Project Based Organizations (11:00 - 12:30) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: T10_02 - Human Resource Management on Projects and in Project Based Organisations

Chair(s): Anne Keegan

Paper Presentations:

610 THE DARK-SIDE OF PROJECTIFICATION: A SYSTEMATIC LITERATURE REVIEW AND RESEARCH AGENDA

Maria Magdalena Aguilar Velasco UNIVERSITY OF AGDER
Andreas Wald UNIVERSITY OF AGDER

Project work usually has a positive connotation: it is considered exiting, innovative and modern. However, many project workers suffer from prolonged exposure to chronic stress, work-overload, exhaustion, and burnout. This negative aspect of project work - the dark side of projectification- has only recently attracted more attention in research and there is no common body of knowledge. This paper presents the results of a systematic review of the negative consequences of project work for the individual worker. Our review includes 190 papers published in several sub-disciplines. Through our analysis, five categories emerged that can cause negative consequences for individual project workers: project work-related factors, organizational factors, individual differences, psychological factors, and environmental factors. Our review identified the most commonly cited determinants of burnout, poor well-being, job dissatisfaction, and turnover intentions. The results of our review offer evidence that the negative aspects of project-based work and its long-term consequences for project staff are a concern for those working in project-based organizations, organizations, and society. Finally, recommendations for further research are suggested.

1255 A VISUALIZATION REVIEW OF HUMAN RESOURCE MANAGEMENT IN PROJECT

Jie Zhang DALIAN UNIVERSITY OF TECHNOLOGY
Fangwei Zhu DALIAN UNIVERSITY OF TECHNOLOGY
Peng Wang DALIAN UNIVERSITY OF TECHNOLOGY
Haoyang Song DALIAN UNIVERSITY OF TECHNOLOGY
Jinlan Zhang DALIAN UNIVERSITY OF TECHNOLOGY

The last decades, from 1966 to 2018, have witnessed a rapid development of the research in the area of Human Resource Management in Project (shorthand for “HRMP”). A visualization review is helpful for understanding the evolution of research topics and emerging trends in a specific domain. To understand the

development of this research from the macro level, several kinds of software, such as VOSviewer, CiteSpace and Tableau, were used in this study. Several aspects of the outputs of publications in the HRMP research area were analyzed, such as annual trends, high prolific countries, high prolific institutions and global network of cooperation. Research topics in this particular research area were analyzed based on their keywords co-occurrence network, keywords timeline map and keywords citation bursts. In addition, the influential literatures, authors and journals were found through co-citation analysis. The results indicated that the annual number of publications in HRMP is increasing rapidly after 2010. Then high prolific regions were North America, Europe and Asia, especially the United States. International Journal of Project Management not only has the largest number of publications, but also has greatest impact in the research area of HRMP, meanwhile, there are more productive journals focusing on architecture, engineering and computer science also did a lot work. In the research area of HRMP, the main research topics include knowledge management, construction industry, collaborative work, agile methodology, sustainable development and petroleum engineering. After 2016, the research was primarily focused on “new product development”, “risk perception”, “open system” and “data visualization”.

Sustainability issues in universities (11:00 - 12:30) - ISCTE - Building II/Room C4.06 ([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Filippo Giordano

Paper Presentations:

241 TELL ME HOW YOU FUND ME, AND I WILL TELL YOU HOW I ACT. CHANGES IN THE UNIVERSITY FUNDING SYSTEM AND THE AUTONOMY AND ACCOUNTABILITY OF POLISH HEIS

Anna Pikos KOZMINSKI UNIVERSITY

Dorota Dobija KOZMINSKI UNIVERSITY

Giusepe Grossi KRISTIANSTAD UNIVERSITY AND KOZMINSKY UNIVERSITY

Anna Górska KOZMINSKI UNIVERSITY

Purpose

Higher education institutions (HEIs) require funding to accomplish their missions. HEI's funding can be perceived as a main channel by which authority of the funding institutions is exercised. Funds may come from various sources, however, the state funding remains one of the most important sources of financial resources in HEIs. This paper explores the changes in the institutional autonomy resulting from reforms of the state allocation system over a period of 28 years as well as how further accountability is performed within the institutions.

Design/methodology/approach

This qualitative study uses a rich empirical material which included archival documents as well as 16 semi-structured, in-depth interviews with Deans, Professors, representatives of Ministry of Science and Higher Education and HEI experts on changes in the Polish HEIs' funding, autonomy and accountability. Historical institutionalism has been used as a theoretical framework to interpret the collected research material.

Findings

The main finding of the paper is that HEI reforms do not comprehensively change the institutional autonomy as a whole. The influence of policy changes varied depending on the element of institutional autonomy: organizational, financial, staffing, academic. Following the idea of reform as routine, our study shows that the implemented reforms are ineffective in comprehensively increasing the HEIs autonomy and are rather an inevitable routine. With the increase of autonomy elements, the accountability shifts towards output control mechanisms. Our research also showcases limited understanding of the accountability of HEIs by the universities' top management and ministry's representatives. Moreover, it illustrates that accountability is perceived only as a reporting and is treated as an integral part of the Polish higher education landscape, increasing from reform to reform.

Originality/value

This paper explores the evolution of the Polish state funding systems of HEIs and analyses the development from a stable traditional funding model before the collapse of communism to complex multi-tier system as well as the recent attempts of reforming the higher education sector aimed at the increased autonomy of the Polish HEIs. The paper also documents a very narrow understanding of the accountability in case of HEI.

297 NON-PROFIT ORGANIZATIONS' BUSINESS MODELS: A BOURDIEUSIAN PERSPECTIVE ON AMERICAN UNIVERSITIES

Gaëlle Cotterlaz-Rannard UNIVERSITY OF GENEVA AND IAE SAVOIE MONT-BLANC

Rachel Bocquet IREGE, UNIVERSITY OF SAVOIE MONT-BLANC

Michel Ferrary GSEM, UNIVERSITY OF GENEVA; SKEMA

Despite extensive research dedicated to the analysis of business models, previous studies have focused on business contexts in which the profit equation is the predominant concern. To date, a research gap remains regarding the business model of Nonprofit Organizations (NPOs). There is still no clear framework for analyzing NPO business models. The purpose of this study is to fill this gap by developing a conceptualization of NPO business models. Building on the Bourdieusian theory of forms of capital (i.e. economic, social, cultural and symbolic) and their conversion, we propose an analytical framework of NPO business models that places non-

economic value in the forefront. Using a classification procedure and a Tobit model, we identify three NPO business models: the "high status", the "intermediary status" and the "low status". Results show that the "high status" (when organizations have accumulated economic, social and cultural capital, without neglecting any of the forms of capital) coincides with the increase in symbolic capital. This study contributes to both business model and non-profit literature, explicitly addressing how different forms of capital are accumulated and converted to improve non-economic capital. It also provides support to NPOs for defining business models according to their non-economic purposes.

298

ASSESSING THE MATERIALITY OF UNIVERSITY G4-SUSTAINABILITY REPORTS

Melanie Lubinger DOCTORAL STUDENT

Dorothea Greiling PROFESSOR

Judith Frei SENIOR LECTURER

Purpose – Materiality, as a content selection principle, is an emerging trend in sustainability reporting for making sustainability reports (SRs) more relevant for stakeholders. This paper investigates whether materiality matters in the reporting practice of universities who have adopted the Global Reporting Initiative (GRI) G4-Guidelines.

Design/methodology/approach – Strategic stakeholder theory and sociological institutionalism serve for deriving conflicting expectations about the compliance of universities with the materiality principle. In the empirical section of this paper, content analyses are conducted on the documented material aspects, followed by a correlation analysis for examining to which extent the identified material aspects are reported in the SRs.

Findings – Although universities document G4-19 stakeholder-material aspects according to different relevance levels and for internal and external stakeholder groups, the identified material aspects are not appropriately reported in the SRs. The adoption of the materiality principle is a superficial one and therefore more in line with the expectations of sociological institutionalism.

Research limitations/implications – The main limitation for this study is the small number of university SRs available. The chance to make SRs more relevant by focussing on stakeholder-material aspects is not used.

Originality/value – This paper reports the first study looking at the compliance between the documented material aspects and the content of SRs in a particular challenging organisational field, the university sector. This paper also adds to the emerging theoretical discussion about the extent universities implement materiality in SRs.

Paper type – Research paper

Teaching and Learning with a Difference - 03 (11:00 - 12:30) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Eila SZENDY EL KURDI

Paper Presentations:

1128 THE LANGUAGE OF ASSESSMENT: REVISITING THE ‘TYRANNY OF NUMBERS’ IN BUSINESS AND MANAGEMENT EDUCATION

Kristen Reid THE OPEN UNIVERSITY BUSINESS SCHOOL

This paper presents a critique of assessment methodologies associated with an increase in metrics-driven policies and questions whether such approaches improve student outcomes and the quality of business and management higher education. It offers a contrasting case of a workshop aimed at improving the language of assessment used in an undergraduate business programme’s modules to surface key tensions within the sector.

1305 CREATING SPACE FOR REFLEXIVITY AT AN MBA

Mette Larsen AALBORG UNIVERSITY, DEPARTMENT OF BUSINESS & MANAGEMENT

Allan Gjerding AALBORG UNIVERSITY, DEPARTMENT OF BUSINESS & MANAGEMENT

Louise Kringelum AALBORG UNIVERSITY

While executive programmes, including MBA studies, have proliferated in recent years, there has been an increasing focus on how executive teaching contributes to contemporary challenges facing executives in their everyday life as organizational heads. In particular, researchers on management learning have called for a balance between hard and soft skills, practice-oriented reflexivity, and new ways of bridging theory and practice. The present paper answers this call by focusing on how a relational and social construction approach can assist the development of executive programmes in order to accommodate the need for more reflexive practices in the everyday life of the executive. The paper addresses how reflexivity can be supported during MBA programmes, which is demonstrated by a longitudinal experimental effort where the authors of the paper applied seven different management learning practices to a Danish MBA programme. The point of departure for the application consists of three premises: 1) Management learning is a situated, relational, contextual and problem-based practice where the organizational challenges of executives must be explored from within their real business situations; 2) management learning emerges from incidents, phenomena and ways of relating that represent not anticipated or unexpected insights by which the executive is struck; 3) management learning revolves around reflexivity. The paper arrives at two significant findings and a question for future research. First, reflexivity is not and cannot be perceived as a planned or progressive process. Second, reflexivity is a relational practice that

involves unsettling taken-for-granted assumptions and perceptions. Third, the occurrence of reflexivity in management learning seems to depend more on process than content in management learning – however, further research on the relationship between the how and what of management learning is warranted.

1343 THE PHENOMENON OF INTEGRATING TECHNOLOGY IN THE LEARNING PROCESS OF HIGHER EDUCATION: A LITERATURE REVIEW

Desiree Wieser RESEARCH & TEACHING ASSISTANT AT MCI THE ENTREPRENEURIAL SCHOOL

Previous literature already tried to capture and explain the integration of technology in the learning process. Most of these previous studies pertain to the disciplines of pedagogy and informatics. The rest of the literature cannot be definitely assigned to one discipline, but is actually located somewhere in between, and at the interface to the field of management very often. Analyzing this body of literature the following key issues have been identified to be of major relevance: internationalization, marketization, change, strategy, implementation, leadership, and terminology. While internationalization, marketization, and leadership have been source of investigation in higher education previously, and also independently of the online educational context, as well as terminology, especially change, implementation and strategy appeared to be pressing issues when higher education institutions (HEIs) make use of technology in the learning process that have not been studied sufficiently and should therefore be focus of research in the future.

The sharing economy debate in the public arena (11:00 - 12:30) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_08 - Entrepreneurship in the Sharing economy: P2P Strategies, Models, and Innovation Paradigms

Chair(s): Galit Klein

Paper Presentations:

124 THE QUESTION OF PEER-TO-PEER LENDING PLATFORMS' LEGITIMACY IN THE EYES OF THE GENERAL PUBLIC AND LENDERS

Galit Klein ARIEL UNIVERSITY
zeev shtudiner ARIEL UNIVERSITY
Moti Zwilling ARIEL UNIVERSITY

The new millennium experienced a transformation in the economy, moving from a conservative economy to Collaborative Consumption (CC) or Sharing Economy ideology. These changes were also evident in the financial sector, with the establishment of new a lending instrument known as Peer-to-Peer (P2P) lending platforms. While these platforms gained much interest, they compose a minor share of the private lending sector. Our main interest is to assess the perceptions and public

attitudes about the perceived risks of using P2P lending platform. We conducted a representative survey among 1,108 Israelis, among them 4% (47) who were or are active on P2P lending platforms. The results indicate that the public is ambivalent towards these platforms. On the one hand, respondents felt the platforms are suitable for modern life and offer a form of competition to the conservative banking system; on the other hand, they expressed concern about risks to privacy, risks relating to having loans paid back, and an overall lack of understanding regarding how the platforms work. We found differences between users based on their activity on the platform, gender, income and personality characteristics. In the discussion, we connect these results to the need of the platforms to gain cognitive and socio-political legitimacy.

730 PRESENT STATUS OF CROWDFUNDING IN INDIA

Harsh Singh GL BAJAJ INSTITUTE OF MANAGEMENT AND RESEARCH
Urvashi Makkar GL BAJAJ INSTITUTE OF MANAGEMENT & RESEARCH,
GREATER NOIDA, INDIA
ASHISH PATEL MORGAN FRANKLIN CONSULTING

Crowdfunding is similar to the traditional concept of charity or social cooperation but unlike funding here is done with an objective of earning some return either monetary or intangible. The modern day crowdfunding is associated with internet and the use of social media for fundraising. Crowdfunding is still in a nascent stage in India. However, its market potential is huge. The industry is growing exponentially with a CAGR (compound annual growth rate) of more than 100%. Evidence from the past four years of growth in crowdfunding suggests that donation crowdfunding in India can grow 16 times resulting in annual funds raised by crowdfunding platforms exceeding Rs. 1,600 crore (\$250 million) by 2021. This paper explores the evolution of the sector in general and that of the different types of crowdfunding platforms in particular. It describes its principle characteristics and the range of players in this market. The different business models of crowdfunding intermediaries are explored and illustrated.

276 DOES CROWDFUNDING DRIVE WELL-BEING? EVIDENCE FROM SUPPORTERS OF DONATION AND REWARD CAMPAIGNS

Kalanit Efrat RUPPIN ACADEMIC CENTER
Andreas Wald UNIVERSITY OF AGDER
Shaked Gilboa RUPPIN ACADEMIC CENTER

Crowdfunding is at the center of a growing body of research. Most studies focus on one of two aspects – first, the characteristics of better-performing campaigns to identify the factors that contribute to their success and second, behavioral and motivational aspects of additional benefits received by crowdfunding supporters which go beyond pure financial and material rewards. The current study endeavors to advance on the latter. It explores the supporters' satisfaction of their crowdfunding experience, as manifested in their perception of their well-being. Based on interviews with 50 supporters of rewards and donations campaigns, we reveal that the constructs of the PERMA model of well-being - positive emotions, engagement, relationships, meaning, and accomplishment - play a crucial role in facilitating supporter's

involvement. We explore how these constructs link with crowdfunding activity to facilitate benefits and advance supporters' involvement. We further distinguish between three well-being hubs based on the PERMA constructs association with each. Finally, we propose that enhanced well-being has long-term influences on both supporters and future crowdfunding campaigns.

Top Management Team (11:00 - 12:30) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: ST02_02 - Board of Directors and Top Management Teams

Chair(s): Dennis Veltrop

Discussant(s): Jonas Gabriellsson

Paper Presentations:

602 STATUS OR IDENTITY: HOW FAMILY FIRM CEOs' BOARD NETWORK EMBEDDEDNESS AFFECTS THEIR COMPENSATION

Miriam Flickinger AARHUS UNIVERSITY
Elisabeth Mueller UNIVERSITY OF PASSAU
Jana Oehmichen UNIVERSITY OF GRONINGEN

This study focuses on how family firm CEOs' board networks influence their compensation. We contrast arguments from two streams of literature predicting conflicting results. First, based on corporate governance literature, we hypothesize that when family CEOs hold higher numbers of outside board seats, their compensation rises as their human and social capital increases. Second, we use arguments from literature on family firms, social identification, and the concept of socioemotional wealth to argue that family CEOs who are embedded in board networks with other family firms will identify more strongly with family firm logics. These family CEOs feel more committed to non-economic goals of family firms, strive less for increasing personal status, and accept lower compensation. Using a sample of S&P500 firms, we find support for the second line of arguments.

1507 ASSESSMENT OF EFFECTIVENESS OF TOP MANAGEMENT TEAMS WITH APPLICATION OF BEHAVIORAL APPROACH AND AGENT-BASED MODELLING

Czeslaw Mesjasz CRACOW UNIVERSITY OF ECONOMICS
Małgorzata Marchewka CRACOW UNIVERSITY OF ECONOMICS

Assessment of effectiveness of Corporate Governance systems constitutes one of most important challenges of contemporary theory and practice of management. There are numerous attempts to identify relations between this effectiveness and various economic, financial and social factors. Due to that fact that functioning of the top management - Board of Directors in one-tier system and Supervisory Board and Management Board in two-tier system determines effectiveness of organizations, more attention was paid to functioning of Top Management Teams (TMT) in the

research built upon the upper echelons theory. As a consequence of the barriers of empirical research, the studies linking group dynamics with functioning of TMT are of a theoretical character. The barriers are very specific for Top Management Teams (all types of Boards) since in the research process access to confidential information and highly engaged members of those bodies is essential. These circumstances force to search for new methods of research. Usually in such case simulation can be helpful not as a method of direct investigation but as a kind of auxiliary instrument. In the case of group dynamics the agent-based modelling seems to be an appropriate method. The aim of the paper is to show how the agent-based models can be used in supporting and extending the research on various TMT, predominantly Supervisory Boards. In the described case links the relations between characteristics of group dynamics processes in the Supervisory Boards and effectiveness of companies were studied. In the paper the methodological aspects are underlined. Therefore several conjectures concerning the applications of agent-based models in this type of research are proposed.

Towards global mindsets? (11:00 - 12:30) - INDEG Building/Room 1.19 ([Top](#))

Track: T07_03 - Cultures and management

Chair(s): Mette Zølner

Discussant(s): Christoph Barmeyer

Paper Presentations:

- 354 NO MORE CULTURAL SHOCK FOR MILLENNIALS? - JORDANIAN, AMERICAN AND GERMAN STUDENTS' SOJOURNS ABROAD -**
desiree ladwig UNIVERSITY OF APPLIED SCIENCES LÜBECK
Michel Domsch UNIVERSITY OF THE FEDERAL ARMED FORCES
HAMBURG
Alexandra Wolf UNIVERSITY OF LÜBECK

No more cultural shock for Millennials?

- **Qualitative analysis of Jordanian, American and German Students' Sojourns abroad-**

Abstract

Due to globalization and an increasing diverse and international workforce the necessity to prepare Millennials/Generation Y for their future jobs raise special new questions and challenges. The digital natives have special digital competencies and much more international experiences at a very early stage of their lives compared with earlier generations. Therefore, we presume that they no longer suffer from a cultural shock. Hence, this paper examines whether and to what extent Jordanian, American

and German millennial students perceive cultural differences during and after their sojourns abroad. The objectives are to research about the changes in the existence of and reasons for a culture shock and to improve new preparation measures tailored for this generation. The overall research question is: “Will millennial students experience a culture shock during a sojourn abroad or not?” Primary data were conducted by guide-line supported face-to-face interviews. The empirical results show that the majority of Jordanian students have experienced a culture shock and also a reverse culture shock. The majority of German and American students did not have a negative perception due to culture difference during their sojourn abroad. So the traditional discussion about how to deal with cultural shock has to be modified.

1399 CQ AMONG AUSTRIAN STUDENTS. A QUANTITATIVE STUDY OF ITS ANTECEDENTS

Barbara Covarrubias Venegas UNIVERSITY OF APPLIED SCIENCES FOR MANAGEMENT & COMMUNICATION

David Fuchs UNIVERSITY OF APPLIED SCIENCES FOR MANAGEMENT & COMMUNICATION

Cultural Intelligence, namely the capability to manage and function effectively in a multicultural setting, is attributed as a key success factor for a peaceful social coexistence and current as well as future business environments. This capability is trainable, yet the knowledge of how CQ manifests itself and particularly its development is still limited. In addition to this, there has not been any study examining CQ in the Austrian context examining its antecedents.

Firstly, a systematic literature review of CQ and its potential antecedents was conducted and critically discussed.

Secondly, a quantitative survey, using the multidimensional CQ scale, was conducted among students at Austrian universities (N = 249) in 2018. Furthermore, the Austrian sample was compared with student samples from the US (N = 235) and Singapore (N = 358). Interestingly, our analysis shows higher levels of CQ within the Austrian sample, although Austria exhibits lower cultural diversity and ethnic fractionalization compared to the USA and/or Singapore. As assumed, CQ significantly increases with the cultural diversity in one’s social circle. Moreover, female participants display significant higher levels of overall CQ, particularly in the metacognitive and behavioural dimension. Age, branch of study and exchange semester seem to have limited impact on the development of CQ. However, the research on the effect of its antecedents is still in its infancy and factors such as the quality, the in-depth of an experience or the role of early education are rarely considered.

Thirdly, the paper concludes by providing avenues for further research and implications for practice.

1390 THE FORMATION OF CULTURAL MINDSETS AND THE ROLE OF MULTICULTURAL IDENTITIES AS SOCIAL FACILITATORS.

Claudia Pauzenberger MCI MANAGEMENT CENTER INNSBRUCK

This paper intends to shed light on the individuals' integration in social groups with different cultural mindsets, and provides a reflection on the possible role of multicultural identities as social facilitators. In combination with Hofstede's cultural pyramid, the theories of Edward Sapir are the basis of this submission. New studies on the lifelong evolvement of personality as well as on the influence of language on perception give further interesting insights in the construction of individuals' worldviews. It discusses the notion of small culture as well as the approach of zooming in and zooming out of cultural groups. These concepts are of increasing importance today, given our ever more connected world and the observation that culture even seems to be considered as a taboo. Concluding this analysis suggests the importance of applying new ways of relating to each other, particularly focusing on co-creation by engaging in continuous mutual adaptation.

Training and Development (11:00 - 12:30) - ISCTE - Ala Autonoma/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Ylenia Curzi

Paper Presentations:

307 GETTING NEWCOMERS ON BOARD: A QUASI-EXPERIMENTAL FIELD STUDY OF SELF-MANAGEMENT TRAINING ON INFORMATION SEEKING BEHAVIOR

Lucie Morin UQAM
Véronique Chartrand UQAM

Research on socialization has focused primarily on organizational practices emphasizing the passive role of new employees. This study considers that newcomers can play an active role into their socialization. The main objective of this quasi-experimental field study was to test the effectiveness of self-management training on newcomers' information seeking behavior. Our sample consisted of newcomers (n=99) working in one of the call centers of a large financial institution. A pretest-posttest nonequivalent control group design was used. The experimental group (n=51) was exposed to a five hours training program divided into five modules developed for this study while the control group (n= 48) was exposed to an alternative intervention, that is the first module of the self-management training. Results revealed that self-management training had a significant positive main effect on information seeking, but only in the sub-sample where the task of the agents is considered relatively complex compared to the other sub-sample where the task is considered less complex. These finding suggest that self-management training can be useful to increase information seeking and that task complexity could moderate of this effect. The discussion offers some theoretical and practical implications on self-management skills within the context of newcomers' socialization.

470 MAPPING MENTEE OUTCOMES IN INTER-ORGANIZATIONAL MENTORING FOR MANAGERS: AN ANALYSIS BASED IN ACADEMIA

AND PRACTITIONERS' PERSPECTIVES

Nuria Gisbert-Trejo CIC ENERGIGUNE/ INSTITUTE OF APPLIED BUSINESS ECONOMICS. UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU).

Jon Landeta INSTITUTE OF APPLIED BUSINESS ECONOMICS. UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU).

Eneka Albizu INSTITUTE OF APPLIED BUSINESS ECONOMICS. UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU).

Pilar Fernández-Ferrín INSTITUTE OF APPLIED BUSINESS ECONOMICS. UNIVERSITY OF THE BASQUE COUNTRY (UPV/EHU).

The objective of this research is to identify, classify and assess the most significant mentee outcomes within the framework of an inter-organizational mentoring process, that takes place when mentor and mentee are members of separate organizations. This kind of alternative mentoring is becoming popular as a tool for career development.

Firstly, a rigorous literature review has been carried out to identify the most significant mentee outcomes in the field of management. Secondly, a survey has been taken of 80 experienced mentees to assess the importance of each identified outcome. Thirdly, in order to simplify and contribute to the operationalization of these results, an Exploratory Factor Analysis (EFA) has been performed. Finally, a Focus Group of experts has been formed to better understand the findings.

27 different mentee outcomes have been identified. From the EFA these 27 relevant outcomes have been collected into four main categories, which represent mentee's improvement in (1) his/her professional performance, (2) managerial skills and attitude toward his/her organization and employees, (3) the perception of the quality of social exchange between the organization and the mentees themselves, and (4) their relationship with what is outside the organization.

It is a novel work, which collects and assesses for the first time in academic literature the results that can be obtained by a manager or professional who is engaged in an inter-organizational mentoring program. These results, differentiated by their perceived relevance, are useful for the mentees themselves, for the mentors and program coordinators, and for HR directors, since they show what this technique can contribute to managerial development.

From an academic perspective, it is worth highlighting the review of the literature carried out and the proposal to link this research with the Theory of Social Exchange and with the Strategic Management of Human Resources.

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ENERGIZING MENTORING RELATIONSHIPS: EXPLORING THE CONCEPT OF RELATIONAL ENERGY

Rita Faullant UNIVERSITY OF SOUTHERN DENKMARK

Ursula Liebhart CARINTHIA UNIVERSITY OF APPLIED SCIENCE

Gernot Moedritscher UNIVERSITÄT KLAGENFURT

Human energy increasingly attracts research attention because it has been found to influence organizational outcomes. We join this research stream and investigate the concept of relational energy in the context of mentoring relationships. Relational energy arises arising between two persons in their interactions and it is assumed to play a significant role for the development of their relationship. As to date, there is no systematic research on relational energy we tackle this concept in an explorative study by asking mentoring participants about energy perceptions in their mentoring relationships. Our results indicate, that participants are intuitively familiar with relational energy and that relational energy is manifested in different dimensions: emotional, physical, cognitive, behavioral, and value-based energy. We conclude this research with proposing building blocks for a conceptual definition of relational energy.

Voluntary disclosure (11:00 - 12:30) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_02 - Accounting and Control for Sustainability

Chair(s): Patrizia Tettamanzi

Discussant(s): Martin Kunc

Paper Presentations:

- 411 DOES DISCLOSURE OF CORPORATE SOCIAL RESPONSIBILITY LOWER COST OF DEBT? EVIDENCE FROM THE FRENCH CONTEXT**
Amal HAMROUNI LA ROCHELLE BUSINESS SCHOOL_EXCELIA-GROUP
Ali Uyar LA ROCHELLE BUSINESS SCHOOL
Rim BOUSSAADA FACULTY OF LAW, ECONOMICS AND MANAGEMENT OF JENDOUBA, UNIVERSITÉ DE TUNIS, ISG, GEF2A LAB, TUNIS, TUNISIA

The objective of this study is to test whether CSR disclosure reduces cost of debt or not for French corporations listed in the SBF 120 index between 2010 and 2015. Our study differentiates from the prior ones by using individual CSR disclosure scores (environmental, social, and governance) as well as aggregate CSR score. The results indicated that overall CSR disclosure score as a combination of environmental, social, and governance disclosure scores have negative effect on cost of debt (i.e. lowers cost of debt). This is in line with what we have expected. However, individual effects of CSR dimensions on cost of debt are inconclusive. Contrary to expectations, social score is positively associated with cost of debt (i.e. increasing) which was

surprising. In line with expectations, environmental disclosure is negatively associated with cost of debt (i.e. lowers cost of debt). Non-significant effect of governance performance on cost of debt was also unexpected. Drawing on the results, we highlight significant theoretical as well as practical implications.

615 THE LEVEL OF INTELLECTUAL CAPITAL DISCLOSURE BY COMPANIES IN QATAR STOCK EXCHANGE

Ousama Anam QATAR UNIVERSITY

The paper aims to examine the extent of intellectual capital (IC) disclosure in the annual reports of Qatari listed companies. The research sample consists of 41 Qatari listed companies over a period of three years (i.e. 2010, 2011 and 2012). The paper found that the mean of the extent of IC disclosure by the Qatari listed companies was 0.377 over the 2010-2012 period. This finding indicates that the companies disclosed information about their IC, on average, by 38%, which is high compared to some prior studies. In addition, it found that internal capital has the highest disclosure with a mean of 0.472 and the lowest was for human capital with a mean of 0.234 over the three-year period. Moreover, the paper found that there were significant differences between the extent of disclosures of IC categories. This is a pioneering study examining the disclosure practices of Qatari listed companies. It uses a comprehensive disclosure index to capture a wider range of IC information. Moreover, the paper adds to current IC disclosure literature for the Gulf Cooperation Council (GCC).

1787 ARE ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE) CRITERIA FINANCIALLY RELEVANT OR NOT? AN INNOVATIVE STUDY ON EUROPEAN COMPANIES

Christian Favino UNIVERSITY OF FOGGIA

Marco Taliento UNIVERSITY OF FOGGIA - DEPARTMENT OF ECONOMICS

Antonio Netti UNIVERSITY OF FOGGIA

As known, the Directive 2013/34/EU solicits the disclosure of non-financial and diversity information of certain large undertakings and groups. In this perspective, we conduct a study on the economic relevance of the ESG (environmental, social and governance) information of primary companies, considering a panel of firms listed on major European indices with reference to a recent period. Consistently with a proper theoretical framework, our empirical analysis investigates the effect of sustainability indicators on financial and market results. Differently from extant literature, we offer a new (structural equations) methodology together with the consideration of ESG indicators both absolute and relative. Findings: while absolute levels of the ESG scores do not impact the company performance, a positive effect is exerted by the extra-performance over industry sector (namely, excess or abnormal ESG). In this context, corporate size is a significant background factor (slack resources source). The "extra-ESG advantage" variable, being relevant, shows to be the novelty which will enable to reinterpret the fundamental competitive advantage in sustainability key.

Lunch (12:30 - 14:00) - F/B Area Tent ([Top](#))

**SIG Chairs Lunch - by invitation (12:30 - 14:00) - ISCTE - Building I/ Auditório 0NE02-
Caiano Pereira ([Top](#))**

**Panel II - Exploring the Future of Management: the role of Artificial Intelligence (14:00 -
15:30) - ISCTE - Building II/Room Grande Auditório ([Top](#))**

**Entrepreneurship, Regions & Regional Development (15:40 - 17:10) - ISCTE - Building
II/Room C5.06 ([Top](#))**

Track: ST03_05 - Entrepreneurship, Regions & Regional Development

Chair(s): Christian Baccarella

Paper Presentations:

**1219 RURAL ENTREPRENEURSHIP FROM THE PERSPECTIVE OF BEDOUIN
COMMUNITIES**

Salime Mehtap AMERICAN UNIVERSITY OF KUWAIT
Andrea Caputo UNIVERSITY OF LINCOLN

In recent years there has been a growing body of research on how entrepreneurial activities can help the economic development of rural areas by decreasing poverty, creating employment opportunities and income and improving the overall quality of life for the people of that area. However, there is a paucity of research on rural entrepreneurship in developing contexts (Pato and Teixeira, 2016), particularly that of the Middle East.

The paper presents an exploratory study on the indigenous Bedouin tribes of Petra/Wadi Mousa in Jordan who manage their livelihoods through small businesses that predominantly cater to foreign tourists visiting the archaeological wonder. Both qualitative and quantitative research methods were used to profile 73 rural entrepreneurs and to ascertain their motives for starting a business and the challenges they face. The majority of rural entrepreneurs were male, under the age of 40 and owned a souvenir business. Most were necessity entrepreneurs, whose major challenge were financial issues, coupled with a lack of governmental support and bad tourism policies. The paper concludes by providing recommendations to the authorities on how to promote entrepreneurship as a way of economic development within rural areas, particularly those who have tourism potential and as a way of securing livelihoods for indigenous groups like the Bedouins of Petra, who have given up their nomadic past and need a sustainable source of income.

1436 ENTREPRENEURS' COUPLED ACTIONS

Ye Liu ZHEJIANG SCI-TECH UNIVERSITY
THOMAS SCHØTT UNIVERSITY OF SOUTHERN DENMARK

Purpose. – An entrepreneur has human capital in the form of education and social capital in the form of a personal network with advisors and in form of business

collaboration with other businesses and organizations. But how are human and social capital intertwined and affecting innovation?

Research design and data. – A sample of entrepreneurs were surveyed in China.

Findings. – Education is found to benefit networking with researchers for advice, albeit this networking is sparse, and both education and networking benefit business collaboration. In turn, education and networking benefit innovation.

Contribution. – The study contributes to conceptualizing forms of social capital as personal networking for advice and business collaboration; contributes to understanding the intertwining of human capital and social capital; contributes to ascertaining direct and indirect effects of human and social capital on innovation; and contributes to understanding the Chinese system of entrepreneurship and innovation.

1527

INNOVATIVE START-UPS' IMPACT ON ECONOMIC DEVELOPMENT

Manuel Tejeiro Koller UNIVERSIDAD SAN PABLO CEU

This research aims to shed light on the commonly assumed notion that “dynamic startups” are better for economic development in emerging economies than other types of startups, such as traditional or necessity based ones. The underlying assumptions are studied and a review of empirical work on the matter is presented. It can be seen that there is a majority of research dedicated to the relationship of context on business creation, using the entrepreneurial ecosystems approach as a common framework, and a relatively smaller number of studies focused on the reverse effect - business creation on economic development. Amongst these latter studies, most publications analyze the effect of total amount of entrepreneurs on economic growth, leading to an agreement that more business creation benefits economic growth. By contrast, the effect of specific types of entrepreneurships is rarely studied.

The methodology is based on endogenous growth theory and a Schumpeterian perspective of entrepreneurship, constructing a modified Cobb-Douglas equation, in line with prior research on this topic. A panel of 12 countries from Latin America, during a time period of 16 years was used to understand the effects of innovative entrepreneurs on economic development, using data from the Global Entrepreneurship Monitor and The World Bank, amongst other sources.

The results show a great prevalence of the effect of prior growth and changes in commodity prices for the studied countries. It seems that, in relative terms, entrepreneurship in general has a secondary role in economic growth.

Since this is still a work in progress, further confirmation of the initial conclusions is being sought, by expanding the scope and introducing a new measurement model.

Track: ST13_08 - The inner life of business ecosystems

Chair(s): David Goodman

Discussant(s): Konstantinos Pitsakis

Paper Presentations:

**1564 BEYOND ECOLOGICAL COMMUNITIES AND POPULATIONS:
ORGANIZATIONAL GROUPS IN THE CASE OF UK UNIVERSITY
SPINOFFS**

Konstantinos Pitsakis KINGSTON UNIVERSITY LONDON
Aleksios Gotsopoulos SKK GSB

The study of organizational populations has occupied a central position in economic sociology over the last decades. Some authors have suggested that to fully understand the dynamics of individual populations, scholars need to focus not only on individual populations but also on communities of interdependent populations. Thus, community ecology examines groups of interacting populations at a higher level of analysis. In this paper, we lower our level of analysis and argue that “organizational groups” may also exist within the individual populations themselves. Such groups may exist as children of the same parent organizations (i.e. as their corporate subsidiaries) or because of their same locale within the population’s geographical coverage. Organizational groups share a notion of common origins or have shared goals: interdependencies among them foster group legitimacy, whereas a shared goal of group-level success might mute group competition and partially shield group members from external competition. Factoring such emergent organizational group dynamics into our study is important to fully understand the dynamics and effects of legitimacy and competition at the population level itself. We explore our theory in the population of English and Scottish university spinoffs and the portfolios of spinoff firms that constitute the organizational groups of our study.

**1587 WHAT DRIVES COMPANIES TO GO HAND IN HAND WITH
GOVERNMENT IN EMERGING ECONOMIES? EVIDENCE FROM BRAZIL**

Jaison da Silva UNIVERSITY DO VALE DO ITAJAÍ (UNIVALI)
Cinara Gambirage REGIONAL UNIVERSITY OF BLUMENAU (FURB)
Giovana Bueno UNIVERSITY DO VALE DO ITAJAÍ (UNIVALI)
Rosilene Marcon UNIVERSITY DO VALE DO ITAJAÍ (UNIVALI)

Do ponto de vista da teoria institucional, examinamos os fatores que levam as empresas de mercados emergentes a se conectarem politicamente com o governo. Para tanto, analisamos empiricamente o conjunto de empresas listadas na B3 (Brasil, Mercado de Capitais, no mercado de balcão) no período de 1998 a 2016, ligadas através de doações de campanha. Os resultados indicam que fatores individuais e fatores ambientais contribuem para que as empresas estabeleçam conexões políticas. As fusões e aquisições transfronteiriças (CBMA), o aumento do custo de capital e a participação em setores regulamentados aumentam significativamente as chances de

que as empresas fortaleçam os laços com o governo. Contra intuitivamente, a deterioração do ambiente econômico e institucional não contribui para a empresa estabelecer conexões; mas sim o oposto.

1519 HOW ANTECEDENTS VARY CROSS SCOPES AND STAGES ALONG WITH THE PROCESSES OF CATCHING UP IN LATECOMER COUNTRIES?

Han Wu RENNES SCHOOL OF BUSINESS
Jie XIONG RENNES SCHOOL OF BUSINESS

Multilevel analysis of catching up antecedents have mainly been ignored. We conduct a qualitative inductive analysis of manufacturing industries in China. Based on sixty-one onsite interviews, field visits, and archive data we follow the grounded theory method to understand what factors can facilitate catching up. We identify new key factors, namely competition and management skills for catching up. In addition, we identify that some key factors may lose its function when cross levels, such as policy is more salient for the country level which knowledge is more important for firm level, at the same period. Moreover, we differentiate the catching up phenomenon at the early stage from the late stage, with focus on how different antecedents play vital roles in helping latecomers to close the gaps to their counterparts' cross stages. Our research extends the mainstream research of catching up literature to a multilevel analysis from a more holistic view.

Board of Directors (15:40 - 17:10) - ISCTE - Building I/Room 1E03 ([Top](#))

Track: ST02_02 - Board of Directors and Top Management Teams

Chair(s): Irina Ivashkovskaya

Discussant(s): Daniel Yar Hamidi

Paper Presentations:

578 BOARD LEVEL EMPLOYEE REPRESENTATION AND CEO COMPENSATION

Ali DARDOUR KEDGE BUSINESS SCHOOL
Rana AHMED UNIVERSITY OF MANOUBA - TUNIS BUSINESS SCHOOL-
2010, TUNISIA

The aim of this paper is to study the effect of board employee representation on the CEO compensation of French listed companies. Based on a sample of 112 firms listed on the SBF 120 index for the period 2010 to 2015, the study shows the following results: First, we find that employee board representation affects negatively and significantly the CEO incentive compensation. Second, employee representation has no effect on firm financial performance. Third, we find that French State perfectly mediates the relation employee representation-CEO pay when he is the major shareholder. Our study contributes significantly to the current debate of board

composition and its expected effect on the quality of decision process. Employee representation on board may help its effectiveness, monitoring and the quality design of CEO pay package.

1053 UNRAVELLING THE RELATION BETWEEN CONFLICT, COHESION AND EFFECTIVENESS IN BOARDS OF DIRECTORS

Klaas Heemskerk UNIVERSITY OF AMSTERDAM

The behaviour of a board, more than the structure and configuration of a board, is what determines its effectiveness. Conflicts and cohesion are important behavioural factors in the internal dynamics of boards. This paper aims to shed more light on the question how conflicts and cohesion contribute to the effectiveness of boards. To advance in studies on the relationship between conflict, cohesion and board effectiveness, an awareness of the possible beneficial effects of conflicts on the functioning of boards, is required. Furthermore, it is essential to take into account the multidimensionality and dynamics of conflicts. Conflicts have different dimensions with different effects on the effectiveness of teams in different contexts. The results from this research underline this need for a multidimensional conceptualization of conflicts in boards. After all, different types of conflicts behave differently and have a different influence on the effectiveness of boards. This study illustrates this as well. Task conflicts have a significant beneficial effect on the task performance of boards, while process and relationship conflicts are rather harmful for a boards effectiveness. It gets more complicated when cohesion is included in the analysis, since relationship conflicts appear to be more damaging when cohesion deteriorates, while increasing cohesion extinguishes the positive effect of task conflicts on a boards performance. Board of directors governance thus remains a balancing act - not only between involvement and distance in the relationship with the executive director(s), but also within the board a balance must be sought between an overly cohesive team where there is no room for discussion and a situation in which constant tensions and annoyance stand in the way of effective functioning.

545 DO BOARDS OF DIRECTORS AFFECT CEO BEHAVIOUR? EVIDENCE FROM PAYOUT DECISIONS

Irina Ivashkovskaya NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS, RUSSIA

DO BOARDS OF DIRECTORS AFFECT CEO BEHAVIOR? EVIDENCE FROM PAYOUT DECISIONS

Artem E. Anilov¹, [\[1\]](#) Irina V. Ivashkovskaya²[\[2\]](#)

Abstract. We test whether the boards of directors eliminate the negative impact of CEO behavior on various aspects of payout policy: the level of payout, propensity to pay and choice of the payout channel. Our findings fill the gaps in the research on the impact of CEO risk preferences on the decision to start paying dividends and on the decisions to switch between cash dividend and share repurchase. We document that CEOs who were encouraged by the boards to take more risks paid out more through repurchases. We also show that less risky CEOs are more likely to initiate paying

dividends. We also add new empirical results on the role of compensation schemes set up by the boards for a CEO to prevent him or her from taking more risk and document that they stimulate higher levels of payout. Introducing our index of corporate governance quality, we document that corporate governance tools mitigate or even eliminate the negative effects of CEO risk preferences: in companies with good corporate governance, the risk preferences of the CEO do not affect payout decisions.

JEL Classification: G34, G35, G40.

Keywords: corporate governance, payout policy, CEO behavior, CEO risk preferences

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Business Model 10 (15:40 - 17:10) - ISCTE - Building II/ Auditório C1.03 ([Top](#))

Track: ST03_01/ST06_01/ST13_01 - Business Model - Strategy, Innovation, and Entrepreneurial Venturing (co-sponsored by Entrepreneurship SIG-03, Innovation SIG-06 and Strategic Management SIG-13)

Chair(s): Dirk Schneckenberg

Discussant(s): Joan Enric Ricart

Paper Presentations:

623 EMERGING MARKET SME INVESTMENT IN INNOVATION: PERSONAL CHARACTERISTICS AND CONTEXTUAL FACTORS SHAPE RESOURCE COMMITMENTS

Jamie Collins UNIVERSITY OF CANTERBURY

Nadeera Ranabahu UNIVERSITY OF CANTERBURY

Qingqing Bi UNIVERSITY OF CANTERBURY

This study examines how personal characteristics, access to resources, and perceived environmental friendliness influence small and medium enterprise (SME) founder decisions to invest in innovation. Survey data collected from Indian SMEs reveal that founder's entrepreneurial orientation, perceived access to resources, perceived environment friendliness positively influenced innovation investment decisions. Pervasive corruption positively moderated the relationship between access to resources and investment in innovation and negatively moderates perceived

environment friendliness and investment in innovation. Hence, this paper contributes to theory and practice by highlighting factors that influence SME innovations, and explaining implications of those in an emerging market.

1898 VOLUNTARY R&D DISCLOSURE AND INTELLECTUAL PROPERTY RIGHTS PROTECTION: THE CASE OF RUSSIAN PHARMACEUTICAL COMPANIES

Iuliia Naidenova NRU HSE

This research compares research and development (R&D) disclosure practices in Russian and European public pharmaceutical companies and investigates how R&D disclosure contributes to a company's value. The focus on the particular aspect of disclosure allowed to investigate which R&D disclosure features drive company's value and to analyze how external environment affects this influence. The findings show significant differences both in voluntary and mandatory R&D disclosure. Moreover, the value relevance of voluntary R&D disclosure differs among countries and takes place only in countries with a high level of intellectual property rights protection. These findings support the idea that voluntary R&D disclosure of Russian companies can be enhanced only through the development of intellectual property rights institutions.

Career Stages (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.23 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Chair(s): Émilie Lapointe

Paper Presentations:

99 PSYCHOLOGICAL CONTRACT BREACH AND TURNOVER AMONG NEWCOMERS: THE ROLE OF SUPERVISOR TRUSTWORTHINESS AND NEGATIVE AFFECTIVITY

Émilie Lapointe NOTTINGHAM UNIVERSITY BUSINESS SCHOOL CHINA,
THE UNIVERSITY OF NOTTINGHAM NINGBO CHINA
Christian Vandenberghe HEC MONTREAL

This article looks at the relationship between psychological contract breach and turnover among newcomers, using supervisor trustworthiness as a mediator and negative affectivity as a moderator. Relying on data from 243 newcomers, psychological contract breach was found to be negatively related to the three dimensions of supervisor trustworthiness, i.e., ability, benevolence, and integrity. Supervisor integrity further mediated a positive relationship between psychological contract breach and turnover measured 8 months later. Psychological contract breach interacted with negative affectivity such that it was less negatively related to dimensions of supervisor trustworthiness at high levels of negative affectivity. The indirect relationship of psychological contract breach to turnover as mediated by

supervisor integrity was also weaker at high levels of negative affectivity. We discuss the implications of these findings for research and practice.

769 STAY BECAUSE I NEED? PERMANENCY AND ENTRENCHMENT IN THE TEACHER'S CAREER IN THE PUBLIC EDUCATION NETWORK

Valéria Furtado UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Rafaela Araújo UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Tereza Cristina de Lima UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Ana Paula Pinho UNIVERSIDADE FEDERAL DO CEARÁ - UFC

Adely Corrêa UNIVERSIDADE FEDERAL DO CEARÁ - UFC

The present study aims to analyze how the permanence of teachers in the basic public network is affected by the entrenchment in the three dimensions of Carson, Carson, and Bedeian (1995). To do so, we sought to describe the trajectory of teachers through their occupational embeddedness; investigate how the investments made in the career by the teacher cause him or her to remain in the career; identify emotional aspects that may be related to career permanence; and analyze the possible alternatives of permanence in the teaching career. This research is characterized as qualitative and descriptive, conducted through semi-structured interviews with 15 teachers from basic education in the State of Ceará. The results indicate that the occupational embeddedness was mainly through familiarity with the chosen discipline and the feeling of vocation with the work developed in teaching; the most significant investment that keeps individuals in the teaching profession is the security afforded by the fact that they hold public office; the positive emotional aspect that stood out the most was the possibility of transforming the lives of the students, irrespective of negative situations experienced in the classroom. Finally, it was possible to conclude that teachers perceive several career alternatives within teaching and that, if they stopped teaching, this would be related to financial questions and to educational reforms coming from political decisions.

1958 GLORIOUS OR NOTORIOUS? COWORKERS' REACTIONS TO PEERS' UNETHICAL PRO-ORGANIZATIONAL BEHAVIOR: THE EFFECT OF CONSTRUAL LEVEL

Xue Zhang HARBIN INSTITUTION OF TECHNOLOGY

Guang Xu HARBIN NORMAL UNIVERSITY

Yezhuang Tian HARBIN INSTITUTE OF TECHNOLOGY

Chao Ma THE AUSTRALIAN NATIONAL UNIVERSITY

Guyang Tian HARBIN INSTITUTE OF TECHNOLOGY

This research examines how and why reactions to peers' unethical pro-organizational behavior (UPB) differ among coworkers and in different situations. Drawing on construal level theory and perception theory, we propose that the relationship between UPB and coworkers' reactions is moderated by coworkers' construal level, and coworkers' reputation perceptions (i.e., perceived competence and perceived unethicity) mediate the moderating effect. Specifically, our study indicates that while coworkers at higher construal levels tend to view peers' UPB as a behavior with more unethicity and thus are more likely to exclude UPB actors, coworkers at lower construal levels tend to view peers' UPB as a reflection of competence but are not

more likely to support UPB actors. The findings help to better understand coworkers' reactions to peers' UPB and provide insights into organizational management.

Creativity and Innovation (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.25 ([Top](#))

Track: GT09_00 - Organisational Behaviour General Track

Paper Presentations:

- 306 P-O FIT AND CREATIVE BEHAVIOUR: ENGAGEMENT AS INTERVENING MECHANISM AND POS AS MODERATOR**
GUADALUPE VILA-VÁZQUEZ UNIVERSIDADE DE SANTIAGO DE COMPOSTELA
CARMEN CASTRO-CASAL UNIVERSIDADE DE SANTIAGO DE COMPOSTELA
DOLORES ÁLVAREZ-PÉREZ UNIVERSIDADE DE SANTIAGO DE COMPOSTELA

This paper examined how and when the person-organization (P-O) fit influenced the employees' creative behaviour of knowledge-intensive SMEs. Results indicated that engagement was a key mechanism that transmitted the effect of P-O fit on creative behaviour. In addition, the level of perceived organizational support (POS) moderated the relationship between P-O fit and engagement. Finally, results showed that the indirect relationship between P-O fit and creative behaviour, through engagement, was significant only when employees perceived a high level of organizational support. From these findings important implications are derived from both a theoretical and practical point of view.

- 480 COGNITIVE SOCIAL CAPITAL, KNOWLEDGE SHARING BEHAVIOUR AND CREATIVITY: AN EMPIRICAL STUDY AMONG INDIAN IT PROFESSIONALS**
Neethu Mohammed RESEARCH SCHOLAR
T.J Kamalanabhan PROFESSOR, INDIAN INSTITUTE OF TECHNOLOGY MADRAS

Knowledge sharing among employees is vital for an organization to reap success since it helps in building a learning-oriented environment and stimulate innovation. The decision to engage in knowledge sharing activities is totally at the will of individuals and hence, management can only facilitate the process by providing the right conditions. The present study aims to understand the conditions under which employees are motivated to voluntarily engage in knowledge sharing activities within their work team. Based on social capital theory, we examine how an individual's perception of cognitive social capital in his work team (shared vision and shared language) affects his frequency of knowledge contribution and knowledge seeking behavior with teammates. Out of the need to explore how knowledge sharing can be beneficial to employees at the workplace, we also examine the impact of an individual's knowledge sharing on his creative performance. The results of the study

suggest that perceived shared vision is significant in influencing individuals' knowledge contribution and seeking with teammates. Both knowledge contribution and seeking behaviour are positively related to creative performance at work. The present work differs from existing studies by offering a theoretical model that integrates different types of knowledge sharing behavior, its enablers and its differential impact on employee creativity. It discusses the knowledge seeking dimension of knowledge sharing process as well, which has received less attention in extant literature and provides a conceptual comparison of different behavioral contexts in a single model.

CSR and the Management of Political Environment (15:40 - 17:10) - ISCTE - Building I/Room 1E07 ([Top](#))

Track: GT01_00 - Business for Society General Track

Chair(s): Edoardo Mollona

Discussant(s): Edoardo Mollona

Paper Presentations:

1061 SELF-REGULATION AS NONMARKET STRATEGY. LITERATURE REVIEW

Agnieszka Majewska PSL - UNIVERSITY OF PARIS DAUPHINE

Answering global challenges linked to sustainable development and climate change mitigation requires contribution from the private sector. Self-regulation has become an important practice for companies and widely diffused institution in different economic sectors, during recent years. Therefore, this phenomenon gained an attention from scholars in strategic management who have been principally studied business environmental self-regulation.

This article attempts to reflect the current state of research on self-regulation with a link to nonmarket strategy. In general, voluntary business commitment is seen as an instrument to mitigate negative externalities and solve collective action problem. Over time, this approach has shifted to the general institutional setting issue. By critically evaluating the current body of literature, we demonstrate that self-regulation has an underexplored place in the strategy beyond market research and suggest through what mechanism self-regulation may enable transformation of the firm's institutional environment.

Revealed strategic potential of self-regulation on organizational and industry level allows us to highlight promising area for future research within integrated strategies.

1273 STAKEHOLDER GREENING PRESSURES, GREEN PRACTICES & AGENCY ENHANCING SYSTEMS: EVIDENCE FROM BRAZIL

Diego Vazquez-Brust UNIVERSITY OF PORTSMOUTH. FACULTY OF BUSINESS AND LAW

Charbel Jabbour MONTPELLIER BUSINESS SCHOOL

José Antonio Plaza-Úbeda UNIVERSIDAD DE ALMERÍA
Ana Jabbour MONTPELLIER BUSINESS SCHOOL
Miguel Pérez-Valls UNIVERSITY OF ALMÉRÍA
Douglas Renwick NOTTINGHAM TRENT UNIVERSITY

We propose and test a conceptual framework explaining variations in the extent and intensity in the implementation of green practices in response to stakeholder greening pressures. We argue that increasing stakeholder green pressures drive adoption of green practices, and trigger stakeholder agency problems, which increase the costs of practice adoption and implementation namely: incompetence, misalignment, negative reciprocity and goal multiplicity. Organisations may address these agency problems by improving the motivation, abilities, opportunities and perceptions of fairness held by organizational actors with a system of green agency-enhancing practices (training, rewards, assessment and teamwork) to channel the translation of these pressures into meaningful workplace green practices. Empirical data from Brazil confirms that green training, rewards, assessment and teamwork systems mediate relationships between stakeholder greening pressures and the extent and intensity of green practice implementation.

6 THE EFFECTS OF IMMIGRATION ON LABOUR TAX AVOIDANCE: AN EMPIRICAL SPATIAL ANALYSIS ACROSS ITALIAN PROVINCES

Diego Ravenda TOULOUSE BUSINESS SCHOOL, CAMPUS BARCELONA
Maika Valencia-Silva EAE BUSINESS SCHOOL, CAMPUS BARCELONA
Josep Argiles-Bosch UNIVERSITY OF BARCELONA
Josep García-Blandón UNIVERSIDAD RAMÓN LLULL, IQS SCHOOL OF MANAGEMENT

We investigate whether the geographic concentration of non-EU immigrants in the various Italian provinces affects labour tax avoidance (LTAV) practices adopted by firms located in the same provinces, as well as in the neighbouring provinces, and operating in construction and agriculture industries. For this purpose, we develop a LTAV proxy based on accounting information of a sample of 993,606 firm-years disseminated throughout 108 Italian provinces over the period 2008-2016. Our results, based on a Spatial Durbin Model regression, reveal a statistically significant positive association between non-EU immigrant concentration and LTAV as well as the presence of spillover effects among neighbouring provinces. Our study provides empirical support to previous structuralist or marginalization theories holding that socio-economically marginalized groups are more likely to be involved in undeclared work and/or other labour exploitation practices, which could underlie our LTAV outcomes. Furthermore, it supports the need for tax authorities to strengthen controls and labour inspections, especially in those contexts where non-EU immigrants are mostly employed. On the other hand, a greater social integration and recognition of rights of immigrants may help to alleviate their situation of weakness that makes them more vulnerable to labour exploitation practices. Finally, effectively tackling LTAV, associated with the underemployment of immigrants, may prevent its negative effects for society arising from the reduction of public resources to sustain the social welfare and finance public goods and services.

Digital innovation and strategic decision making (15:40 - 17:10) - ISCTE - Building II/Room C6.02 ([Top](#))

Track: ST06_03 - Digital Innovation: Strategies, Competencies, Theories, and Practice

Chair(s): David VERSAILLES

Discussant(s): Uta Wilkens

Paper Presentations:

344 BUILDING STRATEGIC DYNAMIC CAPABILITIES IN THE DIGITAL ERA: THE CASE OF THE BANKING SECTOR

Clarice Bertin ICN BUSINESS SCHOOL & UNIVERSITY OF STRASBOURG-BETA LABORATORY

Véronique Schaeffer UNIVERSITY OF STRASBOURG-BETA LABORATORY

The purpose of this paper is to show how traditional, highly hierarchical organizations build dynamic capabilities to cope with the exponential increase of digital technologies by developing a new business model and adapting their organizational design. We focus on the banking sector which is currently facing this challenge and is urged to manage the transition from a highly structured activity to a strong involvement in the moving world of digital economy. Our results show that to succeed in developing their dynamic capabilities in the digital era, banks have to deeply change the way they function structurally and culturally. Changes require the development of new business models and adequate organizational designs to break the silos between services and foster people's autonomy.

1432 COPYRIGHT OR COPY RIGHT? UNSOLICITED USER BEHAVIOR AS MARKET SIGNALS

Alexander Vossen UNIVERSITY OF SIEGEN

Christoph Ihl HAMBURG UNIVERSITY OF TECHNOLOGY

We study how unsolicited user behavior, such as infringing copyrights, serves as a market signal that impacts both affected organizations and user audiences. We find that the unsolicited user behavior market signal is perceived twofold: While it increases uncertainty for organizational audiences, it decreases uncertainty for user audiences. The increase of uncertainty is fueled by loss prospects particularly pronounced for products that are financially successful and critically acclaimed. The decrease of uncertainty is founded on quality endorsement and promotional effects particularly prominent for products that receive unsolicited behavior from central, prominent users. Our empirical field is the International Anime TV series market from which we analyze 1,290 series consisting of 35,627 episodes that aired between 2002 and 2011. We assess more than 32,000 copyright infringement incidents by more than 3,000 groups of so-called Fansubbers from the U.S. that record series from Japanese TV, modify, and distribute those recordings online both prior and in parallel to U.S. commercial availability. We find that the more copyright infringements a series

receives the longer organizations pounder to make them available by licensing and exporting them. However, after licensing and export, those infringed series attract more users and thus sell significantly better on Amazon.com.

Digital platforms (15:40 - 17:10) - ISCTE - Building II/Room B2.02 ([Top](#))

Track: ST13_03 - CENA - Coopetition, Ecosystems, Networks and Alliances

Chair(s): Malin Näsholm

Discussant(s): Herve Chappert

Paper Presentations:

781 THE DOMINANT INFLUENTIAL FACTORS OF BOUNDARY EXPANSION OF DIGITAL BUSINESSES IN CHINA: A DISCUSSION BASED ON THE INTERNET TRAFFIC

Meiying Chen TSINGHUA UNIVERSITY
Yong Wang TSINGHUA UNIVERSITY
Chongsheng Yang TSINGHUA UNIVERSITY

This paper explores the dominant influential factors of boundary expansion in digital businesses in China via observing the expansion patterns of Tencent. We find digital firms expand their boundaries because of low transaction cost and the need for capability enhancement, the Internet Traffic in particular. However, the Internet Traffic and capital alone struggle to maintain a sustainable competitive edge, this is primary reason for fierce competencies between digital firms. Firm should consider political, social and technological changes for the boundary expansion decisions. It is also crucial to embrace businesses into the firm boundary, while eliminating cultural conflicts between the core company and the businesses. Our theorising contributes to firm boundary theory by identifying the distinct capability of the digital businesses and examining the transaction cost theory and capabilities approach. We provide the practical implications for digital firms making boundary decisions that rather than taking advantages of the Internet Traffic and only considering revenues, they should achieve technological innovation and identifying a new market.

1896 WAITING TIME IN PLATFORM MARKETS

M.Mahdi Tavalaei UNIVERSITY OF SURREY
Juan Santalo IE BUSINESS SCHOOL

We define platform waiting time as the time users spend dealing with/within the platform. Even if users on one side dislike waiting time, platforms have an incentive not to minimize it to get extra revenues from users on the other side who benefit from more exposure. We call the former as deferred and the latter as exposed side. As a result of power-dependence dynamics, we argue higher concentration of users on the exposed (deferred) side causes more (less) waiting time for deferred users. Yet, in accord with dependence-balance mechanism, if the former is relatively more

concentrated than the latter the effect would be reversed. We test our hypotheses in the U.S. airport industry and find supportive results.

Digital Strategy and Innovation (15:40 - 17:10) - ISCTE - Building II/Room B2.01 ([Top](#))

Track: T13_09 - Digital Strategy and Industry 4.0

Chair(s): Eleonora Di Maria

Discussant(s): Maria Molodchik, Hafiz Naeem, Pedro Cuadros-Solas

Paper Presentations:

879 THE WEB-STRATEGIES OF GLOBAL COMPANIES: AUTHORITY VS. VISIBILITY

Maria Molodchik NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

Petr Parshakov NRU HSE

Sofia Paklina NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

Jeff Downing NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

The study examines similar patterns of global companies' behavior concerning their strategic use of Internet. In particular, the visibility and authority of companies' websites are the focus of this paper. The study proposes nine website metrics that reflect how visible a company is and the strength of this visibility in a digital environment. Density based special clustering was applied in order to analyze companies' web strategy. The empirical part of the study is based on a database of the most successful global companies according to the Forbes Global 2000 ranking in 2017. The study reveals no differentiation in company behavior with regard to web visibility. At the same time two clusters were found by analyzing web authority. More authoritative companies have higher market value, while less authoritative companies are better off in terms of financial returns. The first group of companies are on average older and bigger in comparison with the second group. But companies' industry and country does not matter for cluster division. The study contributes to internet research by proposing a new perspective of companies' online behavior, in particular, website authority. Furthermore, the study provides convincing evidence that website authority is the criterion for the strategic differentiation of companies, regardless of their country and industry.

968 HOW DO BANK CUSTOMERS GO DIGITAL? A MACHINE LEARNING APPROACH

Santiago Carbo-Valverde CUNEF, BANGOR UNIVERSITY AND FUNCAS

Pedro Cuadros-Solas CUNEF

Francisco Rodriguez-Fernandez UNIVERSITY OF GRANADA

This study examines the sequence of decisions that bank customers follow to adopt digital services and diversify the use of those services. The sequential approach relies on machine learning applied to an in-depth survey on consumer preferences for financial services. The results show that the adoption of digital banking services starts with information-based services (e.g. checking account balance), and it is then followed by transactional services (e.g. online or mobile money transfer). However, the diversification of the use of online channels is mainly explained by the consciousness about the range services available and the perception that they are safe. The findings also reveal that bank customers adopt non-bank payment services only once they are frequent and diversified digital bank customers. This suggests a certain degree of complementary between bank and non-bank digital channels. The machine learning technique based on random forests models is shown to outperform the forecasting accuracy of parametric econometric models.

1844 CUSTOMER PARTICIPATION IN NEW PRODUCT DEVELOPMENT: AN INDUSTRY 4.0 PERSPECTIVE

Hafiz Naeem UNIVERSITY OF PADOVA, ITALY

Eleonora Di Maria UNIVERSITY OF PADOVA

Manifested in the intensive use of modern technologies, Industry 4.0 is being hailed as a new industrial revolution. The technologies of Industry 4.0 are interactive in nature and are expected to facilitate the profitable production of individually customized products. But the literature lacks the empirical studies analyzing their impact on customer participation (CP) in new product development (NPD). By using the data of 123 'Made in Italy' firms which are using these technologies and belong to 9 industries (automotive, rubber, electronics, jewelry, eyewear, clothing, sportswear, leather, textile), this study explores firms' perspective of the use of Industry 4.0 technologies in allowing CP in NPD stage; product design and production process. Results confirm that among the adopters of Industry 4.0 technologies, firms which embrace more technologies allow more CP in the design and production process of products compared to the ones using only one or fewer technologies. The results show differences across industries e.g., the firms using these technologies in sportswear industry allow more CP than others. Individual technology analysis also shows industry specific and technology specific effects on product design and production process. Use of augmented reality shows strong positive impact on CP in both design and production. Additive manufacturing has a positive impact on CP in design while Big Bata has a negative impact on CP in production process.

Diversity for Creativity (15:40 - 17:10) - ISCTE - Building II/Room C6.01 ([Top](#))

Track: ST06_08 - Organising creativity for innovation: Multidisciplinary perspectives, theories, and practices

Chair(s): Päivi Aaltonen

Discussant(s): Päivi Aaltonen

Paper Presentations:

1954 FEMALE DO NOT NEED THE GROUP TO BE CREATIVE: GENDER, PERSONALITY AND TEAM MEMBER EXCHANGE FOR CREATIVITY

ana Pérez-Luño PABLO DE OLAVIDE UNIVERSITY

Rocio Aguilar PABLO DE OLAVIDE UNIVERSITY

Maria F. Muñoz-Doyague UNIVERSIDAD DE LEÓN

This paper examined the sources of individual differences in creativity. It analyzes the relationship between individuals' creativity and their personality traits, team-member exchange (TMX) and /or gender. These relationships are explored using a unique sample of 639 individuals (51.96% of them female) between the ages of 17 and 50. Our results show that both four of the five-factor dimensions of personality (extraversion, agreeableness, conscientiousness and openness to experience) and TMX positively influence creativity. They also explain that: 1) TMX reinforces the influence of extraversion on creativity; 2) High extravert women are more creative than high extravert men; 3) While emotional stability in women doesn't have a high impact on creativity, being very emotional stable has an important impact on creativity for men. Finally, there are interesting differences in how women and men take advantages of the openness to experience dimension when taking TMX into account.

790 THE POTENCY OF MANAGERIAL WORK REDESIGN FOR RAISING CREATIVE PERFORMANCE: A STUDENT SAMPLE EXPERIMENT

Nina Pološki Vokić UNIVERSITY OF ZAGREB, FACULTY OF ECONOMICS AND BUSINESS

The paper explores the potency of managerial work redesign for raising employees' creative performance within the context of defined job. It investigates, based on the job crafting theory that postulates changing task, relational and cognitive task boundaries as types of job redesign which enable the local adaptation of jobs, the implications of the process by which a manager alters tasks, relationships and the meaning of work during the work process, in order to raise employee creativity. Grounded in the interactionist approach, the joint effect of three job redesign types is considered, as they typically occur simultaneously in contemporary organizations. The hypotheses were tested through a laboratory experiment conducted in four phases on a sample of 88 graduate students with a management major, and creative results were quantified using three creativity indicators: number of ideas, number of novel ideas, and novelty ratio. Managerial work redesign was found to contribute significantly to each of the explored creativity outcomes either as a mediator or having a direct effect.

DIVERSITY IMPACTING BOARDS AND ORGANIZATIONS (15:40 - 17:10) - ISCTE - Building I/Room 1E02 ([Top](#))

Track: ST02_03 - Corporate Governance and Diversity

Paper Presentations:

133 DIRECTING EXECUTIVES TOWARDS THE DOOR: WHAT DRIVES CEO TENURE? THE SWEDISH CASE 1994-2014

Erik Schultz LUND UNIVERSITY
Martin Blom LUND UNIVERSITY
Matts Kärreman LUND UNIVERSITY

CEOs are regarded as pivotal for company success and there are plenty of studies in a multitude of areas on how CEOs impact company performance. One area that has been in the spotlight for a long time is how CEO tenure affects company performance, including the antecedents as well as the consequences of both tenure and turnover of the CEO. The contextual situation for CEOs differs significantly between different national corporate governance systems. In this paper we investigate the Swedish CEO tenures from 1994-2014 and utilize unique data to identify microlevel drivers behind the decision to replace the CEO.

1529 DIVERSE THINKING IN NEW ZEALAND BOARDROOMS: LOOKING THROUGH ROSE-COLOURED GLASSES

Mai Chen CHEN PALMER PUBLIC AND EMPLOYMENT LAW SPECIALISTS
Ljiljana Erakovic THE UNIVERSITY OF AUCKLAND BUSINESS SCHOOL

In this study we explore what diverse thinking is and what are the dimensions and predictors of, and barriers to, diverse thinking in the boardroom. Through a qualitative, content analysis of interview transcripts of more than 50 New Zealand directors who participated in the *Diverse Thinking Capability Audit* conducted in 2018, we identified the major conditions and elements of diverse thinking boards. Our study suggests that the role of the chair is vital in determining the culture of the boardroom in which diverse thinking either thrives or not. Diverse thinking is also needed from all directors and not just those of a particular gender or ethnicity. Thus, chair leadership and inclusive board culture are the major conditions. Important elements of diverse thinking (and effective) boards are determined by the nature of board tasks, robust board processes and 'the right' composition. The findings are discussed in light of stakeholder theory and human capital theory. The study demonstrates the prevalence of deep-level over surface-level dimensions of diversity as predictors of diverse thinking capability of the board.

490 THE DARK SIDE AND BRIGHT SIDE OF POLITICAL CONNECTEDNESS: EVIDENCE FROM CORRUPT FIRMS

Tak Yan Leung OPEN UNIVERSITY OF HONG KONG
Piyush Sharma CURTIN UNIVERSITY

Corruption is a pervasive, destructive, and persistent problem in corporate world. The 2018 Report to the Nations on Occupational Fraud and Abuse finds the loss caused by fraud was more than US\$7.1 billion. Although there is no magic and instant recipe in dealing with corruption, there has been a global call for developing solutions to fight the corruption problem. In the past decade, maintaining good corporate governance is one of the recommended answers to address the corruption problem by reforming the

business climate to be more transparent and providing more investor protection. This study examines the drivers of corruption from the legal, political, and cultural perspectives as well as the effectiveness of several governance mechanisms in combating corruption. In particular, we focus on the impacts of political connectedness as the cause and solution of the corruption problem. This research highlights the growing trend of appointing politically-connected directors as corporate political strategy. The resource dependence theory suggests the importance of board political capital as it provides the connected firms with preferential access to different benefits. We formulate theory on both the dark side and bright side of political connectedness that have distinct impacts on the incidence of regulatory enforcements. First, we hypothesize the politically-connected firms are more likely to face regulatory sanctions than their unconnected peers. Next, we posit the politician-directors can use their central political connectedness to buffer the disciplinary pressure from the regulatory body. Third, based on the propositions of ethicality, risk aversion, and diversity, we advance the view that female politician-directors are effective monitors for preventing their connected firms from committing corruption. Finally, we argue that the formal system of government supervision and the informal institutional arrangement of subnational culture can also be governance measures to fight corruption problem. Using 762 pairs of corrupt and non-corrupt Chinese firms over 2010-2013, we find empirical support for our arguments. The prevalence of corrupt privately-owned enterprises provides evidence supporting the view for the corruption of the rich (power-money deals). This study sheds light on how the strength of the political ties and gender matter in board political capital. Our finding that the monitoring carried out by female politician-directors constitutes an effective board governance mechanism provides practical implications for board gender diversity policy and corporate political strategy. In addition, government supervision and subnational culture of socialism and Confucianism are, to some extent, effective governance mechanisms for determining the likelihood of corrupt activity.

Employee Attraction and Retention (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.25
([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): carlos botelho

Paper Presentations:

770 POTENTIAL APPLICANT REACTIONS TO TECHNOLOGY IN THE SELECTION PROCESS: THE MODERATING ROLE OF PERSONALITY
Agata Mirowska RENNES SCHOOL OF BUSINESS

Given the increased use of technology in the selection process (Stone, Deadrick, Lukaszewski, & Johnson, 2015), researchers have turned to studying applicant reactions to such technology. However, past research has ignored the importance of the decision to apply for a job, which dictates whether a candidate is included in a

company's applicant pool. Using an experimental design, the current study looks at how application decisions are affected by inclusion of information pertaining to the use of asynchronous video interviews (AVI's) and/or AI-assisted screening in a job advertisement. Additionally, neuroticism, conscientiousness, and openness to experience are considered as potential moderators. Overall, the results point towards comfort with new technology (asynchronous video interviews) in the selection process on the part of potential job applicants, however a preference exists for human evaluation even if not direction human interaction. The results show that candidates in general appear to be comfortable with the use of AVI's in the interview process, and this effect is strengthened by higher scores on neuroticism and conscientiousness; however, participants showed a preference for human (rather than AI-assisted) evaluation of their interview performance. Implications and future research directions are discussed.

**1162 EXPLORATION OF THE EMPLOYER BRAND AMBASSADORSHIP
THROUGH SOCIAL NETWORK SITES: THE CASE OF MOROCCAN CALL
CENTERS EMPLOYEES**

Zakaria LISSANEDDINE CADI AYYAD UNIVERSITY - MARRAKESH
Farid Chaouki CADI AYYAD UNIVERSITY - MARRAKECH
Florence Rodhain MONTPELLIER UNIVERSITY

The digital era offers companies multiple opportunities for competitiveness, particularly in terms of employer brand. This study aims to better understand the employees' mobilization in promoting their employer brand on social network sites. Thus, we first conducted a literature review in order to draw the most relevant conclusions from the literature. Then, a survey was accomplished among 168 employees from four call centers in Morocco. This research has treated a phenomena rarely studied empirically and its findings would be relevant to the management of the employer brand. The main findings of the study have demonstrated the crucial aspect of the social network's use in the promotion of the employer brand. The most consulted sources of information by job seekers during the application process would be social network sites and the opinion of the employees of the concerned organization. Employers should be aware of the electronic word of mouth of their employees by mobilizing them in an ambassadorship strategy.

724 FRAMEWORKS OF POWER AND THE EX-DESIGN TRIANGLE

Jasmin Mahadevan PFORZHEIM UNIVERSITY
Anja Schmitz PFORZHEIM UNIVERSITY

Purpose: This paper examines the power implications of a recent trend in HRM practice, namely the turn towards "employee experience (EX)-Design.

Design/methodology/approach: To investigate the interrelations between HR agents, the organization and the employee we understand them as "EX-Design triangle". We employ critical discourse analysis (CDA) and understand power as frameworks of power (Clegg, 1989), involving intersecting circuits of power such as discourse,

structure, rules of practice and agency. These are switched on and off via obligatory passage points.

Findings: EX-Design is based on the assumption that employee experience – like customer experience – can be “co-constructed” or “designed” by HR agents and aligned with organizational interests. However, it is only when understanding power as involving all circuits of power, that HR theory and practice can gain insights into the power-implications of EX-Design or HRM as a shared function in general.

Research implications: HRM research needs to acknowledge power holistically and as interrelated circuits of power to understand the power relations of HRM as a shared function

Practical implications: For successful EX-Design in practice, HR actors need to manage the passage points across all circuits of power.

Originality/value: Our contribution lies firstly in providing a first power-sensitive academic analysis of the EX-Design trend in practice, and secondly in suggesting a way of how to investigate power as related to HRM as a shared function holistically, namely as the interrelations between discourse, structure, rules of practice and agency.

Employee Well-being II (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.23 ([Top](#))

Track: ST09_01 - Human Resource Management

Chair(s): Pilar Mosquera

Paper Presentations:

221 IS ACADEMIC HEALTH AND WELLBEING A DRIVER OF WORK PROFILE SYSTEM DEVELOPMENT?

Fiona Archontoulis GRIFFITH UNIVERSITY, BRISBANE AUSTRALIA
Keith Townsend GRIFFITH UNIVERSITY
Rebecca Loudoun GRIFFITH UNIVERSITY

This paper aims to explain the rationale of a senior management group for introducing academic work profiles as a way of improving how academic work was allocated and managed at a large Australian university (*The University*). The paper also explains how the introduction of work profiles coincided with external drivers including policy and legislation changes brought about by the Australian government in expectations and understanding of industrial relations and workplace health and safety (WH&S). Exploration of these issues are important as it provides an understanding of the context in which work profiles were introduced and the associated constraints and opportunities facing employers and employees in terms of workplace arrangements and how they are negotiated. Despite these important factors, scholarly discourse is limited from the perspective of management groups within the context of higher

education who are responsible for implementing human resource practices that can impact the health and wellbeing of academic employees. The evidence presented here goes some way to addressing this limited insight.

736 **EMPLOYEE PERCEPTIONS OF WELL-BEING ORIENTED MANAGEMENT (WOM) AND UNIT-LEVEL AMBIDEXTERITY: A NEW FRAMEWORK FROM AN EMERGENCE-BASED PERSPECTIVE**

Andres Salas-Vallina UNIVERSITAT DE VALÈNCIA

Manoli Pozo-Hidalgo UNIVERSITAT DE VALENCIA

Rafael Fernández-Guerrero UNIVERSITAT DE VALENCIA

Research is starting to explore the role of human resource management (HRM) in fostering ambidexterity, but empirical evidence is scarce and theory is fragmented. This is partly because extant literature adopts a single level of analysis, rather than focusing on multilevel perspectives that ambidexterity requires. Building on the human capital emergence perspective and the job demands-resources model, we shed light on the issue of whether, and how, individual perceptions of HRM might influence employees' unit level-ambidexterity. A threefold objective research is carried out: to examine the effect of well-being oriented management (WOM) individual perceptions on unit-level ambidexterity, to explore the moderating role of a set of human capital enablers in the relationship between WOM and unit-level ambidexterity, and to offer a bottom-up model that advances previous theory and connects micro and macro levels of human capital.

1081 **A MODEL OF CUSTOMERS' MISBEHAVIOURS AND ITS RELATIVE OUTCOMES ON SERVICE EMPLOYEES IN THE CONTEXT OF FULL-SERVICE ETHNIC RESTAURANTS**

Nolla Haidar ROYAL HOLLOWAY, UNIVERSITY OF LONDON

FIONA MOORE LONDON UNIVERSITY / ROYAL HOLLOWAY

Louise Ashley ROYAL HOLLOWAY, UNIVERSITY OF LONDON

This study investigates the *presence* and *nature* of customer incivility towards service employees and the consequent impacts in a full-service Lebanese "ethnic" restaurant. Incivility could originate from supervisors and co-workers, as well as customers; the latter presents itself as the most endemic in various service sectors. Despite its growing importance, limited attention has been paid to the study of restaurants in which customer sovereignty is a major managerial focus while frontline service employees, face various types of customer misbehaviour. The aim of this study is to explore *what* the different types of uncivil misbehaviour are and *how* they can adversely impact the service employees. In this qualitative study, data was collected *via* semi-structured interviews. The results helped shape a new model of different customer uncivil behaviour. The collected data also revealed the consequent outcome of the uncivil behaviour on the employees' psychological well-being, job performance and job satisfaction. Practical roadmaps have been identified for the management to train the service employees on how to deal with customer-related stress.

Entrepreneurship in the Video and Film Industry (15:40 - 17:10) - ISCTE - Building II/Room C5.02 ([Top](#))

Track: GT03_00 - Entrepreneurship General Track

Chair(s): Christian Lengfeld

Paper Presentations:

884 THE ROLE OF MICROFOUNDATIONS OF ROUTINES AND CAPABILITIES IN INTERNATIONAL ENTREPRENEURSHIP: THE CASE OF VIDEO GAMES STARTUPS IN BARCELONA

Yeda Swirski de Souza UNISINOS - UNIVERSIDADE DO VALE DO RIO DOS SINOS

Antoni Olive-Tomas IQS SCHOOL OF MANAGEMENT - UNIVERSITAT RAMON LLULL

Studies on capabilities have been contributive to the development of international entrepreneurship (IE) theory. Research on microfoundations of routines and capabilities can add explanations to IE. In this paper, we collect and analyze qualitative data from video games startups based in Barcelona with the purpose of increasing the understanding about how startups with a scarcity of resources achieve to launch games with international reach and, hence, become international entrepreneurs. IE has been defined as the discovery, enactment, evaluation, and exploitation of opportunities—across national borders—to create future goods and services. This paper contributes to an analysis about how microfoundations related to individuals' behaviors and choices; organizational processes and interactions; and structure interplay and affect IE. We found that a first step to reach IE is offering an appealing game, and a second step is managing survival and growth. We show that routines and capabilities related to technical skills on game design, development, and narratives are essential to launching the game, and managerial capabilities are required for video games startups to survive after the launching of this first game. Personal choices related to education, professional career, and lifestyle are explicative of IE in video games startups. However, these personal behaviors are intertwined with other agents such as marketing and funding, institutional agents, and non-human agents. Also, there are as microfoundations processes and interactions (learning, planning, developing, networking, and collaboration), and a clear organizational structure. An outcome of this research is a model describing the relationships among constructs, a model that sheds light on how microfoundations affect IE.

475 DIGITIZED VALUE CHAINS IN THE CREATIVE INDUSTRIES: A SYSTEMATIC COMPARISON OF SWISS GAME AND FILM PRODUCTION

Diana Betzler ZHAW ZURICH UNIVERSITY OF APPLIED SCIENCES

Lara Leuschen RESEARCHER

Digitalization changes creative value chains significantly. For the film and game production, experts assume that this process comes along with an increasing convergence. This article aims to identify and discuss possible convergences along the digitized value chains of the film and game industries. Based on a structured comparative analysis of the Swiss film and game industries, we explore framework conditions and stages of value creation. Taking into account a comprehensive desk research on the impact of digitalization on the value creation in creative industries and interviews with Swiss industry experts, we found out that despite different production styles and cultures, the Swiss game and film industries show signs of convergence

like e.g. in the animation of content. However, one of the main challenges when it comes to film and game cooperations, remains to develop genuinely transmedial products and content that is specific to convergences and technologies used (e.g. Virtual Reality).

888 BOHEMIANS AS MANAGEPRENEURS? SUCCESS FACTORS FOR MANAGERIAL ENTREPRENEURSHIP IN THE CULTURAL AND CREATIVE INDUSTRIES

Christian Lengfeld 5824

Max Höllen MAINZ UNIVERSITY OF APPLIED SCIENCES

People in the cultural and creative industries attempt to integrate individual, economic and entrepreneurial logics often by exhibiting a bohemian lifestyle. To pursue their passion as a business, they have to create their own micro-firms, which are primarily “organizations of one”. By doing this, they are entrepreneurs and at the same time managers of their firms. We want to find out how success factors on individual, organizational and environmental levels affect the business success of these “managepreneurs”. Logistic regressions applied on a sample of 403 firms show that high satisfaction with the economic situation is fostered by intrinsic as well as commercial motives, but debilitated by innovativeness; this may be seen as a “satisfaction gap”. Prior experience, internationalization and a rural location show positive effects on a firm’s revenue. This shows that motivational factors are crucial for personal satisfaction, whereas business constitution and position are actually important for quantifiable business success.

Expatriate Management 7: Finale! (15:40 - 17:10) - INDEG Building/Room 1.18 ([Top](#))

Track: ST07_01 - Expatriate Management

Chair(s): Vesa Suutari

Paper Presentations:

1791 EXPERIMENTAL RESEARCH IN IHRM AND ITS CHALLENGES: REVIEW AND RECOMMENDATIONS FOR EXPATRIATION

Daniela Noethen ESADE BUSINESS SCHOOL / RAMON LLULL UNIVERSITY

Rocio Alcazar ESADE BUSINESS SCHOOL / RAMON LLULL UNIVERSITY

International human resource management (IHRM) in general, and expatriation literature by extension have been criticized for a lack of experimental research and evidence for causality (Zellmer-Bruhn, Caligiuri, & Thomas, 2016). With the goals of getting a clearer picture of the extant literature, raising awareness, and encouraging much-needed future experimental studies, we followed a two-step process, taking the subfield of expatriation as an example: First, we conducted a systematic literature review of experimental studies. The ten articles that met our search criteria showed several patterns, such as exclusively dealing with pre-departure phenomena (e.g., expatriate selection) and on-assignment issues (e.g., adjustment), and mostly sampling

individuals that interact with expatriates rather than expatriates themselves. Second, we identified four main challenges unique to conducting experimental studies in the context of expatriation – challenging data access, global sample dispersion, restricted manipulability of variables, and cultural boundedness – and provided strategies on how to overcome these challenges, based on studies included in the review as well as ideas taken from neighboring fields (e.g., cross-cultural psychology). The paper concludes with a discussion of the state of the field and the wealth of strategies uncovered to successfully conduct experimental studies on expatriation.

1014 WHY MIGRANT EMPLOYEES STAY ABROAD: A SYSTEMATIC REVIEW ON JOB EMBEDDEDNESS- BASED MODEL AND PRESENTATION OF A RESEARCH MAP

Anh Nguyen UNIVERSITY OF BAMBERG

Maike Andresen UNIVERSITY OF BAMBERG

This research aims to answer the following questions (1) to which extent that job embeddedness of working migrants is related to their retention, and (2) which migration factors are associated with the formulation and development of their job embeddedness in host contexts. The authors conducted a systematic literature review using 61 empirical studies on legal migrant workers and expatriates as primary data to answer these questions. Empirical evidence demonstrated that an extensive job embeddedness framework is needed to comprehend the connectedness of working migrants to their host contexts in terms of family- and transnational-related elements. Furthermore, a diverse set of dispositional, individual, organizational, and institutional characteristics showed to be associated with foreign employees' job embeddedness as well as their retention in host nation and company. Findings provided fruitful implications and suggested a direction for future research that takes the complexity and specifics of migrant worker population into account.

Keywords: job embeddedness, expatriates, migrant workers, retention, systematic literature review

1725 EXPATRIATE STAFFING, ORGANIZATIONAL CHARACTERISTICS AND MNC SUBSIDIARY PERFORMANCE

Monica Zaharie BABEȘ-BOLYAI UNIVERSITY

Jozsef Poor SZENT ISTAVAN UNIVERSITY

Codruta Osoian BABEȘ-BOLYAI UNIVERSITY

Patricia Ratiu BABEȘ-BOLYAI UNIVERSITY

The factors that impact the success of the MNCs subsidiaries in Central and Eastern European (CEE) countries are of great interest. This paper explores the relationship of the international staffing (expatriate and inpatriates assignments) together with a set of organizational characteristics and the performance of foreign owned subsidiaries. Building on the resource based view, by the means of a survey applied on 255 subsidiaries of MNCs in five CEE countries (Hungary, Poland, Romania, Serbia and Slovakia), the main relationships are revealed between the international assignments, strategic objectives, competitiveness factors, HR outcomes, knowledge transfer, management skills, and subsidiary performance.

THE GLOBAL MOBILITY FUNCTION: FROM TIGHTROPE WALKER PERFORMING A BALANCING ACT TOWARDS KNOWLEDGE BROKER AND LINCHPIN

Reimara Valk ACADEMIC

Efficient global expansion and growth is critical for today's enterprises and hinges on how effectively organisations can move key individuals to international locations to help manage and run organisations' geographically dispersed operations and who can work effectively across multiple geographical boundaries to support overall business goals and objectives. While global organisations are starting to recognise the value of Global Mobility in corporate growth planning, many fail to recognise the value their GM teams achieve for the business, or the challenges teams face on a daily basis.

To date, there is a dearth of academic research on the impact of these challenges on the Global Mobility (GM) function, more specifically, the transformation of the global mobility function into a strategic function.

The purpose of this paper is to provide insight into the factors that inhibit and help the Global Mobility function in its transformation from a tactical/transactional function into a strategic function.

The method of research is an exploratory, qualitative study using an interpretivist paradigm. This method is deemed appropriate, because there is a lack of deep insight into the study phenomenon, the transformation of the global mobility function.

Non-probability sampling techniques were applied, resulting in a total sample of 27 Global Mobility specialists and various of their internal and external stakeholders with whom interviews were conducted between April and September 2018.

This paper contributes to the literature in two ways:

First, by integrating Human Resource Development (HRD) and Global Mobility literature the paper explored the characteristics of the roles of the Global Mobility function and the characteristics of Global Mobility specialists revealing that the lack of liaison and engagement with key stakeholders, lack of alignment between business strategy and global mobility strategy as well as lacking capabilities to be a strategic business partner and make a sound business case inhibit GM functions to transform into strategic functions.

Second, by presenting a 'Global Mobility Specialists Competencies' model, identifying the capabilities required to fulfil a business partner role required to transform GM into a strategic function.

Implications for practice are that with the right set of competencies and capabilities GM specialists and functions will be able to transform from tightrope walkers into knowledge-brokers and linchpins, providing knowledge and developing networks and

relationships with the business to create a Global Mobility function that is agile, flexible, responsive and able to make transformation happen in ways that create sustainable value for the organisation.

Exploring entrepreneurial behavior (15:40 - 17:10) - ISCTE - Building II/Room C5.08

[\(Top\)](#)

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Massimiliano Pellegrini

Paper Presentations:

1819 TOP LEADERS' BEHAVIORAL FLEXIBILITY, ORGANIZATIONAL ADAPTABILITY AND FIRM PERFORMANCE

Alessandra Tognazzo UNIVERSITY OF PADOVA

Paolo Gubitta UNIVERSITY OF PADOVA

Building on leadership effectiveness and upper echelons research, which has thoroughly documented top leaders' influence on firm-level outcomes but has largely ignored the interface between top leaders and organizational-level variables, our conceptual model positions the coupling of top leaders' flexibility in terms of behavioral competencies and organizational adaptability as necessary for strong firm performance. Our study's central question is not whether top leaders play a role but how they do so. Our findings from a multi-source and multi-method study of top leaders of family Italian companies suggest that top leaders' behavioral competencies and organizational adaptability play a role in directly shaping firm results only when these two elements are considered together. Their combination effect, rather than their mediating effect, is what affects firms' results. We discuss important practical implications for management scholars: we explain why researchers should consider suppression in regressions as an alternative to mediation/moderation and why they are not completely unrelated.

574 ENTREPRENEURIAL ORIENTATION-INDUCING FACTORS: A THEORETICAL-EMPIRICAL STUDY

Victor Corrêa UNIVERSIDADE PAULISTA

Arnaldo Ryngelblum UNIVERSIDADE PAULISTA

The literature on entrepreneurial orientation (EO) indicates that the entrepreneurial attributes of innovativeness, proactiveness, competitive aggressiveness, risk taking, and autonomy, are primarily used for discovering opportunities. However, this assumption may not explain everything. This paper aims to contribute to the literature by investigating the possible associations between EO and entrepreneurial motivations, which have yet to be explored by researchers in this field. This study was conducted through a particular kind of entrepreneurship empirical study, which is associated with religion and is not yet fully explored in the Brazilian context. The

paper concludes by proposing new theoretical interpretations derived from combining findings found in the literature.

1908 THE ROLE OF ENTREPRENEURIAL ATTITUDES AND BEHAVIORS IN SMART MANUFACTURING

Mohammad Fakhar Manesh UNIVERSITY OF ROME "TOR VERGATA"
Massimiliano Pellegrini UNIVERSITY OF ROME "TOR VERGATA"
Salime Mehtap AMERICAN UNIVERSITY OF KUWAIT

The fourth industrial revolution has brought into the competitive arena many challenges. This new era of digitalization and machine-machines interaction with big flows of data has been mainly analysed from a technical and functional perspective. Nevertheless, this changes will heavily impact also on the human capital that works in the industrial and manufacturing sector especially, where the smart manufacturing approach is always more present. For this reason, this paper tries to address the main challenges that will be soon faced by this type of workers that need to become knowledge (or knowledge-based) workers. We have built a theoretical model that may help micro-mechanisms through which knowledge workers with higher entrepreneurial attitudes and behaviours may perform better and thus they will be actively sought by organizations in the future. We infer that this attitudes and behaviours will directly benefit the individual performance in terms of higher knowledge creation. In addition, using the knowledge-based view theory, we explain how this increased performance may also improve organizational processes specifically the general knowledge acquisition of the firm.

Exploring entrepreneurship in a cultural perspective (15:40 - 17:10) - ISCTE - Building II/Room C5.09 ([Top](#))

Track: ST03_03 - Entrepreneurial Decision Making and Behaviour

Chair(s): Beata Glinka

Paper Presentations:

1872 DO CULTURAL VALUES AFFECT ENTREPRENEURIAL ORIENTATION? A LITERATURE REVIEW BASED ON THE INTEGRATIVE PROPOSITIONAL ANALYSIS

Bice Bella Piana UNIVERSITÀ SALERNO
Chiara Cannavale DISAQ - UNIVERSITÀ DEGLI STUDI DI NAPOLI
"PARTHENOPE"
Steven Wallis CAPELLA UNIVERSITY, HAROLD ABEL SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES

The general purpose of this paper is to investigate the effect of countries' culture on entrepreneurship. Entrepreneurship is a complex phenomenon, and scholars focus on different variables to study the different level of entrepreneurship across countries as well as the factors which facilitate or inhibits entrepreneurship. Because of the variety

in the approaches, variables and contents of the analysis, the results scholars get are often contrasting. The specific purpose of this paper is to systematize/organize the contributions given to the topic and highlight the main results of the cross-cultural entrepreneurship stream. To this end, the paper relies on a systematic literature review based on an innovative method – the Integrative Propositional Analysis - to synthesize and to interpret the main results scholars. A map reporting the connections between concepts helped us to understand how the cross-cultural entrepreneurship stream could be sustained and advanced in the future.

948 IMITATION IN ENTREPRENEURSHIP OF IMMIGRANTS: CONTEXTUAL FACTORS

Beata Glinka UNIVERSITY OF WARSAW, FACULTY OF MANAGEMENT
Przemysław Hensel UNIVERSITY OF WARSAW, FACULTY OF MANAGEMENT

Increased attention to the context of entrepreneurship has been a hallmark of the current research on entrepreneurship. In this paper we attempt to advance the research on immigrant entrepreneurship by studying the entrepreneurship-imitation-context nexus. We show how factors such as culture, institutions, public policy or educational systems, together with economic factors can shape the mimetic behaviours of immigrant entrepreneurs.

Empirically, we draw on our interviews with immigrant entrepreneurs from Vietnam, China, South Korea, India, Philippines, and Poland operating in the US, Poland, Belgium and the Netherlands. The influence of these elements on the form and scale of entrepreneurial activities (including imitation decisions) in different countries and regions are also subject to investigation.

1254 THE ENTREPRENEURIAL OPPORTUNITY OF THE SECOND-GENERATION ETHNIC ENTREPRENEURS: THE CASE OF VIETNAMESE IMMIGRANTS IN GERMANY

Cat-My Dang UNIVERSITY OF BREMEN

This paper investigates the entrepreneurial opportunity of second-generation ethnic entrepreneurs. The impacts of ethnic identity and networks on entrepreneurial behavior of second-generation immigrants are emphasized in different stages of the opportunity recognition process. We apply qualitative research to study the specific example of the Vietnamese communities in Germany to demonstrate possible influences and explain how entrepreneurial opportunities are explored and exploited. We find that second-generation ethnic entrepreneurs are very diverse in term of recognizing the opportunities. While the strong ethnic identity group focuses on ethnic resources to capture entrepreneurial opportunities, second-generation ethnic entrepreneurs who embedded strongly to mainstream community establish their businesses based on local resources. All in all, second-generation ethnic entrepreneurs are well-prepared to be self-employed in the country, and they are aware of their unique opportunities on the market.

Track: ST03_04 - Entrepreneurial Finance

Chair(s): Ines Alegre

Paper Presentations:

1359 HOW TO CONCEPTUALIZE A LOCAL TRUST BUSINESS IN A GLOBALIZED, DIGITIZED WORLD? A STUDY ON REGIONAL BANKS AND THE SME-REGIONAL BANK RELATIONSHIP

Birgit Leick UNIVERSITY COLLEGE OSTFOLD

Access to credit provision is central to the investment decisions of SMEs. Often SMEs hold long-term relationships to banks. In countries such as Germany, small, regional banks are key financial partners of SMEs, and their relationship has proved persistent in the recent past despite rising pressures due to fiercer competition, regulatory requirements and digitization. In the academic literature, the SME-regional bank relationship has remained under-conceptualised, notably with regard to its territorial organization. In the light of this gap in the existing literature, the present article presents a conceptual analysis of the SME-regional bank relationship. Using a qualitative study of German regional banks, the article emphasizes three key elements determining this relationship: (i) relationship banking; (ii) spatial and a-spatial proximities acting in this relationship; and (iii) corporate regional engagement on the part of the regional bank to promote economic development in the regional economy. The paper finds that the SME-regional bank relationship represents a proximity-based collaborative relationship between regional bank and SMEs that is embedded in a strategy of corporate engagement to sustain a long-term competitive advantage in the regional economy despite an increasingly globalized, highly competitive and dynamically changing financial market.

1629 THE EFFECT OF ENTREPRENEURIAL ORIENTATION ON FAMILY SMES' PERFORMANCE: THE MODERATING ROLE OF LEVERAGE AND OWNERSHIP.

josanco floreani UNIVERSITY OF UDINE

Michela Mason UNIVERSITY OF UDINE

Mario Minoja UNIVERSITY OF UDINE

Drawing on the vast literature on the Entrepreneurial Orientation (EO)-performance relationships, this paper adopts a configurational approach to test the joint moderating effect of ownership and leverage on both the EO-profitability and EO-growth relationships. Based on a sample of 330 Italian and Austrian family-owned SMEs, we find that the combination of low leverage and low ownership (i.e., a lower share of capital owned by the owner family) is that which maximizes the positive impact of EO on both profitability and growth, whereas high ownership and low leverage have a joint negative effect on both relationships. We discuss these results in the light of the joint consideration of financial constraints, agency theory and signalling theory in the context of family firms.

1763 THE EFFECT OF VENTURE CAPITAL SYNDICATION ON THE PERFORMANCE OF CHINESE IPOs

Yanqiu Song CUFU

Ting Gao ASSISTANT PROFESSOR

Yujie Zhang

This study examines the roles of venture capital (VC) syndication on entrepreneurial firms during and after initial public offerings (IPO). The value-added hypothesis suggests that venture capital syndicates with various skills, resources, and networks could provide more value for their investees than an individual venture capital firm does. With a sample of 471 firms that went public from 2006 to 2012 in China, we find that entrepreneurial firms backed by venture capital syndication outperformed those backed by individual venture capital firms during IPO. However, the former exhibit worse post-IPO market performance than the latter. Results suggest that venture capital syndication in China serves well in facilitating and certifying the IPO process but provides limited long-term value to their portfolio companies. In addition, conflicts of interests and management complexities related with venture capital syndicates could be detrimental to young IPOs. Our results are robust to a variety of alternative performance measures, subsamples, and control of the endogeneity problem of venture capital syndication. The results expand the venture capital syndication research and offer managerial implication for both venture capitalists and entrepreneurial firms.

Governance & Renewal (15:40 - 17:10) - ISCTE - Building II/Room C2.01 ([Top](#))

Track: ST13_05 - Microfoundations of Strategy: Dynamic Capabilities and Knowledge Mechanisms

Chair(s): Rob Jansen

Paper Presentations:

145 GEOGRAPHIC DIVERSITY OF R&D AND INNOVATION PERFORMANCE: THE ROLE OF TOP MANAGEMENT TEAM INTERNATIONAL DIVERSITY

Boris Lokshin MAASTRICHT UNIVERSITY

We investigate whether and how international diversity in Top Management Teams (TMTs) contributes to the design ('strategy formulation') and effectiveness ('strategy implementation') of geographically dispersed R&D strategies that enhance innovation performance. We suggest that both nationality diversity and international work experience diversity make TMTs foster geographic diversity in R&D, but that international work experience is most salient in enhancing the effectiveness of a geographically diversified R&D strategy - when there is alignment between the countries of work experience of TMT members and firms' R&D locations. Employing a panel of 165 leading MNCs, we find qualified support for these notions.

33 THE EFFECT OF OWNERSHIP STRUCTURES ON THE CHANGE IN MARKET VALUATION OF SPUN-OFF SUBSIDIARIES: DO MANAGERIAL AND INSTITUTIONAL OWNERSHIPS REALLY MATTER?

O. Volkan Ozbek TRINITY UNIVERSITY

While the extensive corporate governance literature argues that different ownership structures have diverse implications on the choice of firm strategies and associated performance, how managerial and institutional ownerships may impact the change in market valuation of spun-off subsidiaries has not been explored. In this study, I argue that both ownership structures can have either negative or positive effects on this change in market valuation, which is measured by the change in market value of equity (MVE) within first two years following the corporate separation. My results indicate that the managerial ownership has a statistically significant, negative effect on the change in market valuation of the child firm whereas the institutional ownership shows no significant effect. A supplemental analysis also reveals that the environmental munificence significantly and negatively moderates the relationship between managerial ownership and the change in market valuation of spun-off subsidiaries.

Governance and accountability in public and nonprofit (15:40 - 17:10) - ISCTE - Building II/Room C4.06 ([Top](#))

Track: ST11_01 - Accounting, Accountability and Sustainability in Public and Nonprofit

Chair(s): Melanie Lubinger

Paper Presentations:

1175 LABOR OF LOVE OR JUST PLAIN LABOR? A THEORETICAL MODEL OF WOMEN WORKING IN THIRD SECTOR ORGANIZATIONS

Rikki Abzug RAMAPO COLLEGE

What kind of work is paid nonprofit work? What kind of wage labor is involved in the output of a great portion of the third sector? How can we characterize the “donated” labor of those (predominantly women) who receive paychecks from charities, social service organizations, nonprofit educational institutions, religious bodies, the arts and culture, etc.? In an attempt to answer these questions, this paper centers women’s paid work in nonprofit organizations in a theoretical model that posits the conditions under which nonprofit work is a force for individual development versus a force of individual exploitation.

1801 EFFECTS OF SELF-REGULATION ON THE ACCOUNTABILITY OF STATE-OWNED ENTERPRISES IN INTERACTION WITH LAW, SELF-REGULATION QUALITY AND DIRECTORS’ PROFESSION

Ulf Papenfuss ZEPPELIN UNIVERSITY - CHAIR OF PUBLIC MANAGEMENT & PUBLIC POLICY

Christian Schmidt ZEPPELIN UNIVERSITY FRIEDRICHSHAFEN - CHAIR OF PUBLIC MANAGEMENT & PUBLIC POLICY

In the international governance debates the effects of corporate governance codes as self-regulation instruments are a strongly discussed issue. For state-owned enterprises (SOEs) there are nearly no empirical studies, although insights for the effects of self-regulations are of special importance regarding serious governance challenges. Based on agency theory this article examines whether the recommendations in Public Corporate Governance Codes (PCGC) for the disclosure of executive director pay (EDP) affect accountability in SOEs. EDP is regarded as a key issue for accountability in the international debate in this field. This study uses unique, hand-collected panel data of 296 German SOEs for the years 2014-2016, including 1.661 executive director observations. As a conceptual contribution the paper develops a quality index for measuring the quality of PCGC and shows the effects of quality differences. The findings show that PCGC have a binding effect in this crucial area and frequently lead to a significant increase of EDP. However, the quality of the PCGC-formulation significantly influences the effect size. Moreover, the results indicate that a complementary and synergetic adoption of selfregulation in addition to a law enhances the consciousness and behavior for EDP. Furthermore, the ratio of civil servants of the public administration in the group of directors moderates significantly positive the effect of self-regulation; the ratio of politicians is no significant moderator. The study provides new empirical insights for scholars, policy makers and practitioners in the prevailing governance debate and methodical perspectives for future research in this field.

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PUBLIC POLICY, POLICY-MAKING AND SOCIAL

ENTREPRENEURSHIP: THE CASE OF PORTUGAL AND THE UK

Isabel Santos CATÓLICA LISBON SCHOOL OF BUSINESS & ECONOMICS

Marta Bicho ISCTE-IUL, IPAM LISBOA, CATÓLICA LISBON SCHOOL OF BUSINESS & ECONOMICS

This study aims to explain how governments engage in policy-making and construct public policy for social entrepreneurship, based on the experiences of two countries, Portugal, and the UK. Also, it explains how different policy scopes influence the country's policy. Social entrepreneurship is increasingly drawing attention from researchers, communities, and policy-makers. Government's support has been key for developing social entrepreneurship in Portugal and UK, which actively implement policy and institutional frameworks regarding this phenomenon. However, research

has yet to explain how they engage in public policy and policy-making for social entrepreneurship. We've collected and analysed more than 200 policy documents from Portugal and the UK, in order to build a conceptual framework, as well as gather data to determine the policy scope. The findings suggest that public policy and policy-making for social entrepreneurship comprise four dimensions: policy-making, government action, social entrepreneurship legitimacy and social entrepreneurship sustainability. Both countries present different levels of policy development, with the UK on a mature stage, and Portugal on a growing path. Findings also suggested the UK focuses on primary public policy and Portugal on secondary public policy for social entrepreneurship. This study contributes to theory and practice since to the best of our knowledge it establishes for the first time a comprehensive conceptual framework explaining how public policy and policy-making are done at the national level. The conceptual framework also contributes for social entrepreneurs to better understand the process.

Governance quality & New expectations (15:40 - 17:10) - ISCTE - Building I/ Auditório ONE02-Caiano Pereira ([Top](#))

Track: ST01_01/ST02_01 - Innovations in corporate governance: law, management and society (co-sponsored by Business for Society SIG-01 and Corporate Governance SIG-02)

Chair(s): Kevin Levillain

Paper Presentations:

1143 EXIT V. VOICE IN THE GOVERNANCE OF THE FIRM

Ian Maitland UNIVERSITY OF MINNESOTA

The starting point for my paper is Robert Dahl's classic statement of the case for corporate democracy: "If democracy is justified in governing the state, then it must also be justified in governing economic enterprises." I offer a defense of the corporation's democratic credentials. Even if the corporation does not have all the formal trappings of universal suffrage, it is nevertheless finely attuned to the wishes of its constituencies. However, that responsiveness is not the result of rights to participate in the corporation's decision making ("voice") but rather by the constituencies' potential threat to take their business or their labor elsewhere. Formally disenfranchised constituencies in the corporation, like employees, exert crucial control over the corporation's decision making by means of what Albert Hirschman has called exit.

KEYWORDS: Theory of the Corporation, Corporate governance, Democracy, Law

1192 CORPORATE RESPONSIBILITY AND FINANCIALISATION IN THE INTERNATIONAL BANKING SECTOR: THE LIMITS OF CURRENT GOVERNANCE SYSTEMS

Alice Klettner UNIVERSITY OF TECHNOLOGY SYDNEY

Thomas Clarke UNIVERSITY OF TECHNOLOGY SYDNEY

Martijn Boersma UNIVERSITY OF TECHNOLOGY SYDNEY

Modern corporations find their performance is measured through constant financial analysis as well as expectations around social and environmental impact. On the one hand they face minute by minute share price monitoring and on the other they are grappling with issues such as modern slavery and climate change. Corporate governance models are struggling to integrate and deal with these parallel and sometimes conflicting expectations. This paper presents an analysis of the corporate responsibility of a sample of international banks based on their public reporting. It concludes that although there is increasing commitment to, and transparency around, environmental and social initiatives there is a lack of evidence of convincing changes to underlying business models. Fundamental changes to governance structures are required yet these are difficult to implement within the current financial system. The unique position of international banks as both participants in, and creators of, financial markets gives them the power to foster more sustainable investment practice. Against a background of ongoing scandals worldwide we have an opportunity to rethink the purpose of banks and entrench a stronger sense of social responsibility in their governance frameworks.

1948 GOVERNANCE AND GOVERNMENT DEBT

Maria Guedes ISEG- UNIVERSITY OF LISBON

João Imaginário ISEG- UNIVERISTY OF LISBON

This study examines the relationship between Worldwide Governance Indicators and Government Debt in 164 countries for the period between 2002 and 2015. For this purpose, fixed effects (FE) and generalized method of moments (GMM) models are estimated. The results suggest that governance quality is negatively and statistically related with government debt. For Low Income countries was found evidence that better governance environment is associated with lower public debt levels.

High and Low Tech Innovations and IP (15:40 - 17:10) - ISCTE - Building II/Room C6.10
([Top](#))

Track: ST06_10 - Sustainability, Circular and Green Tech Innovation

Chair(s): Maryse Chappin, Julia Schmitt

Paper Presentations:

1933 ANALYSIS OF THE IMPACT OF THE PARIS AGREEMENT ON R&D EXPENDITURE ON ENERGY SECTOR

João Estevão ADVANCE/CSG, ISEG

European Union member countries signed the 2030 Climate and Energy Framework Agreement on October 24, 2014. This framework brings with it changes in the expectations of energy consumers and producers, which opens new avenues of research.

With the imposition of targets to be achieved by 2030 under the Paris Agreement signed in 2014, it is expected that R&D spending on energy companies will increase to reach 27% of renewable energy consumption, reduction of emissions of dioxide of carbon in at least 40% and improving energy efficiency.

This study analyzes the behavior that companies related to the electricity sector had before and after this Agreement through the model of differences in differences, comparing companies with headquarters in European Union countries and the other countries in Europe, having in attention the periods before and after 2014. This method generates evidence that this Agreement did not bring an increase in R&D expenditures in companies related to the electricity sector in the countries of the European Union, but rather the opposite, a reduction.

1847 OPEN, SEMI OPEN OR CLOSED? TOWARDS AN INTELLECTUAL PROPERTY STRATEGY FRAMEWORK

Pratheeba Vimalnath UNIVERSITY OF CAMBRIDGE

Frank Tietze UNIVERSITY OF CAMBRIDGE

Elisabeth Eppinger PROFESSOR IN TEXTILE TECHNOLOGY AND SUSTAINABILITY

Jan Sternkopf CAMPANA SCHOTT

The paper develops a typology of intellectual property (IP) strategies based on their degree of openness in IP ownership, usage and access rights. The proposed typology derives from the literature on (open) innovation, IP, licensing and physical properties theories to classify IP strategies under four categories namely public good, club good, common good and private good models. We present the four categories as a part of a spectrum from closed to open IP strategies and hence variance exist within the categories but heterogeneity is maintained between categories. The proposed categories are validated using case examples. Settings under which different IP strategies are practised are discussed. Two factors namely motives of the company and position in the technology evolution life cycle are identified as relevant in selecting suitable IP strategies. A company throughout its lifecycle is also found to adopt not one but multiple IP strategies either sequentially adjusting their strategy over time, referred as the 'evolutionary' model or in parallel with different actors at the same time, referred as the 'co-existence' model. An IP typology of this kind contributes towards the ontology and theory of IP management and provides a structured framework to aid future studies on the role of different IP strategies for business, economic and societal growth.

489 INTERRELATIONS OF FRUGAL INNOVATION AND INCLUSIVE BUSINESS: INSIGHTS FROM AFRICAN CASES

Anne Dressler CHEMNITZ UNIVERSITY OF TECHNOLOGY

Stefan Hüsigg CHEMNITZ UNIVERSITY OF TECHNOLOGY

Martin Albert CHEMNITZ UNIVERSITY OF TECHNOLOGY

The approaches of frugal innovation and inclusive business continue to gain more awareness in relation to economic development in developing countries. Frugal innovations purportedly address unmet consumer needs with customer-specific and affordable solutions. In this way, they often improve living standards, and some of such innovations contribute to economic development by creating working opportunities, which is a tactic called inclusive business. Inclusive business includes consumers as producers, suppliers and business owners in the value chain, and therefore it is perceived as a supporter of economic growth in low-income countries as well as a strategy to help businesses enter developing markets.

Recent literature has illustrated increasing numbers of cases in which frugal innovations have been implemented based on inclusive business structures; such cases have raised the question of whether the concepts are linked to one another. This paper investigates these possible interrelations with a focus on the research question of how organizations can design inclusive business to promote the dissemination of frugal innovations.

To explore this topic, we analyzed 11 cases that implemented frugal innovations in the African context, specifically those that created working opportunities locally. The results show that inclusive business structures are based on self-employment mainly. The core aspects of frugal innovations showing a relation to inclusive business strategies are significant cost improvements and optimized performance levels. In addition, cooperation and knowledge transference are important for both approaches.

Based on our study, we propose that inclusive business strategies could be considered when entering markets in developing countries. In combination with frugal innovations, there is an opportunity to achieve cost advantages and ongoing revenue as well as to strengthen social impacts that contribute to more income stability and therefore economic development.

Higher education (15:40 - 17:10) - ISCTE - Building II/Room C4.07 ([Top](#))

Track: ST11_03 - Management and governance of culture, heritage and higher education

Paper Presentations:

846 UNDERGRADUATE STUDENTS' BEHAVIORAL INTENTION TO CHEAT – TOWARDS AN UNDERSTANDING OF THE INDIVIDUAL, PERSONAL AND SITUATIONAL DETERMINING FACTORS IN A PORTUGUESE UNIVERSITY

Ana Paula Ferreira UNIVERSITY OF MINHO - SCHOOL OF ECONOMICS AND MANAGEMENT

Carla Maria Freitas da Freire UNIVERSITY OF MINHO - SCHOOL OF ECONOMICS AND MANAGEMENT

Understanding the manner in which undergraduate students think about academic dishonesty, as well as their attitudes towards cheating, their justifications for dishonest behavior, and how they perceive the university's culture of integrity, are all aspects which are considered to be fundamental in students' (un)ethical behavior. In this sense, the main purpose of this study, performed in a Portuguese university, is to pinpoint the determining factors, be they individual (demographic factors), personal (attitudes and reasoning) or situational (integrity culture perceptions), and to establish their influence on undergraduate students' behavioral intention to cheat. This aims to help defining the adequate academic integrity culture, once it is considered a main driver of perceptions related to cheating. A questionnaire was applied to a sample of 222 undergraduate students attending first cycle courses and integrated in master degrees at a Portuguese public university. Results showed that: a) individual factors play a significant role in a student's decision-making process with regard to academic misconduct, indicating that age, gender, and entrance grade point averages provided an explanation for the behavioral intention to cheat; b) attitudes and students' reasoning (personal factors) also play a significant role in students' behavioral intention to cheat ; and c) situational factors - integrity culture - seem to play a less important role in explaining students' behavioral intention to cheat. These results are discussed with a view to suggesting a set of recommendations for the University to use in the prevention of this misconduct and thus assist in dealing with the issue of students' intention to cheat.

1031 THE DYNAMICS OF LEARNING ORGANIZATIONS IN HIGHER EDUCATION INSTITUTIONS

Marina Antunes ADJUNCT PROFESSOR AT ISCAL (LISBON ACCOUNTING AND BUSINESS SCHOOL) OF THE LISBON POLYTECHNIC INSTITUTE (IPL)

Pedro Mucharreira ISCE-INSTITUTO SUPERIOR DE CIÊNCIAS EDUCATIVAS | UIDEF, INSTITUTO DE EDUCAÇÃO, UNIVERSIDADE DE LISBOA

Maria do Rosário Justino ISCAL – LISBON ACCOUNTING AND BUSINESS SCHOOL OF THE LISBON POLYTECHNIC INSTITUTE

Joaquín Quirós UNIVERSITY OF EXTREMADURA

This research aims to study the role that learning organizations may have on Portuguese higher education institutions (HEIs), through a literature review that supports the presentation of a conceptual model proposed by the authors, which aims to study the possible relationships between learning organizations and Total Quality Management (TQM) practices, innovation strategies, internationalization, and organizational performance. The survival of HEIs depends on how these institutions accept change, improve their practices and react to competitiveness. Nowadays, the most relevant aspects of education in higher education are translated by learning, dynamic structures, flexibility, and quality. Consequently, the higher education system will have to adapt to the continuous changes and new requirements, to achieve

the success and the proposed objectives. Thus, to differentiate themselves from their competitors, organizations must develop their resources, promoting the creation of knowledge and the dissemination of information.

Regarding the methodology of this research, the data will be obtained through a questionnaire to evaluate the different dimensions of the proposed conceptual model. The sample will consist of about 200 emails from members of the management boards of Portuguese HEIs. In the treatment of quantitative data, a model of structural equations (SEM) will be used, to investigate the possible relations between the different dimensions incorporated in the model. In terms of the discussion of results, it is intended to characterize the relationship between the concept of learning organizations and TQM, innovation, internationalization, and performance in Portuguese HEI.

1282 IMPORTANCE, BENEFITS AND BARRIERS OF HUMAN RESOURCE INFORMATION SYSTEMS IN SPANISH UNIVERSITIES

Yolanda Ramirez UNIVERSITY OF CASTILLA-LA MANCHA

Angel Tejada UNIVERSITY OF CASTILLA-LA MANCHA

Agustin Baidez AGUSTIN.BAIDEZ@UCLM.ES

The purpose of this paper is to examine the university stakeholders' perception about importance, benefits and barriers of human resource information system (HRIS). To this end, a questionnaire was developed and sent to members of the Social Councils of Spanish public universities. Descriptive statistics along with ANOVA analysis were used to answer the research questions. The main findings of this study revealed a strong emphasis on the need for universities to implementation of HRIS. Specifically, the university stakeholders perceive very relevant to provide information about academic and professional qualifications of the teaching and research staff, mobility of teachers and researchers, scientific productivity and teaching capacities and competences. Likewise, the findings suggests that the increased transparency and the quick response and access to information were the main benefits of HRIS implementation. While, the lack of commitment from top management and insufficient financial support were perceived as the greatest barriers for HRIS in selected universities. The findings of the study provide some insights into the performance and applications of HRIS in Spanish universities that could help human resource management practitioners to get a better understanding of the current HRIS uses, benefits and problems, which in turn, will improve the effectiveness of HRIS in Spanish universities. In this sense, this study potentially can help in developing and implementing of HRIS in similar types of organisations.

Hybrid Organizations: Preventing and Addressing Mission Drift (15:40 - 17:10) - ISCTE - Building I/Room 1E10 ([Top](#))

Track: T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Chair(s): Tommaso Ramus

Paper Presentations:

1085 TACKLING AUTHENTICITY LOSS IN MICROFINANCE: ENSURING CONCURRENCE BETWEEN DUAL NORMATIVE AND UTILITARIAN IDENTITIES

Silvia Dorado UNIVERSITY OF RHODE ISLAND

Isobel O'Neil NOTTINGHAM UNIVERSITY BUSINESS SCHOOL

This article explores how hybrid organizations diagnose and address authenticity loss in relation to their identity. We studied this question through our 12-year study of ProCredit, a Holding of microfinance banks with a global presence. ProCredit was a social – commercial hybrid organization with dual identities, normative as a responsible bank and utilitarian as a microfinance bank. Our longitudinal case study reveals that leaders of ProCredit diagnosed authenticity loss upon realizing that it had drifted away from its claims of acting as a responsible bank. They rectified this normative drift by, first, abandoning and, eventually replacing, its utilitarian microfinance bank identity with a small business bank identity. Through our findings, we clarify and extend current research. First, we argue that authenticity loss in hybrids may emerge from both mission drift (commercial dominance over social goals), and normative drift (relinquishing caring responsibilities). Second, we argue that it may be easier to diagnose authenticity loss when it arises from normative drift rather than from mission drift. Finally, we posit that addressing inauthenticity in social – commercial hybrids with dual identities may involve efforts to both maintain balance between conflicting goals and ensure concurrence between, potentially, discordant identities.

1391 HYBRID-DIVERSIFIED BUSINESS MODELS: HOW SOCIAL ENTERPRISES INCREASE VALUE CAPTURE AND REMAIN FOCUSED ON A SOCIAL VALUE PROPOSITION

Giacomo Ciambotti UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Matteo Pedrini UNIVERSITÀ CATTOLICA DEL SACRO CUORE - MILANO

Hybrid organisations combine different elements from the for-profit and non-profit domains and typically face the challenge of pursuit a social mission while being financial sustainable. If value creation processes have been largely studied, less has been done on value capture. In fact, the co-achievement of value creation and value capture represents the success of a dual mission, and increase the revenues still remain a leading challenge in hybrids. The purpose of this study is to investigate how hybrid organizations increase value captured and remain focused on the social value proposition. In the unique research setting offered by Kenyan social enterprises, we demonstrated how facing difficulties in increasing revenues, social enterprise diversifies the revenue streams. We highlight the rise of three different *hybrid-diversified business models*, combing extensions on social value proposition and extensions in customer targets. In this way, social enterprises have been able to assure and increase the revenue streams from customers, while not losing the focus on creating and delivering social value for beneficiaries. Our work contributes to hybrid organizations, social entrepreneurship and sustainable business model literatures,

while also opening venues for studies on hybrid-diversification. Limitations and future researches are presented as well.

Individuals in Groups (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.24 ([Top](#))

Track: ST09_02 - Team Performance Management

Chair(s): Petru Curseu

Paper Presentations:

1160 DECEIVING GROUPS VERSUS INDIVIDUALS: THE INTERACTIVE EFFECT OF PLURALITY, GROUP STATUS, AND COLLECTIVISM ON THE DECISION TO MISREPRESENT INFORMATION TO OTHERS

Ann Tenbrunsel UNIVERSITY OF NOTRE DAME

Kristina Diekmann UNIVERSITY OF UTAH

Ruodan Shao YORK UNIVERSITY

Daniel Skarlicki UNIVERSITY OF BRITISH COLUMBIA

Although information misrepresentation has caught the attention of researchers and popular press, we know little about how characteristics of the target of the information can affect such deception. An empirical study investigates characteristics of the target, namely, plurality (whether the target of the information is a group or individual) and status (whether the target is a member of the actor's ingroup or outgroup), alongside characteristics of the actor—cultural values (i.e., degree to which the actor's values are collectivistic/individualistic)—to understand the actor's tendency to misrepresent information to the target. We find that actors misrepresented information more when the target was a group versus an individual. This main effect, however, was qualified by a three-way interaction among plurality, group status of the target, and the collectivism of the actor such that: (a) the main effect was stronger when the target was the actor's outgroup, and (b) only when the actor was lower (versus higher) on individualism. The results further showed that the actor's moral concern for the target mediated both the main effect of plurality and the interactive effect of plurality, group status, and individualism on misrepresentation. Our results illustrate the importance of incorporating characteristics of the target into the study of ethical decision-making and underscore the benefit of including the decision maker's cultural values to more fully understand ethical decision-making.

1027 THE ROLE OF INTANGIBLE REWARDS FOR PROSOCIAL MOTIVATION AND BEHAVIOUR IN WORK GROUPS

Karin Moser LONDON SOUTH BANK UNIVERSITY, BUSINESS SCHOOL

Intangible rewards such as receiving verbal recognition for one's contributions are an important part of feeling included and respected at work and have been shown to increase prosocial motivation. However compared to material rewards, far less attention has been given to intangible rewards such as verbal recognition and the underlying processes that can make them effective. In two independent experimental

scenario studies ($N_1 = 38$, $N_2 = 240$) the effects of peer recognition on contributions to the group efforts were tested by giving verbal recognition for competence and likability and comparing both to a control condition where no recognition was given by fellow group members. In both studies, receiving recognition in the form of a simple verbal acknowledgement significantly increased the willingness to invest into the group tasks and to make an extra effort. Group identification and the importance of collective goals and own contributions mediated the effect of verbal rewards on prosocial behaviour. In addition, in Study 2 the effects of verbal rewards were moderated by the perceived norms of reciprocity of the specific work environment which showed that intangible rewards are not independent of the context that people work in.

1751 DYNAMIC TEAM LEADERSHIP COACHING – CONTRIBUTION TO A NEW CONCEPT

Alexandra Pereira ISCTE

Ana Passos ISCTE, INSTITUTO UNIVERSITÁRIO DE LISBOA

Maria Luisa Teixeira UNIVERSIDADE PREBITERIANA MACKENZIE

Limited published research has examined team coaching function processes. Through an extensive systematic literature review, this article explores team coaching knowledge and proposes a new concept by adding the Dynamic Team Leadership meta-theory. The concept Dynamic Team Leadership Coaching will contribute to advancements in team coaching research and supports the clarification of the "how" team coaching is used in practice towards the development of team performance management strategies.

Institutional Influences and Organizational Structure and Major/ Mega projects (15:40 - 17:10) - ISCTE - Building II/Room C3.02 ([Top](#))

Track: T10_04 - The Bounded Manageability of Major Projects

Chair(s): Graham Winch

Paper Presentations:

1205 SPECIAL PURPOSE ENTITIES (SPES) GOVERNING MEGAPROJECTS

Tristano Sainati UNIVERSITY OF LEEDS

Giorgio Locatelli UNIVERSITY OF LEEDS

Nigel Smith UNIVERSITY OF LEEDS

Special Purpose Entities (SPEs) are widely used in infrastructure megaprojects for project finance and partnering transactions. SPEs are widely known for their accounting and financial features. Conversely, their implication on the governance is under-investigated. The paper examines the governance mechanisms applied to the governance of megaprojects by means of SPEs. The research employs a grounded theory approach, which is prevalently based on semi-structured interviews for the data collection. The paper highlights that some types of SPEs, in particular, the so-called

project companies, plays a relevant role in the governance of infrastructure megaprojects. The paper explains how SPEs influence the formal governance of infrastructure megaprojects; in particular, how they govern megaproject on behalf of their sponsors. The paper highlights that the SPEs alone are of little relevance for the governance of projects, like any other enforcing instrument such as the contracts, the concessions, securities, etc. Conversely, the formal governance of infrastructure megaprojects is based on multiple instruments combined, and SPEs are some of the most relevant and sophisticated.

1035 IN SEARCH OF LEGITIMACY: INSTITUTIONAL INFLUENCE ON LARGE SCALE PROJECT ARRANGEMENT AND THEIR PERFORMANCE

Ermal Hetemi KTH - KUGLIGA TEKNISKA HÖGSKOLAN

Marian Bosch-Rekvelde DELFT UNIVERSITY OF TECHNOLOGY

Joaquin Ordieres PROFESSOR

Anna Jerbrant KTH ROYAL INSTITUTE OF TECHNOLOGY

This paper discusses the influence of institutions and project context in the arrangement of large-scale projects, by specifically exploring their vertical connection to the industry sector. It explores the idea that institutional management should precede technical management into seeking project legitimacy. Through a comparative case study of High-Speed Rail projects in Spain and the Netherlands, mainly based on secondary data, we investigate the process through which the institutional context determines the decisions for project arrangements.

The paper makes two contributions to the field of projects studies. The first is the theoretical application of a neo-institutional lens to shed light on the interrelation between large-scale projects and their environment, by bringing project legitimacy to the forefront. The second is our observation on the endogenous shifting approaches of institutionalization, in the constant struggle to acquire legitimacy. That is, at the first phase prescribed through the institutional environment as dominant, it is moral/normative legitimacy that reflects the positive normative evaluation of the organization and its activities. Whereas, at the second phase, where the technical environment is dominant, pragmatic legitimacy is at function.

1488 EXPLORING INNOVATIVE INTER-ORGANISATIONAL STRUCTURES TO DELIVER MEGAPROJECTS: THE ROLE OF OWNERS, SPONSORS AND CLIENTS IN THE PROJECT SYSTEM ORGANISATION (PSO)

Juliano Denicol UNIVERSITY COLLEGE LONDON

Stephen Pryke UNIVERSITY COLLEGE LONDON

Andrew Davies UNIVERSITY COLLEGE LONDON

Megaprojects are a vehicle for innovation by offering a natural challenging platform that will employ new technical and organisational solutions to raise standards in the construction industry. However, the innovations are usually concentrated in the delivery phase in the form of new products and services, therefore there is a necessity to consider the project management literature, which argues that the management of the front-end and its decisions set the tone and have an influential and pervasive impact in subsequent phases of the project. London is currently a laboratory for

innovation and experimentation in the delivery of megaprojects, the city is embedded in a project ecology that can be tracked through unsuccessful projects like the Channel Tunnel and Wembley Stadium, to vanguard projects that changed completely the industry mind-set and have raised the bar worldwide, such as Heathrow Terminal 5, London 2012 Olympics, and Crossrail. Therefore, this study explores how innovation can be embraced by upstream supply chain actors in the early days of megaprojects. Little is known about how innovation takes place during the development phase, where the intra-organisational structure is developed influencing the emergence of innovative inter-organisational strategies. Six megaprojects that currently represent a combined investment of more than £93 Bn have been analysed in the United Kingdom: High Speed One, Heathrow Airport Terminal 5, London 2012 Olympics, Crossrail, Thames Tideway Tunnel, and High Speed Two. This paper introduces the Project System Organisation (PSO) conceptual framework, which recognises the complexities of megaprojects and the evolving nature of clients in those settings, providing a unified conceptualisation that illuminates the different layers of clients in megaprojects. The PSO is defined as the combination of the temporary project networks and the permanent entities that form the megaproject organisational structure during the entire life-cycle towards a variety of temporary-permanent clicks. The PSO widens the discussion to incorporate upstream supply chain actors and their influence across the multi-level and multi-layer inter-organisational structure towards the megaproject life-cycle. The PSO extends previous conceptualisations by recognising that megaprojects offer more elaborate structures that play a different inter-organisational dynamic during their long life-cycle. The PSO is broader than project-based firms and project network organisations and encompasses those structures, while being narrower than the conceptualisation associated with project ecology. In particular, this research provides a theoretical lens to one of the most frequent questions from the interviewees during the empirical data collection: Who is the client in a megaproject?

International Dimensions in the Governance of Firms and Universities (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE03 - Mário Murteira ([Top](#))

Track: GT02_00 - Corporate Governance General Track

Chair(s): Sylvie Berthelot

Paper Presentations:

- 891 THE DIFFERENTIATED INFLUENCES OF STRATEGIC AND INVESTMENT SHAREHOLDERS ON INTERNATIONAL FIRMS' ENVIRONMENTAL PROACTIVITY: A MICRO-FOUNDATION PERSPECTIVE**
Manuel Bueno-García UNIVERSITY OF GRANADA
Alberto Aragon-Correa UNIVERSITY OF GRANADA
Blanca Delgado-Marquez UNIVERSITY OF GRANADA

Previous studies have emphasized that shareholders may be interested on proactive environmental firms' behaviors because two reasons: to get legitimacy when the social interest on natural environment is growing - argued by institutionalism scholars - and to keep the firm's long-term financial sustainability by exerting influence on short-term preferences of managers - proposed by agency scholars. However, they have found divergent findings on how the shareholders matter. We embalm this relationship into the emerging micro-foundations approach by arguing that the external pressures regarding protection of the natural environment influence a firm differently depending on the nature of the involved shareholders. Specifically, our results show that a large presence of strategic shareholders in the firm drives positively environmental proactivity in a seven years longitudinal sample of 2,790 observations from S&P500's U.S. companies; however a large presence of financial shareholders influences negatively environmental proactivity in the sampled firms. These results suggest that strategic shareholders are more sensitive to external environmental pressures than financial ones. Our results also show that internationalization moderates differently these relationships. Interestingly, financial shareholders are more sensitive to internationalization pressures to increase their firms' environmental efforts. Our results make a theoretical contribution by building a bridge between micro level shareholders' different interests and macro level institutional pressures.

1992 THE TOP 100 SHANGHAI RANKING UNIVERSITY AND THE PARADIGM OF UNIVERSITY EXCELLENCE.

Jesús Flórez-Parra UNIVERSITY OF GRANADA

María Victoria López-Pérez UNIVERSITY OF GRANADA

Antonio López Hernández UNIVERSITY OF GRANADA

Currently, one of the main goals of universities is to score well in indexes of quality. Among such indicators, the Shanghai index is of outstanding importance. This ranking is applied to universities, incorporating diverse models of government and management. With respect to the top 100 universities in this ranking, we analyse the factors that characterise them, seeking to determine which are fundamental to their quality, and thus reveal what differentiates them in this sense. To do so, we analyse factors such as their orientation and management of the governance, in the view that may be related to quality and affect their competitiveness, transparency, concern for accountability, management efficiency and effectiveness and/or reputation or image. Other aspects that might also be reflected by university quality rankings include the provision of scholarships –type of students that can access to universities- and personnel hiring policies –quality of research and teaching-, their public or private nature and the culture administrative. Therefore, management aspects such as academic salary costs and funding for scholarships should also be considered. This study reveals that governance aspects, scholarship and public or private character differentiate and characterise universities quality, highlighting the aspects that are most relevant to their efficiency and effectiveness.

Track: T09_04 - Leadership

Chair(s): Sabrina Pasztor

Paper Presentations:

2 LEARNING HOW TO LEAD FROM KING DAVID? ON THE GAP BETWEEN DECLARED AND REAL CONTENT IN TRAINING.

Batia Ben-Hador THE DEPT. OF ECONOMICS AND BUSINESS ADMINISTRATION, ARIEL UNIVERSITY

Udi Lebel THE DEPT. OF SOCIOLOGY AND ANTHROPOLOGY, ARIEL UNIVERSITY

Uzi Ben-Shalom THE DEPT. OF SOCIOLOGY AND ANTHROPOLOGY, ARIEL UNIVERSITY

It is well established that declared and actual content in organizational training should exist in a state of harmony. However, there is a research gap in the opposite case, when declared and real content do not match. The aim of this study is to understand this content incongruity in training and examine its effects on training outcomes.

Qualitative research methods were used to assess a five-day course in the Israeli Defense Forces (IDF) entitled, "Developing leadership skills in the spirit of the Bible". Qualitative analysis produced two themes, the first concerning course training techniques, indicating that charismatic lecturers, who use techniques such as storytelling, are very effective in instilling content and creating satisfaction among participants in the short term.

The second theme focuses on course content and suggests that the real content is different from the declared content. The former is comprised mostly of conservative values that are not compatible with the values of the army. Moreover, content analysis reveals that the course did not support leadership skills development.

Combining the two themes indicates an incongruity between declared and actual content of the training, and that this incongruity is supported by the training techniques that were used in this course. A clash of values may thus ensue that leads to long-term confusion and difficulties – for training participants and the organization.

940 DO YOU NEED TO BE A QUANT TO BE A BETTER HEDGE FUND MANAGER?

Afrae Hassouni UNIVERSITÉ LIBRE DE BRUXELLES

Hugues Pirotte UNIVERSITÉ LIBRE DE BRUXELLES

This paper examines the relationship between manager educational background and hedge fund performance. In particular, we investigate whether managers with a quantitative academic background (the *quants* in financial jargon) outperform managers without a quantitative academic background (the *non-quants*). The paper looks at three categories of hedge funds (the equity market neutral funds, the long-

short equity funds and the funds of hedge funds) and documents the existence of some differential ability among the *quants* in generating raw and risk-adjusted returns. In addition, this ability depends on the category to which the hedge fund belongs. More specifically, we find that the *quants* tend to earn higher raw and risk-adjusted returns in the case of both equity market neutral and long-short equity funds. However, the picture reverses when we consider the funds of hedge funds. These findings are robust to the different methods that are used to measure hedge fund risk-adjusted performance.

1292 FORGING LEADERS FOR THE 21ST CENTURY: STRENGTHS-BASED AND VALUE-BASED STUDENT LEADERSHIP DEVELOPMENT

Sabrina Pasztor UNIVERSITY OF SOUTHERN CALIFORNIA, MARSHALL SCHOOL OF BUSINESS

Jody Tolan UNIVERSITY OF SOUTHERN CALIFORNIA, MARSHALL SCHOOL OF BUSINESS

Leadership skills are critical yet undeveloped or unmet in contemporary organizations, despite the rating by employers of leadership as pivotal for future employees graduating from U.S. institutions of higher education. In a strategic, targeted effort to address this gap, a private 4-year research and teaching university located in California, United States, developed an applied leadership program experience for its first-year business students. The overarching program objective were to build the confidence, character and courage of student to lead more successfully across multiple domains (academic, personal and professional). Two components of the program include Strengths-based leadership and Value-based leadership. The first program cohort was successfully launched in spring 2018 (January – May 2018) with 63 participants, who engaged in seminars and experiential activities to increase their effectiveness as leaders by building on strengths, practicing leadership skills, and getting coaching and feedback from trained faculty and peer mentors. Evaluation results of the Program were highly positive, showing growth in self-reported knowledge, skill and confidence in understanding and application of leadership strengths and values. This study provides an overview of the Program goals, learning objectives, components, marketing and recruitment, and findings which support student leadership development in preparing future leaders for the 21st century and beyond.

Leadership Roles and Styles II (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.26
([Top](#))

Track: T09_04 - Leadership

Chair(s): Sabine Bergner

Paper Presentations:

1381 A BLESSING IN DISGUISE. COMPARING THE EFFECTS OF LEADERSHIP STYLES ON INDIVIDUAL CREATIVITY

Francesca Mochi UNIVERSITÀ CATTOLICA DEL SACRO CUORE
Rita Bissola UNIVERSITÀ CATTOLICA DEL SACRO CUORE
Barbara Imperatori UNIVERSITÀ CATTOLICA

Recent organizational trends and foregoing research evidence have been revamping the importance of both creativity and high-quality leaders, prompting the reconsideration of the multifaceted relationships among different leadership styles and individual creativity. Drawing on creativity literature and leadership theories, the study compares three leadership styles (i.e. transformational, transactional and laissez-faire leadership), examining their complex and, sometimes, surprising relationships with individual creativity. It also considers the moderating effect of intrinsic motivation and better clarifies the controversial role of positive and negative moods within the leader-creativity relationship. Three between-subject laboratory experiments were performed involving more than 400 participants overall. The results confirm the positive relationship between laissez-faire leadership and creativity – even though this is not generally taken for granted – and suggest that transactional leaders are the least supportive of their followers' creativity. Findings also demonstrate a beneficial role of negative mood for individual creativity and give some suggestions on the discordance of previous evidence; moreover, they support the underestimated moderating effect of intrinsic motivation in the leader-creativity relationship. Theoretical and practical implications, as well as suggestions for future research, are discussed.

1542

APPLYING NEUROSCIENCE TO LEADERSHIP: HOW FOLLOWERS RESPOND TO EFFECTIVE LEADERSHIP ON A NEURAL LEVEL

Sabine Bergner GRAZ UNIVERSITY
Robert Rybnicek GRAZ UNIVERSITY
Karl Koschutnig GRAZ UNIVERSITY

Transformational leadership positively impacts the performance of followers, teams, and organizations. It is therefore viewed as one of the most effective leadership approaches in fast-changing environments. Transformational managers lead by sharing a vision, being compassionate, thinking outside of the box, and being charismatic. In this fMRI-study, we investigated the neural patterns in followers when they were exposed to transformational leadership. Forty-seven participants were introduced to two leaders: one acted in a transformational while the other behaved in a laissez-faire manner. In the experiment, participants completed comparison tasks while being scanned. Whenever a task was completed correctly, the transformational leader's face was highlighted. If a task was completed incorrectly, the laissez-faire leader's face was stressed. The results suggested that transformational leadership behavior activates the followers' reward circuitry, particularly, the ventral striatum. The more transformational leaders were perceived to be, the higher the followers' activations in the dorsal caudate nucleus, dorsal as well as ventral anterior putamen, posterior putamen, and dorsomedial prefrontal cortex. Most notably, the neural substrates were found to predict the followers' motivation to work for the leaders. These findings suggest that followers derive hedonistic value from the high-quality leader-follower relationship, which underlies transformational leadership. Our results

may help to understand the processes underlying this relationship and its impact to the organization.

Managers as a crucial stakeholder group in service innovation (15:40 - 17:10) - ISCTE - Building II/Room C6.08 ([Top](#))

Track: ST06_06 - Managing for Service Innovation

Chair(s): Mario Schaarschmidt

Paper Presentations:

558 MANAGERS' ATTITUDES TOWARDS COLLECTIVE INNOVATION IMPLEMENTATION EFFICACY WITHIN GOVERNMENT ORGANIZATIONS INITIATING NEW PUBLIC SERVICES

Aviv Kidron YVC YEZREEL ACADEMIC COLLEGE

Hedva Vinarski Peretz YEZREEL ACADEMIC COLLEGE; TEL AVIV UNIVERSITY

This study sheds light on how managers' collective innovation implementation efficacy perception can be shaped by institutional enablers, specifically innovative climate and leader expectations for creativity) and two individual enablers (creative self-efficacy and proactivity). Individual perceptions regarding the innovation implementation stage has been absent from the literature, most prominently in public management research. Based on social cognitive theory, we attempt to understand the phenomenon of managers' (as key players) collective innovation implementation efficacy. The research hypotheses were tested on a sample of 298 line-managers in the Israeli public sector. The research findings suggest that creative self-efficacy of managers mediate between an innovative climate and collective innovation implementation efficacy. In addition, manager's expectations for creativity and proactivity were found to be partly mediated between innovative climate and collective innovation implementation efficacy. This study meaningfully extends perspectives on the role of managers' innovative efficacy.

1232 INCORPORATING SERVICE DESIGN INTO EDUCATION OF FUTURE MANAGERS

Päivi Tossavainen LAUREA UNIVERSITY OF APPLIED SCIENCES

Satu Luojus PRINCIPAL LECTURER

The goal of management education is to prepare the master's students to the role of the future manager. Therefore, the management education indisputably shapes the future profession. However, the manager's profession is complex. What should be included in the management education and how to bring the education programs up to date? In this paper, we suggest a didactical approach to management education based on the recent research: Integration of service marketing theories and service design into management education. This paper discusses the competence development of managers required in service economy focusing on service logics and the emerging

discipline of service design. The purpose of the paper is to introduce management education, which builds competences based on the theoretical stronghold of service logics and intertwines with service design competences as execution skills. This descriptive study uses a combination of collected data, observation and content analysis to investigate how diverse the expectations of master's degree students for service design are and how the learning outcome requirements/ competence development requirements (by EQF) differ. This paper advances identified new management competences of service marketing and service design. Preliminary findings suggest the importance of designing of the interdisciplinary curriculum; the management competence develops slowly during higher education and thus the competence requirements are fulfilled at the end of the studies.

Managing economic or environmental vulnerability (15:40 - 17:10) - ISCTE - Building II/Room C5.05 ([Top](#))

Track: ST03_06 - Social Entrepreneurship and Societal Change

Chair(s): Sonia Siraz

Paper Presentations:

- 614 THE ROLE OF SOCIAL ENTREPRENEURSHIP IN SUSTAINABLE DEVELOPMENT OF PROTECTED AREAS**
Sylvain Mbongui UNIVERSITY OF VERVAILLES

While literature on social entrepreneurship has significantly expanded our understanding of the participation of host communities, previous studies had neglected the responsible behavior that local associations and NGOs could have in recruiting and mobilizing those who do not want to participate in the governance of social enterprises. In order to get an insight into the complexities of the responsible behaviors of local associations and NGOs, we used the actor-network theory lens and employed an ethnographic approach. The research highlights some of the strategies the local associations and NGOs have adopted in order to develop sustainable development through a social enterprise. The results indicate that social enterprises can be a strategic tool for the creation of jobs in protected areas, while reducing the risk of environmental degradation.

- 1417 FRUGAL ENTREPRENEURSHIP FOR AND FROM THE GRASSROOTS LEVEL: AN EMERGING PHENOMENON**
Mokter Hossain UNIVERSITY OF MANCHESTER

Frugal enterprises are recognized as change agents who serve less fortunate customers in emerging markets. The extant literature lacks knowledge about the early stage struggle of these enterprises. This study extends the existing entrepreneurship research by empirically examining the frugal entrepreneurship phenomenon. Using inductive, theory building approach across multiple cases, we investigate how frugal enterprises by using bricolage approach develop frugal innovations, successfully commercialize

them, and make an impact in a society with resources constraints and institutional constraints. Findings show that frugal entrepreneurs face unusual challenges. Financial and institutional support at the early stage of the ventures provides significant value for them. Despite numerous constraints, frugal enterprises successfully serve underserved customers and contribute to sustainability.

Meet the Editors 4 (15:40 - 17:10) - ISCTE - Ala Autonoma/ Auditório Silva Leal ([Top](#))

Models and frameworks (15:40 - 17:10) - ISCTE - Building II/Room C3.01 ([Top](#))

Track: GT10_00 - Project Organising General Track

Chair(s): Leentje Volker

Discussant(s): Annlize Marnewick

Paper Presentations:

**193 MANAGING SURPRISES AND TURBULENCES IN PROJECTS:
EXTENDING THE CYNEFIN FRAMEWORK**

Andreas Nachbagauer UNIVERSITY OF APPLIED SCIENCES BFI VIENNA
Iris Schirl-Boeck UNIVERSITY OF APPLIED SCIENCES BFI VIENNA

Managing in turbulent fields was always an issue in projects, however, recommendations were often lacking understanding different degrees of complexity and neglecting the significance of (non-)recurrences of projects. In this paper, we use the Cynefin framework as simple, but practical tool to distinguish and sort distinct project settings. A 2x2 matrix spanning the dimensions of the level of complexity according to the Cynefin framework combined with the repetitiveness of the project content allows for a typology of projects to instruct decision-making behaviours in turbulent and surprising project situations. The article relates the perception and sense-making of these project conditions to action patterns, learning and training methods, and project management approaches. Grounded in social constructivism, we argue that there is no “one best way” to manage the unexpected in projects but successful actions depend on the sense-making of the incident, rooted in organisational history and professional identity, and the alignment of internal resources and external demands to this self-perception.

**1609 IDENTIFYING AND BRIDGING BARRIERS IN INCORPORATING
DISASTER RISK REDUCTION INTO DISASTER RECOVERY PROJECTS
IN THE SOUTH PACIFIC USING VIABLE SYSTEMS MODEL**

Nikhata Nagin UNIVERSITY OF SYDNEY
Lynn Crawford THE UNIVERSITY OF SYDNEY

South Pacific Island Nations are vulnerable to the impacts of natural disasters. Improvements have been made in Disaster Response and Relief. However, there is limited organizational research on disaster recovery. We take a closer look at barriers

to incorporating Disaster Risk Reduction (DRR) into housing infrastructure recovery projects in the South Pacific, from the lens of Viable Systems Model to aid sustainable development. This research was conducted through semi-structured interviews in Fiji, and through data reports for Vanuatu and Tuvalu. Key findings highlighted that barriers to incorporating DRR in Disaster Recovery Projects include lack of strongly defined control structures, informal arrangements, improper information management, technical skills shortages, and outdated legislation. Areas for potential synergies across the three countries included tackling remoteness, sharing prepositioned stock, risk mapping and unifying the building code, financing mechanisms that allow reallocation of funding, and lastly better utilisation of skilled professionals and labour across the region.

1761 A FRAMEWORK FOR MANAGING COLLABORATIVE UNIVERSITY-INDUSTRY R&D PROJECTS WITHIN A PROGRAM – A QUALITATIVE STUDY

Gabriela Fernandes UNIVERSITY OF MINHO
Sofia Moreira UNIVERSITY OF MINHO
Madalena Araújo UNIVERSITY OF MINHO
Eduardo Pinto UNIVERSITY OF MINHO
Ricardo Machado UNIVERSITY OF MINHO

This paper describes the results of a qualitative study consisting in the development of a framework, which aims to help stakeholders involved in managing collaborative university-industry R&D projects within a program, with a set of key distinct project management (PM) practices for this particular context.

A first attempt at the conceptualization of such framework was based on literature review, participant observation and document analysis of a large collaborative university-industry R&D program, which was used as a starting point for an exploratory case study research. A series of thirty semi-structured interviews with different stakeholders associated to the management of the case study used, were sought to identify additional PM practices and check their relevance. The interview analysis led to a final ‘proposed framework’ comprising 59 PM practices divided into two groups – ‘transversal’ and ‘contingent’.

‘Transversal’ stands for PM practices for all projects in the program, i.e., must have PM practices distributed throughout the PM life cycle in order to assure the governance of the overall program. A total of 29 ‘transversal’ PM practices were devised. ‘Contingent’ stands for optional useful PM practices that can be used, or not, by project teams, depending on the PM approach adopted by each project team in the program. These ‘contingent’ PM practices, totalizing 30, are divided into waterfall, agile and common practices, which can be used in waterfall or agile PM approaches, being 12 of them agile PM practices, 2 waterfall and the 16 remaining common to both agile and waterfall approaches.

Track: T07_03 - Cultures and management

Chair(s): Christoph Barmeyer

Discussant(s): Sylvie CHEVRIER

Paper Presentations:

- 169** **CROSS-CULTURAL EVOLUTION IN BUSINESS ETHICS: A COMPARATIVE STUDY BETWEEN THE U.S. AND CHINA**
Jong Min Lee HENLEY BUSINESS SCHOOL, UNIVERSITY OF READING
Yongsun Paik LOYOLA MARYMOUNT UNIVERSITY
Charles Vance LOYOLA MARYMOUNT UNIVERSITY
Donghong Li TSINGHUA UNIVERSITY
Kevin Groves PEPPERDINE UNIVERSITY

This study presents a longitudinal comparison of business ethics in China and the US between the 1990s and 2000s. Although it is well established that cross-cultural differences exist in business ethics, and that culture and values in a society may evolve over time, little attention has been paid to the longitudinal changes in such cross-cultural differences that might have occurred over time. Building on the three competing perspectives – convergence, divergence, and crossvergence – on values formation and evolution, we investigate whether and how managerial ethical decision-making and the associated moral philosophy used to justify decisions have been changed in China and the US over a decade. Our analysis reveals that the differences in Chinese and American managers' ethical decision-making evolved in many different ways, lending support to the crossvergence perspective. Interestingly, however, we discover that the divergence outlook prevails when it comes to the moral philosophies behind their decisions.

- 1196** **NATIONAL HISTORIES PRODUCING CULTURAL SYMBOLISMS: THE CASE OF THE PORTUGUESE THALASSOCRATIC ENTERPRISE**
Guilherme Azevedo AUDENCIA BUSINESS SCHOOL

This study addresses the question of how national histories produce enduring symbolisms that are potentially important to organizational culture research. As Lisbon provides a stimulant background for the 2019 Euram conference, this paper suitably examines the case of the Portuguese maritime exploration and colonialism—described as a five-century long thalassocratic enterprise—that has been supported by a binary opposition between a reality of the land and an imagination of the ocean. It builds the argument that, over time, the symbolic and the concrete matters of history intertwine because generating subjective narratives that have had objective consequences to Portuguese societies and companies. National identities are therefore forged through time and often become relevant to define the culture of organizations created in these nations. As a conclusion, this study reevaluates the claim that national histories produce enduring symbolisms and discusses potential consequences to intercultural management research.

THE INFLUENCE OF AD DESIGN AND CONTENT ON PURCHASE INTENTIONS OF LOW AND HIGH CONTEXT CULTURES

Tiziano Vescovi CA' FOSCARI UNIVERSITY OF VENICE

Enav Friedmann BAR ILAN UNIVERSITY

Purpose: Empirical evidence is supportive of the influence of low context (LC) and high context (HC) cultures on advertising design and execution (focused on text or context) and the content of the appeal (what utilities are highlighted). Specifically, functional, and socially conspicuous content appeals that stress those utilities are suggested to be more effective in LC cultures while emotional appeals in HC cultures. While the text focused ads are suggested to be more effective in LC cultures, where context focused ads in HC cultures. The objective of this research is to examine the effect of ad content and context in different cultures. This will clarify whether different marketing adaptation in content and context of the message is required for each culture.

Methodology: Data were collected using an online experiment in two cultures considering LC and HC cultures (N of LC culture=97; N of HC culture=111) for two different product categories, cars and refrigerators.

Findings: Some claims are consistently better with text or structure, beyond the HC and LC cultures, hedonic claim is better with the ad's structure than the text for both LC and HC in the car category and functional claim is better with the text than the structure for both categories. Social claim yielded Higher PI (Purchase Intention) from HC and LC cultures in both categories and the functional claim in the refrigerator category yield higher PI in LC than HC. Unexpectedly, the text claims were rated higher for HC than LC in the car category. Especially the social claim focusing on text yield higher PI from HC individuals.

Practical implications: Stereotypical cultural targeting is examined if it is justified when trying to encourage products purchase intention. Finding suggest that adapting the message or the context of the ad to the culture might be necessary to increase purchase intention, the practical suggestions should be designed based on the category examined. For technical products it seems text is more preferred among HC participants. While functional content was the most preferred for both cultures.

Originality: This is the first study that examines cultural differences in the interactive effect of two crucial elements of the ad on purchase intention. This examination is important both theoretically (are different cultures are different in this context?) and practically (knowing if and what changes are needed when creating ads for each culture).

Networks and Knowledge Transfer (15:40 - 17:10) - ISCTE - Building II/Room C5.07 ([Top](#))

Track: T03_12 - Knowledge Management and Knowledge Transfer in Start-ups and SMEs

Chair(s): Ali Ahmad

Paper Presentations:

- 805 POLITICAL CONNECTIONS AND R&D INVESTMENTS UNDER UNCERTAINTY: EVIDENCE FROM CHINA**
Claudio Petti DEPARTMENT OF ENGINEERING FOR INNOVATION - UNIVERSITY OF SALENTO
Jojo Jacob DEPARTMENT OF MANAGEMENT, TECHNOLOGY AND STRATEGY, GRENOBLE ECOLE DE MANAGEMENT (GEM)

In the literature on R&D investments under uncertainty, the role of political connections has received scant attention. Nonetheless, political connections are well known to affect firm behaviour, especially in contexts of developing market-supporting institutions. We argue that political connections are a critical factor shaping firms' R&D investments under conditions of environmental uncertainty. We further suggest that the effect of political connections can be different when firms have perceived the environmental uncertainty, compared with when they have not. The complex, state-controlled political-economy context of China provides a suitable setting for our research. We test our ideas on a sample of about 900 Chinese firms, selected from the data set of the Ninth National Private Enterprise Survey (NNPES) conducted in 2010 by the All-China Federation of Industry and Commerce in collaboration with a number of State bodies. In so doing we control for the effects of several firm and founder characteristics. In the literature on R&D investments under uncertainty, the role of political connections has received scant attention. Nonetheless, political connections are well known to affect firm behaviour, especially in contexts of developing market-supporting institutions. We argue that political connections are a critical factor shaping firms' R&D investments under conditions of environmental uncertainty. We further suggest that the effect of political connections can be different when firms have perceived the environmental uncertainty, compared with when they have not. The complex, state-controlled political-economy context of China provides a suitable setting for our research. We test our ideas on a sample of about 900 Chinese firms, selected from the data set of the Ninth National Private Enterprise Survey (NNPES) conducted in 2010 by the All-China Federation of Industry and Commerce in collaboration with a number of State bodies. In so doing we control for the effects of several firm and founder characteristics.

- 868 SUCCESS FACTORS OF INTERNAL CORPORATE VENTURE TEAM PERFORMANCE: A META-ANALYTIC REVIEW**
Jessica Villiger UNIVERSITY OF BERN
Simone Schweiger UNIVERSITY OF BERN
Artur Baldauf UNIVERSITY OF BERN

Internal corporate venture teams are used as strategic means to pursue the creation of new business opportunities for the corporate parent that the existing operating business units are unable to capture. Despite numerous studies on teams in the context of internal corporate venturing, findings about specific team inputs, firm inputs, team

processes and emergent states as success factors for ICVT performance remain fragmented. To consolidate findings about the ICVT phenomenon, we conducted a meta-analysis drawing on 70 empirical studies. Applying an input-mediator-outcome (IMO) model, we examined 24 variables researched in primary studies published over the last two decades. Unlike other team meta-analyses, we used fine-grained performance outcomes to show how success factors vary across different performance outcomes both on the team- as well as product-level of analysis. Our meta-analysis reveals some strong and counterintuitive results on both the team- and product-level of performance. For example, functional diversity viewed as a key driver in innovative teams remains unrelated to team innovativeness. Whereas functional diversity is insignificant on the team-level of analysis, it shows to positively impact new product novelty on the product-level of analysis, suggesting that the benefits of functional diverse teams only become evident when measuring its impact on the product- rather than the team-level of performance. Shedding light on the ICVT phenomenon, this research might guide the field of entrepreneurship to develop a more comprehensive understanding about how venture managers in charge of internal corporate venturing steer their ICVTs to success.

1440 FOREIGN ENTREPRENEURS FROM DIFFERENT CULTURAL CONTEXT CAPITALIZE DISTINCT NETWORK TIES TO RECOGNIZE BUSINESS OPPORTUNITY

Ali Ahmad SCHOOL OF ECONOMICS AND MANAGEMENT, TONGJI UNIVERSITY

Monika Katarzyna Zapala TONGJI UNIVERSITY

This paper investigates the effect of foreign entrepreneurs' network ties on business opportunity recognition. Additionally, it examines whether the network ties of foreign entrepreneurs from different cultural context have a symmetrical effect on business opportunity recognition. Data from foreign entrepreneurs in China supported the propositions that network degree centrality and structural holes positively relate to business opportunity recognition, and promotion regulatory focus mediates the relationships. However, the effect of network structural holes on business opportunity recognition was salient for Western entrepreneurs, and network degree centrality was significantly related business opportunity recognition for Asian entrepreneurs. The interaction effect of political ties with the host country was found positive in both contexts. Research finding alludes that foreign entrepreneurs from different cultural context capitalize unique network structure to recognize business opportunities. We discuss theoretical and managerial implications of the network structures from the different cultural context in business opportunity recognition.

Organising for resilience in extreme contexts - Miscellaneous (15:40 - 17:10) - ISCTE - Ala Autonomia/Room AA2.26 ([Top](#))

Track: T14_04 - Organising for resilience in extreme contexts

Chair(s): Elmar Kutsch

Paper Presentations:

- 1863** **ENTREPRENEURS' RESILIENCE DIMENSIONS IN AN EXTREME CONTEXT: BOUNCING FORWARD A NATURAL DISASTER.**
Elisa Martinelli UNIVERSITY OF MODENA REGGIO EMILIA
Giulia Tagliazucchi UNIVERSITY OF MODENA AND REGGIO EMILIA
Francesca De Canio UNIVERSITY OF MODENA REGGIO EMILIA

Extreme events like natural disasters pose a number of threats to the survival and prosperity of businesses. Physical and psychological harm, direct and indirect material damages might warn the viability of an organization and its members.

Within this context, this paper investigates entrepreneurs' resilience to an extreme event – i.e. an earthquake, exploring the impact of its constituting dimensions on the business capacity to bouncing forward a natural disaster. Specifically, this study aims at contributing to the business and management literature on resilience, by responding to the call for more systematic and quantitative studies on organizational resilience in order to better understand its underlying dimensions. Moreover, as the research on the impact of natural disasters on small retail businesses is particularly limited, our paper would contribute in deepening the scientific understanding on the resilience dimensions displayed by small retailers when affected by a natural disaster. In fact, commercial activities play a crucial role in the aftermath of an extreme event, providing support and first-aid and strongly contributing in re-creating a sense of community and normality. Empirical research on organisational resilience in general and on entrepreneurs' resilience in particular lacks too, apart from a small number of qualitative studies on the topic.

In trying to fill these gaps, a survey on a sample of small retailers hit by the 2012 Emilia earthquake happened in Italy was conducted, administering a structured questionnaire: 206 retailers were interviewed and data processed applying structural equation modelling (SEM). The purpose is then to assess if and how the identified dimensions of Resilience – namely: Robustness, Agility and Integrity – affect the capacity of small retailers to recover from a disruptive event. Results show that entrepreneurs' resilience dimensions are significantly impacting the retailers' capacity to bounce forward a natural disaster, but while robustness and agility display a positive effect, integrity results to act negatively. Theoretical and managerial implications are derived.

- 584** **SUPPLY CHAIN RISK MANAGEMENT, AN ANALYSIS OF FIT.**
Carmen Gonzalez-Zapatero UNIVERSITY OF SALAMANCA
Javier Gonzalez-Benito UNIVERSITY OF SALAMANCA
Gustavo Lannelongue UNIVERSITY OF SALAMANCA
Luis Miguel D Ferreira UNIVERSITY OF COIMBRA

Research is called for to confirm the utility of a contingent approach to Supply Chain Risk Management (SCRM) analysis, including considerations on organizational structure. To fill these gaps this paper relies on two different approaches to fit

analysis. Fit as a profile deviation is used to build two fit indicators: Risk Management Incoherence (RMI) and Risk Management Efficacy (RME). Fit as moderation is used to posit a negative relationship between RMI and RME, and to flag the negative moderating role that a Risk Manager (RM) plays in it. The findings obtained from a sample of 106 firms confirm the hypothesis.

576 SPREADING OF A SAFETY CULTURE IN A COMMUNITY OF AMATEUR SPORTS PRACTITIONERS. THE CASE OF THE FRENCH FREE FLIGHT FEDERATION (FFVL).

Mathias Szpirglas UNIVERSITÉ PARIS-EST, INSTITUT DE RECHERCHE EN GESTION, IAE GUSTAVE EIFFEL, UNIVERSITÉ DE PARIS-EST MARNE-LA-VALLÉE

This article deals about the spreading of a safety culture in the free flight community which is composed mostly of amateur practitioners by the Free Flight French Federation (FFVL). This intention was made necessary by the poor results in terms of accidentology that this community experiences each year, that jeopardize both the social acceptability of such leisure activity and the community itself by compromising its insurability. This leads to the following research question: how spreading an actual safety culture in a community of amateur sports practitioners.

This article is based on a research-action conducted at the FFVL and proposes a theoretical framework that gives meaning to the risk management projects conducted by the federation, regarding the importance of diffusing a culture of safety. This framework provides both a mean to evaluate the actions lead by the federation and to describe how to foster the integration of individual and collective behaviour. It explains also how amateur practitioners can take over a risk management approach from an institution with which they have only tenuous links.

Organizing Museum Life (15:40 - 17:10) - ISCTE - Building I/Room 1E04 ([Top](#))

Track: T01_04 - Arts for Business and Society

Chair(s): Birgit Jevnaker

Discussant(s): Xavier Castaner

Paper Presentations:

1834 TOWARDS VALUE CO-CREATION WITHIN MUSEUMS: TECHNOLOGY, PEOPLE AND ORGANISATION

Mauro Romanelli UNIVERSITY OF NAPLES PARTHENOPE
MARIA FERRARA UNIVERSITY OF NAPLES PARTHENOPE

Museums should develop and use technologies in order to promote value co-creation encouraging interactive participation and enhancing the learning experience, and driving user-generated cultural heritage contents. The aim of this study is to elucidate

how museums identify some pathways for value co-creation by using technology in order to rediscover user participation, to design virtual museums and enable museum professionals to interact with users that contribute to knowledge, learning and value creation. Technology is driving museums to evolve from audience-oriented institutions to become as knowledge- and learning-oriented organisations that contribute to sustaining value co-creation in cultural heritage field by rediscovering technological and human capabilities, and opening up to participation of the audience that contribute to constructing cultural meanings, supporting knowledge creation, sustaining education and learning opportunities.

1758 THE IMPACT OF MOBILE TECHNOLOGIES ON THE MUSEUM EXPERIENCE

Emanuela Conti UNIVERSITY OF URBINO CARLO BO
Mara Cerquetti UNIVERSITY OF MACERATA

In the last ten years, mobile technologies have become more and more important not just in our everyday life, but also in museums and heritage sites, thus gaining an increasing attention in international scientific research on museum management. In this context, the present paper aims to explore the role of mobile technologies within the museum context, in order to understand if and how audio guides affect both the different dimensions of the museum experience (i.e. learning, aesthetics, entertainment, engagement, and social) and visitor satisfaction and which experience dimension/dimensions is/are most influenced by the use of mobile technologies. After a review of the scientific literature on this matter, a case study is provided, by analyzing and discussing data from the National Gallery of the Marche Region, a museum located in Urbino – a UNESCO city in the heart of Italy. First results provide some suggestions to innovate content and design of audio guides.

332 ACADEMICS, BUREAUCRATS, AND CURATORS. MANAGING BOLOGNA UNIVERSITY MUSEUMS AND COLLECTIONS (1970-2013)

Luca Zan UNIVERSITY OF BOLOGNA
Paolo Ferri UNIVERSITÀ DI BOLOGNA
Anna Guagnini UNIVERSITY OF BOLOGNA
Maria Elena Santagati UNIVERSITY OF BOLOGNA

Over the past thirty years, projects have been launched in the attempt to redefine the structure and the scope of university cultural heritage, re-positioning these assets in relation to their role in present day teaching, research, and third mission-related activities. These objectives, which are widely debated in the curatorial literature, partly shape the on-going processes of transforming university collections into museums seeking a broader audience (i.e. not just students or academics) and having specifically allocated personnel. An aspect that is less systematically debated in this literature is the fact that university heritage management is highly intertwined with that of university administration. Hence the aim of the paper is to reconstruct and make sense of Bologna University's cultural heritage management from the 70s up to 2013 by looking at how the global challenge of transforming collections into museums have impacted heritage management at University of Bologna, given its specific and contextual administrative constraints. By drawing on documental

evidence (meeting minutes, financial reports, rectoral decrees, letters of directors to the academic bodies) we pinpoint four phases in Bologna University heritage management each characterized by a distinctive interplay between the academic logic, that emphasises the teaching or research implications of collections; the curatorial logic, which prioritizes instead the processes of caring, cataloging, and make the collections available to the public; and the administrative logic, that could be an effective support to the running of activities of both academics and curatorial logics, but could also rise serious problems and difficulties. A critical reflection of the findings is still in progress, yet what has so far emerged is that the shift from collections to museums at the University of Bologna was blocked several times. The administrative machine of the University was not able to support and transform into practice the vision put forward at the end of the '70s. At a later stage, we could speculate on what is specific and what is common in other European universities like Padua, Oxford and Uppsala.

Post-M&A Integration (15:40 - 17:10) - ISCTE - Building II/Room C1.01 ([Top](#))

Track: ST13_04 - Mergers & Acquisitions and Divestitures: A Glimpse into the Future

Chair(s): Philippe Very

Discussant(s): Audrey Rouzies

Paper Presentations:

1452 POST-ACQUISITION INTEGRATION AS DECISION-MAKING PROCESS: INDIVIDUAL- AND GROUP-LEVEL PERSPECTIVES
Sniazhana Sniazhko UNIVERSITY OF VAASA

In post-acquisition phases of mergers and acquisitions (M&As), integration happens across different levels. Yet, we lack an empirical understanding of the link between individual- and group-level processes through which integration takes place. Understanding the dynamics of interlinked individual- and group-level processes with their events, activities and interactions is important for integration decisions to save integration time and resources, thus promoting successful outcome of the integration. By adopting progression linking perspective in this study, I observe sequential and mutual influences between individual-level and group-level decision-making of integration managers in post-acquisition integration. The findings of in-depth qualitative case study research illustrate the pattern of integration decision-making process as primarily a bottom-up process, which depicts the key performing role of integration managers either at individual- or group-level. The offered diagram of the integration managers' decision-making during post-acquisition integration phase illustrates that integration managers applies idea generating, strategic content recommending and final alternative selecting activities. Integration managers reflected

that continuous feedback on individual integration managers' activities and negotiation between individual- and group-level activities was effective and efficient way to make decisions during integration phase.

1576 MAPPING THE SPEED VARIATIONS OF THE POST-MERGER CHANGE MANAGEMENT PROCESS THROUGH CRITICAL INCIDENT METHODOLOGY

Mark Thomas GRENOBLE EM

Duncan Angwin LANCASTER UNIVERSITY SCHOOL OF MANAGEMENT

Ioannis Thanos LANCASTER UNIVERSITY

This article builds on a 30-month, qualitative research project of two merging organisations to highlight the variations in speeds of change during the process of post-merger integration. The relationship between strategic decision-making speed and the performance of organizations has become a key preoccupation to academics and practitioners (Bauer, 2015; Eisenhardt & Brown, 1998; Robert Baum & Wally, 2003). At the core, the fundamental question concerns whether fast decision-making leads to improved long-term performance. Mergers and Acquisitions, (M&As), as multifaceted and complex phenomena (Larsson & Finkelstein, 1999; Mirc, 2014; Rouzies, 2013) offer rich insights into this debate since merging organisations are required to undergo a large amount of change in a relatively short space of time and must avoid time compression diseconomies (Dierickx & Cool, 1989). However, despite a large body of work on change management process, change is often assumed to take place at a relatively uniform pace.

Our analysis uses Flanagan's (1954) critical incident technique to identify, map and then highlight the relative speed of integration during PMI. Hence, we gain a more concrete and detailed impression of the complexities of the M&A process (Durand, 2016; Gomes, Angwin, Weber & Tarba, 2013). Our findings show that a PMI process that began slowly, accelerated considerably during the second year before decelerating in the third year of the merger as fine-tuning management was required. In fact, it would be more accurate to refer to speeds rather than speed of integration. Like a prudent motorist, senior managers will thus be compelled to adjust their speed on their integration measures in accordance with the conditions they face. A deeper understanding of such variations in speed of integration allow senior manager to better prepare employees, maintain staff morale and improve the long term performance of the two merged organisations.

Project as practice and mega projects (15:40 - 17:10) - ISCTE - Building II/Room C4.01
([Top](#))

Track: T10_01 - Action research, collaborative research and participatory research - engaged scholarship in projects and innovations

Chair(s): Lars Hansen

Paper Presentations:

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PROJECT-AS-PRACTICE: THE LIVED EXPERIENCE NEXT TO THE LEADER OF A MEGA PROJECT

THEODOROS KALOGEROPOULOS PHD CANDIDATE

Vrassidas Leopoulos PROFESSOR, SCHOOL OF MECHANICAL ENGINEERING, NATIONAL TECHNICAL UNIVERSITY OF ATHENS

Konstantinos Kirytopoulos UNIVERSITY OF SOUTH AUSTRALIA

Zoe Ventura ASSOCIATE PROFESSOR, ATHENS UNIVERSITY OF ECONOMICS & BUSINESS

A distance is observed among scholars and practitioners regarding what really happens on projects. Moreover researchers have not been thoroughly engaged with the study of the sociological background of a project manager. This paper aims to make a first step in trying to fill this gap by analyzing, with the use of Bourdieuan lens, the project manager that delivered successfully one of the most large-scale building constructions ever built in Greece, a project with a total budget exceeding €350 million. A daily observation of the project manager for a four-month period, in the field of the above mentioned project, followed from in-depth interviews with fifteen hours total duration, established the participatory research. The findings identified the key sub-categories of the theoretical triad of Bourdieu, habitus-field-capital, thus providing the basis for further research regarding the application of the theory of Bourdieu in relation to project managers.

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CAPTURING THE LIVED EXPERIENCE OF PROJECTS: METHODOLOGICAL CONSIDERATIONS FOR INTERPRETIVE PHENOMENOLOGICAL INQUIRY

Julie Frechette MCGILL UNIVERSITY

Vasiliki Bitzas INTEGRATED HEALTH AND SOCIAL SERVICES UNIVERSITY NETWORK FOR WEST-CENTRAL MONTREAL & MCGILL UNIVERSITY

Melanie Lavoie-Tremblay MCGILL UNIVERSITY

The field of project management is slowly shifting to more appreciation of the human experience of projects. Despite this recent realization, few authors have integrated lived experience theoretically and methodologically in their project management studies. Interpretive phenomenology presents a very promising avenue for inquiring into project lived experience, yet there is still a considerable gap in terms of methodological considerations for project management research. This article examines the following question: What are the methodological considerations of leading an interpretive phenomenological study in project management? The foundations of interpretive phenomenology will first be explored in order to show how this philosophical tradition can guide the research methodology. Then, the methodological considerations of interpretive phenomenology concerning research paradigm, researcher's stance, objective and research question, sampling and recruitment, data collection, and data analysis will be presented. A study of pediatric intensive care unit nurses' lived experience of a major hospital transformation project will be used as an exemplar, to illustrate these considerations in project management research. This paper contributes to project management by highlighting the

methodological underpinnings of interpretive phenomenology, a methodology that can contribute greatly to the field by allowing an in-depth understanding of *being* with projects.

1753 INNOVATION CHAMPIONS IN MEGAPROJECTS: THE CASE OF UK INFRASTRUCTURE

Natalya Sergeeva UNIVERSITY COLLEGE LONDON

Megaprojects are temporary organizations characterised by a large investment commitment, vast complexity in organizational terms, and long-lasting impact on the economy, the environment, and society. Innovation is increasingly recognized as an integral part of major British infrastructure megaprojects – from Heathrow Terminal 5, via the Olympic Park and Crossrail towards Thames Tideway Tunnel and HS2 High-Speed rail link. The management of innovation in megaprojects is increasingly recognized as an important area for successful delivery and impact on the policy-making and economy as a whole. Megaprojects tend to launch innovation strategies which identify, develop and implement innovative ideas from every corner of organisations. Innovation managers and their teams of champions are responsible for constructing and implementing an innovation strategy and promoting innovation to wider audiences. Innovation leadership is at the heart of project organising. There are different types of innovation champions, such as sustainability champions, digital innovation champions and integration champions. There is also emerging informal role of innovation agents. Surprisingly, innovation agency in temporary organisations is under-explores area of research. Better understanding of the nature and the role of innovation champions and agents and other related informal roles, and their motivations to innovate, has direct implications for megaproject performance. This paper explores a network of innovation champions within UK infrastructure megaprojects. Value shall be gained from demonstrating how successfully innovation champions are able to operate within a megaproject.

Relations and innovation (15:40 - 17:10) - ISCTE - Building II/Room C6.07 ([Top](#))

Track: ST06_04 - Inter-organizational networks and innovation

Chair(s): Francesco Capone

Discussant(s): Miryam Martin-Sanchez

Paper Presentations:

1181 RELATIONSHIP BETWEEN CUSTOMER CONCENTRATION AND FIRM INNOVATION

Dong-Young Kim UNIVERSITY OF NORTH FLORIDA

The objective of this study is to examine the relationship between customer concentration and firm innovation. We hypothesized that customer concentration has both positive and negative relationships to the quantity and the quality of innovation

in supplier firms. Negative binomial regression analysis was used to test hypotheses. We find that customer concentration exhibits a nonlinear relationship with the quantity of innovation.

1280 RECRUITING FOR ACTIVATING LOCAL TRANSFER OF KNOWLEDGE IN INDUSTRIAL DISTRICTS: THE CASE OF ZARA

jose-luis hervas-oliver UNIVERSITAT POLITECNICA VALENCIA
Jose Belso-Martínez UNIVERSITY OF MIGUEL HERNANDEZ

The objective consists of unfolding how multinationals learn through recruiting for technical competence-creation in industrial districts, activating the transfer of highly tacit and geographically sticky knowledge. Focusing on ZARA's collocation and its recruiting strategy in the Elche (Spain) footwear MID (Marshallian Industrial District), this study explores how and what multinationals learn from industrial districts by dissecting a multinational's recruiting strategy to access to local tacit knowledge. Beyond traditional mechanisms of learning through acquisition, joint ventures or subcontracting, this study empirically shows a social transfer of knowledge activated by a deliberated recruiting process that permits the transfer of highly tacit and geographically sticky technical knowledge through hiring local workers possessing local knowledge and social capital. Multinationals' technical learning focuses on accessing to a focal district's competitive advantage by recruiting primarily local workers with strong social ties and tacit knowledge from the best local firms in the focal district knowledge domain.

1776 MNC R&D SUBSIDIARIES: AN INTERACTIVE APPROACH TO DUAL EMBEDDEDNESS EVOLUTION

Amadou Lo TOULOUSE BUSINESS SCHOOL
Martha Geiger UNIVERSITY OF CAMBRIDGE

In this study, we examine the processes and the evolution through which MNC R&D subsidiaries operate dual embeddedness. Despite a recent shift in the literature from focusing mainly on external embeddedness (the extent of a subsidiary's network in its local environment) to considering both external and internal embeddedness (the extent of a subsidiary's network in its parent company), i.e. dual embeddedness, a gap in the literature persists, given that most studies adopting a dual embeddedness perspective have analyzed the internal and external embeddedness as two simultaneous but non-intertwined phenomena. To address this gap, we conducted a multiple case study of R&D subsidiaries located in Silicon Valley and respectively belonging to eight of the world's largest automotive manufacturing MNCs. We adopt an evolutionary perspective and find a shift towards a stronger and a denser type of R&D subsidiaries' external embeddedness, as well as a decline in administrative (internal) embeddedness, paradoxically paired with a growing level of knowledge-related (internal) embeddedness. Finally, we propose an interactive approach to dual embeddedness by revealing interactions between external and internal embeddedness.

Responsible Finance: Microfinance and Crowdfunding Challenges and Opportunities (15:40 - 17:10) - ISCTE - Building I/Room 1E05 ([Top](#))

Track: ST01_03 - Finance and Economy for Society: Inclusion, Empowerment and Sustainability

Chair(s): Sharam Alijani

Discussant(s): Veronica Chiodo, Catherine Karyotis

Paper Presentations:

- 696 A BRICOLAGE PERSPECTIVE ON DUAL-MISSION MANAGEMENT IN MICROFINANCE INSTITUTIONS: EVIDENCE FROM CAMEROON**
STEFFI SANDRA SINGHE UNIVERSITY OF NANTES

This paper adopts a bricolage perspective to understand how microfinance institutions in Cameroon deal with the challenges associated with their competing social and commercial goals. Based on a qualitative exploratory study with 34 practitioners from 28 microfinance institutions (MFIs) in Cameroon, we found that the MFIs face internal and external challenges - limited resources, nature of the target clientele, external shocks to clients, and delays in the payment of public contracts - as they attempt to achieve their dual mission. The MFIs engage in bricolage by refusing to be constrained by limitations and utilizing all the means at hand to manage their dual missions in order to create both social and economic value. These findings add, in two important aspects, to the literature on microfinance: by contributing to the debate on dual mission management in MFIs and by extending the bricolage concept to microfinance.

- 872 HOW DO YOU LIKE MY CROWD? ANALYZING THE EFFECTS OF CROWDFUNDING MOTIVATION AND INFORMATION SPECIFICITY ON CONSUMERS' PERCEPTIONS OF PRODUCTS FROM SUSTAINABLE ENTREPRENEURS**

Peter Wehnert UNIVERSITY OF ERLANGEN-NUREMBERG
Christian Baccarella FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG
Markus Beckmann UNIVERSITY OF ERLANGEN-NUREMBERG

Crowdfunding is becoming the most important way to finance early stage entrepreneurial ventures. Yet, little is known about how customers perceive resource acquisition via crowdfunding. When marketing crowdfunded products as such, entrepreneurs need to determine which information regarding crowdfunding are important to customers and in which level of specificity they should be communicated. In contrast to traditional investment forms, crowdfunding rests on more diverse motivations including primarily intrinsically motivated funding decisions. We assume that cues on specific funding motivations influence customers' product attitudes. Besides, we assume that other crowdfunding-related information such as the number of funders communicated in different degrees of specificity effect consumers' product perceptions. Conducting a 2 (intrinsically motivated crowdfunding vs. extrinsically motivated crowdfunding) x 2 (low information

specificity vs. high information specificity) experimental study (n=180), we find that displaying cues on mainly intrinsic funding motivation influences customers' perception of crowdfunded products more positively than cues emphasizing extrinsic funding motivation. Via the mediator product attitude, this influence reaches up to reduce pronounced information asymmetries related to sustainability features. Entrepreneurial ventures offering crowdfunded sustainability-oriented products may thus benefit from our findings in particular. Furthermore, we find that customers do not have clear preferences regarding information specificity and label directiveness shifting light to other influencing factors such as the label issuer. From these findings, we derive recommendations of how to market crowdfunded products in accordance with the preferences of consumers.

**1674 TOWARDS GREATER EFFICIENCY IN RESPONSIBLE FINANCE:
CROWDSOURCING AS A SOCIETAL OPPORTUNITY?**

Thibault Cuénoud LA ROCHELLE BUSINESS SCHOOL, EXCELIA GROUP

Responsible finance, whether ethical, solidarity-based or participatory, has sought to consolidate, through the financing of "committed" activities, more sustainable development methods in close proximity to the territories. Today, she is facing more and more attention in society as to her ability to embody transparency, understanding, utility and proximity to citizens. The emergence of Sustainable Development (SD), practices of Societal Responsibilities of Organizations (RSO), the strengthening of historical sectors of the Social Entrepreneurship and the rise of social innovation as corollary to the technological innovation are just some of the elements of a civil society more attentive to renewed entrepreneurial practices. This "societal pressure" is reinforced and accentuated by the new Information and Communication Technologies (ICT), which today allow citizens to easily engage in these organizational changes. These collective movements are called "crowdsourcing" when they induce co-construction relationships between citizens and project leaders. Should these crowds become more involved in responsible finance organizations in search of organizational legitimacy and socio-economic efficiency? Ultimately, the question that arises is the ability of responsible finance actors to integrate these new forms of citizen expression in order to be better able to provide appropriate financing for societal challenges. Is it possible for them? If so, under what conditions and how will they "mutate" to get there? In order to answer this problem, and in agreement with the review of the studied literature, it will be realized a longitudinal case study of a project of elaboration of an investment fund ethical, solidarity and participative regionalized where the place of the citizens is clearly posed. In this way, we will be able to detect the range of possibilities in the organizational changes taking place within committed actors in responsible finance.

**Reviewing the literature and collaborative research (15:40 - 17:10) - INDEG
Building/Room 1.15 ([Top](#))**

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): Viktor Dörfler

Paper Presentations:

965 **WHISTLEBLOWING RESEARCH: A SYSTEMATIC REVIEW OF METHODS**

farah sabsabi UNIVERSITY OF BALAMAND
Mariam Soufi UNIVERSITY OF BALAMAND
Hala Khayr yaacoub UNIVERSITY OF BALAMAND

Whistleblowing is an important ethical issue that is gaining an increasing scholarly attention. The study aims at providing a point of reference and another of guidance for future research on the topic of whistleblowing by exploring the methods used. A systematic literature review approach is conducted to scrutinize the adequacy of the methodologies used in whistleblowing studies. Systematic literature review is a powerful tool of aggregation and integration of the data. The final sample included in this review consists of 77 empirical studies. This study aims at sharpening the methodological skills used to test whistleblowing. This systematic review yields to a holistic scan of the methodologies used in the existing literature on whistleblowing, and leads to the conclusion that a methodological shift is probably needed in future research on the topic to broaden the coverage of its intricacies.

986 **USING THE PSYCHOANALYTICAL CLINICAL PERSPECTIVE AS A METHOD FOR COLLABORATIVE RESEARCH. AN INTERDISCIPLINARY EXAMPLE.**

Annick Ancelin-Bourguignon ESSEC BUSINESS SCHOOL
Brigitte Charrier RECIFES, ARTOIS UNIVERSITY

This communication contributes to the stream of research using psychoanalysis as a theory and method for organization and management research. It documents a hardly studied methodological aspect, that is, the analysis of counter-transference processes occurring in any research (vis-a-vis the research object and method), and particularly in collaborative research where transference and counter-transference processes take place between researchers. Our analysis relies on the case of an interdisciplinary (namely management and educational studies) collaborative research providing the opportunity to scrutinize counter-transference processes in relation to various aspects of the ongoing research. We show how working out and sharing personal stakes regarding the research project in all its dimensions as a preliminary research step has epistemological and methodological benefits. Beyond it sets the foundations of peaceful relationships between researchers and nurtures their identity work.

S06.02 - Collaboration in core and peripheral regions: symmetry, asymmetry, complementarity and competition (15:40 - 17:10) - ISCTE - Building I/ Auditório 0NE01- Paquete de Oliveira ([Top](#))

Track: GT06_00 - Innovation General Track

Chair(s): Luigi Orsi, Andrea Ganzaroli, Ivan De Noni, Fiorenza Belussi, Bodo Steiner

Semiotics and language. (15:40 - 17:10) - INDEG Building/Room 1.13 ([Top](#))

Track: GT12_00 - Research Methods and Research Practice General Track

Chair(s): David Guttormsen

Paper Presentations:

513 USING MACHINE LEARNING FOR THE RECOGNITION OF LINGUISTIC MARKERS OF HUBRIS

Vita Akstinaite MURDOCH UNIVERSITY

Peter Garrard ST GEORGE'S, UNIVERSITY OF LONDON, UK

Eugene Sadler-Smith UNIVERSITY OF SURREY

This paper explores the potential of machine learning techniques in the analysis and recognition of linguistic markers of hubris. Using machine learning techniques we analysed spoken utterances from a sample of hubristic CEOs and compared them with non-hubristic CEOs. We found that machine learning algorithms have the ability to automatically identify hubristic versus non-hubristic speech. This research is based on the precepts that: leaders' linguistic utterances provide insights into their personality and behaviours; personality (and hence, hubris) can be assessed at-a-distance; hubris is associated with potentially detrimental and destructive leader behaviours. One of the main implications of this study is building a foundation for future studies that are interested in the application of machine learning in the field of hubristic leadership and the important role that language plays in organisations. The findings of the present study, as well as the recommendations raised, could be used as a baseline in future research on hubristic language and personality.

714 RESEARCHING (AND THINKING ABOUT) MANAGEMENT IN FRENCH: A DOGMA OR AN EMPIRICAL REALITY?

François Goxe UNIVERSITY OF VERSAILLES

MICHAEL VIEGAS PIRES UNIVERSITY OF VERSAILLES

The preferred language of publication is regularly discussed within the scientific community in management. In this context, many people are speaking out to defend research conducted in other languages than English, arguing that such research is somewhat original compared to the literature in English. Are these only statements of principle? Can such originality be demonstrated empirically? This article is based on a detailed qualitative analysis of the research published in the Revue Française de Gestion and the British Journal of Management. We show that while there are similarities between these journals and the studies they publish; works conducted in French do exhibit some specificities. The implications of these results for French-speaking and non-English speaking researchers are also discussed.

1428 NARRATIVES IN ORGANIZATIONAL RESEARCH: THE CONTRIBUTION OF GREIMAS' STRUCTURAL SEMIOTICS

Michela Iannotta SAPIENZA UNIVERSITY OF ROME
Chiara Meret SAPIENZA UNIVERSITY OF ROME

The present work aims at providing a comprehensive understanding of antecedents, key features and modes of application of *generative* semiotics in organizational research. A central tenet in the Greimasian approach is focusing on narrative structures in order to account for the attribution of sense and production of meaning. Unveiling the underline structures of texts and discourses requires a rigorous theoretical and empirical apparatus of knowledge about structural semiotics. With this in mind, we address the conceptual foundations of Greimas' theory into the field of general narratology to argue its application as both a research methodology and an interpretative framework to delve into the complexity of organizational phenomena. To that end, this study provides researchers with a comprehensive knowledge that may help them to apply Greimasian semiotics when studying organizations. By providing a first systematization of concepts and notions around the use of structural semiotics for managerial research, this work strongly encourages a broader dissemination of generative semiotics in organizational studies for a number of theoretical and methodological opportunities. In this way, it expands chances for organizational theory and research practice.

SMEs and international context (15:40 - 17:10) - ISCTE - Building II/ Auditório B1.03
([Top](#))

Track: T03_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs

Chair(s): Nelson Antonio

Discussant(s): Annika Lorenz

Paper Presentations:

1214 DOES THE TIME TO IPO MAXIMIZE FOREIGN IPO VALUE? AN INVESTIGATION OF THE MODERATING ROLE OF HOME BUSINESS SYSTEM AND HOST VENTURE CAPITAL
Hyemin Chung AMAZON SERVICES KOREA
Minsun Lee KOREA UNIVERSITY
DAEIL NAM KOREA UNIVERSITY BUSINESS SCHOOL

With the integration of financial markets and disappearance of barriers, firms are increasingly opting for initial public offerings (IPOs) abroad. To determine the specific attributes contributing to successful foreign IPOs, we hypothesize that a foreign firm's time between incorporation and its IPO abroad is negatively associated with IPO value, where shorter time corresponds to better IPO results. In addition, we posit that business systems and venture capital firms have moderating effects at the country level. The results partially support these hypotheses and provide a

comprehensive understanding of the factors that contribute to a firm's successful public debut abroad.

1648 GO ABROAD OR DIE? INTERNATIONALIZATION IN THE DECLINE PHASE

Angeles Montoro-Sanchez COMPLUTENSE UNIVERSITY OF MADRID
Caridad Maylín-Aguilar FRANCISCO DE VITORIA UNIVERSITY

In this paper we examine one of the potential key drivers of the internationalization decision, decrease of home country demand, through the vision of the industry's life cycle model. Our aim is to understand in what industrial context and firm conditions internationalization is a way to escape from the end-game of decline phase. Although stagnation and decline of home country demand is a harmful situation for many firms, few attention has been given to the circumstances in where internationalization is a profitable alternative. The subject of this dialogue is the firm, its competitive position, maturity and the mindset of their top management. Results on a sample of Spanish companies, belonging to the food and beverages industry, show that, although industry sales draw an overall positive performance, firms' competitive situation has to be carefully sensed before committing themselves to develop international activity in order to stay in the declining business, through reconfiguring its markets with international expansion. This research builds on additional knowledge of that particular situation of businesses' life cycle, as it is necessary to understand the links between theoretical models in order to give practical advice to managers.

Systemic Perspectives (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.28 ([Top](#))

Track: T09_07 - Organisational Cognition: Theories, Applications and Advancements

Chair(s): Davide Secchi

Paper Presentations:

690 KNOWLEDGE SHARING AND KNOWLEDGE CREATION IN VIRTUAL TEAMS: AN INTEGRATED FRAMEWORK BASED ON DISTRIBUTED COGNITION THEORY AND TRANSACTIVE MEMORY SYSTEMS

Evi Kneisel TECHNISCHE UNIVERSITÄT CHEMNITZ
Katja Werner TECHNICAL UNIVERSITY CHEMNITZ
Stephanie Tietz CHEMNITZ UNIVERSITY OF TECHNOLOGY

The importance of virtual collaboration forms is growing. Especially in knowledge-intensive, highly dynamic and international sectors, organizations are more and more using virtual teams to be able to operate faster and more flexible. One main reason for building virtual teams is the prospect of integrating specialized and dispersed knowledge across physical borders. In fact, knowledge sharing and knowledge creation are crucial processes in virtual teams since they are prerequisites for problem solving and innovations. However, knowledge sharing and knowledge creation in virtual collaboration environments comes with special challenges: Physical distance

and cultural heterogeneity of team members and the dependence on information technologies complicate knowledge processes. Virtual teams are thus in a field of tension between growing needs for virtual knowledge integration on the one side and the social challenges of managing knowledge processes over physical and cultural distances on the other side. Although an amount of studies on knowledge processes in virtual teams exists, the field of research is very heterogeneous and lacks of a common theoretical basis. Most of the current contributions considering a one-sided perspective on knowledge processes in virtual environments, focusing solely either technology components or human factors. However, as technology getting more complex and interactions between individuals and technology getting more complex too, an overarching perspective is necessary, which takes into account the complex relationships and interactions between individual factors, social factors and technological factors in virtual collaborations. For a more integrative view the current contribution develops a socio-technical framework (“virtual distributed knowledge systems”) based on distributed cognition theory and transactive memory systems. In combination, these well-established social theories provide theoretical foundations for describing and understanding how groups of individuals organize shared activities and interact with technology to share and create innovative knowledge for common problem solving. The suggested framework may serve as first step into a common theoretical basis for studying knowledge processes in virtual collaboration environments.

**697 GENERATION Z: THE ROLE OF LIFE SATISFACTION ON THE
RELATIONSHIP BETWEEN TRAIT EMOTIONAL INTELLIGENCE AND
DEPRESSION**

Ebru Inanc INSTRUCTOR
Ceren Aydogmus INSTRUCTOR
Sibel Elif Ozdilek INSTRUCTOR
Selin Metin Camgoz ASSOC. PROF.

The purpose of this paper is to examine the potential effects of Generation Z students’ trait emotional intelligence on their depression through their life satisfaction with a focus on gender and STEM (Science, Technology, Engineering and Mathematics) versus non-STEM (Social Sciences) majors. An online self-reported survey was responded by 844 Generation Z undergraduates studying in STEM and non-STEM majors. Direct mediation model and bootstrapping analysis were used to verify the indirect effect of Gen Zers’ (Generation Z) trait emotional intelligence on their depression levels. Findings about mediation analyses indicate that Gen Zers’ life satisfaction mediates the relationship between their trait emotional intelligence and depression. However, when gender and the major (STEM vs non-STEM) of the participants are taken into the consideration, the mediating role of job satisfaction might change. In particular, the results of the moderated mediation analyses reveal that the mediating effect of life satisfaction on the hypothesized relationship is contingent upon gender such that the magnitude of the mediating effect of life satisfaction on trait emotional intelligence-depression linkage is stronger for females compared to males. On the other hand, the effect of the mediation was not found to vary between STEM and non-STEM majors. Further analyses were conducted as

supplementary analyses to test the conditional effect of gender within STEM and non-STEM majors, separately. Findings reveal that the magnitude of the mediating effect of life satisfaction on trait emotional intelligence and depression relationship is stronger in female sample compared to male sample for those of non-STEM majors. However, the mediating effect does not vary by gender in STEM major sample. This study is one of the rare attempts to understand the relation between trait emotional intelligence and depression through the lens of life satisfaction. It also bridges the gap relating to its context involving Generation Z and emphasizing the roles of gender and different academic majors. Generation Z is the latest and potentially largest generational group to enter the workforce. Understanding this generation has become a significant field of study since Generation Z is the prospective labor force. The results of this study underpin positive psychology movement theory.

Keywords: Generation Z; emotional intelligence; life satisfaction; depression

972

ORGANISATIONAL COGNITION: WHY SHOULD WE CARE? THE IMPORTANCE OF COGNITIVE CROSS-OVER

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Davide Secchi RESEARCH CENTRE FOR COMPUTATIONAL AND ORGANISATIONAL COGNITION, U. OF SOUTHERN DENMARK

Johanne Kirkeby UNIVERSITY OF SOUTHERN DENMARK

This paper explores the meaning and interaction of *enacted* and *embedded* cognition as components of a wider *systemic/distributed e-cognition* (SEC) approach. While the *enaction* is concerned with cognition as a process that is linked to individual and shared actions, *embedded cognition* is bound to situational social conditions that enable successful cognising. The aim of the paper is to illustrate how the study of organisational cognition could benefit from such an approach. In so doing, the article presents two case studies, consisting of separate video recordings. Case Study 1 shows class interactions within an education institution, while Case Study 2 is a training session featuring two goalkeepers and a coach active in a sport organisation. Both cases are analysed qualitatively through Cognitive Event Analysis. In the final sections of the paper we discuss how cognition depends on the *infusion of understanding* (mostly visible in *enacted* cognition) and *result-based sharing* (mostly observable in *embedded* cognition). The combination of the two leads to understanding how content and meaning can be shared through a combination of enacted and embedded cognition, in a process that we have labelled *cognitive cross-over*.

**The Behavioral Impact of Performance Feedback (15:40 - 17:10) - ISCTE - Building II/
Auditório C1.04 ([Top](#))**

Track: ST13_02 - Behavioral Strategy

Chair(s): Philip Meissner

Paper Presentations:

705 BIASED INTERPRETATION OF PERFORMANCE FEEDBACK: THE ROLE OF CEO OVERCONFIDENCE

Christian Schumacher VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

This study examines how managerial biases in the form of overconfidence change the interpretation of performance feedback and, consequently, shape a firm's risk taking in response to it. Our formal analysis suggests that CEO overconfidence is associated with a lower willingness to increase firm risk taking when facing negative performance feedback and a higher willingness to decrease risk when facing positive feedback. An extension of our model also shows that, when firms are operating close to their survival level, the effects of CEO overconfidence will reverse. We test our predictions empirically with a sample of 847 American manufacturing firms in the years 1992 to 2014. Our results are consistent with our hypotheses and are robust to different empirical operationalizations of CEO overconfidence.

1163 PERFORMANCE FEEDBACK IN ACADEMIC JOURNALS: EXPLORING THE RELATIONSHIP BETWEEN JOURNAL IMPACT FACTOR AND MANUSCRIPT REJECTION RATES

Elio Shijaku UNIVERSITAT DE BARCELONA
Nathalie Ceron Hurtado UNIVERSITY OF VIC

Is there a direct relationship between Journal Impact Factor (JIF) and Manuscript Rejection Rates (MRR)? Given the traditional use of JIF as a performance indicator, we revisit this question from previous literature through the lens of organizational aspirations (i.e. performance feedback). While literature on performance feedback has provided numerous contributions on the consequences of financial-based performance feedback, little is known on other non-financial performance categories despite recent calls on the topic. We contribute in these areas by studying the effect of JIF as a journal performance indicator on the rejection rate of submitted manuscripts. Using data on the 30 primary journals affiliated with the American Psychological Association from the period 2004-2017, results are generally supportive of the hypotheses.

1603 TAKING THE DARK PATH: THE IMPACT OF FIRM PERFORMANCE RELATIVE TO ASPIRATION LEVEL ON CORPORATE FRAUD

Moritz Hagen FRIEDRICH-ALEXANDER UNIVERSITY ERLANGEN-NUREMBERG
Sebastian Junge UNIVERSITY OF ERLANGEN-NUREMBERG
Lisa Heberlein UNIVERSITY OF ERLANGEN-NUREMBERG

Recent corporate scandals had tremendous consequences for organizations and their stakeholders, encouraging management scholars to investigate motives, implications, and ways to prevent corporate fraud. However, studies do not exploit behavioral arguments to their full potential to explain how corporate fraud emerges. Building on the behavioral theory of the firm, we examine the relationship of performance feedback and corporate fraud. More precisely, we analyze the influence of a firm's performance below and above social and historical aspiration level on the likelihood of corporate fraud. Considering a sample of 595 companies of the S&P 500 between 2002 and 2017, we focus on securities class action lawsuits as a proxy of fraudulent

behavior. Our results support the prediction that performance below social and historical aspiration level is a significant antecedent of corporate fraud. Moreover, when performance reaches or exceeds historical aspiration level, the likelihood of fraudulent behavior is lower. Applying the behavioral theory of the firm on a rather new field of research—corporate fraud—, we reveal the “dark side” of organizational behavior. Empirical insights about corporate fraud antecedents help to establish effective laws, and thus, reduce fraudulent behavior in future.

The future of organizations in the age of digital transformation - Emerging technologies (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA2.24 ([Top](#))

Track: T14_05 - The future of organizations in the age of digital transformation

Chair(s): Farley Nobre

Paper Presentations:

621 ADVANCING BOUNDED RATIONALITY WITH FUZZY LOGIC AND COGNITIVE MACHINES IN THE ORGANIZATION

Farley Nobre UNIVERSIDADE FEDERAL DO PARANÁ
David Walker UNIVERSITY OF BIRMINGHAM

This article addresses a unique and unified perspective that contributes to extend the boundaries of rationality of participants (and the new economic men) in the organization. The perspective is most grounded in fuzzy logic, bounded rationality, and cognitive psychology literatures as they were concurrently developed in the period between the middle and the end of the 20th century. The perspective is also supported with personal interview of Professor Lotfi A. Zadeh (the father of fuzzy logic) recorded at University of California, Berkeley, 2012. Conclusions of the research include: a) fuzzy logic and bounded rationality assume similar (if not the same) propositions on human mind and decision-making; b) fuzzy logic goes beyond bounded rationality since the former supports the latter with new mathematics to solve non-programmed and ill-structured problems of unknown probability distributions; c) fuzziness rather than probability is the type of uncertainty that most pervades decisions in organizations.

1177 UNVEILING THE AFFORDANCES OF ARTIFICIAL INTELLIGENCE FOR KNOWLEDGE CREATION: INSIGHTS FROM AN EXPLORATORY STUDY

Monika Streuer RMIT
Anne-Laure Mention RMIT UNIVERSITY
Thomas Gittler ETH ZURICH

What knowledge organisations can gain with Artificial Intelligence (AI) is currently an extensively discussed topic, while little is known about how this contribution is made. Employing an Information Systems perspective on the knowledge creation and affordance theory, this study explores how AI can support the creation of knowledge. Based on a content analysis of 11 AI application cases in the food industry, this

research identifies functional affordances of AI and reveals their impact on the different stages of the knowledge creation process. Surprisingly, the results indicate that AI may be capable of not only supporting but almost autonomously carrying out all related activities.

This paper, besides providing actionable knowledge on the utilization of AI for creating knowledge, extends the theoretical understanding of knowledge creation in the context of AI and highlights avenues for future scholarly attention.

885 TRANSFORMATION OF AIS: A REVIEW OF LITERATURE AND ORGANIZING FRAMEWORK TOWARDS A NEW COGNITIVE THEORY OF AIS

Ahmed Mohammad QATAR UNIVERSITY

This paper advances the current understanding of accounting change. The topic of a new AIS nature, role, and characteristics have arguably become ambiguous, sensitive, and the central point of debate. This paper diagnoses the transformation stages and flagging characteristics of a new generation of AIS. To theorize these transformations and characteristics, this paper incorporates paradigms from business, information systems, and accounting literatures to examine the new cognitive theory of AIS. However, prior studies have taken change as impact happened rather than considering the systematic transformations that determine change nature and mechanism. The paper is intended to help accountants and business communities understand the implications of AIS transformation and the related issues. According to conceptual contribution of this paper and given the conceptual foundation of accounting, this paper theorizes the transformation stages of applied AIS. There are several implications that should be considered in future studies especially exploiting new role and practices of applied AIS. Several future research opportunities are identified.

The human aspects of the sharing (P2P) economy (15:40 - 17:10) - ISCTE - Building II/Room C5.01 ([Top](#))

Track: T03_08 - Entrepreneurship in the Sharing economy: P2P Strategies, Models, and Innovation Paradigms

Chair(s): Guillaume BIOT-PAQUEROT

Paper Presentations:

- 1642 THE COLLABORATIVE ECONOMY AND THE HUMAN: REALITY VERSUS EXPECTATIONS IN PLATFORM BASED SOCIAL FUNDING.**
Mathieu-Claude Chaboud CEREN, EA 7477, BURGUNDY SCHOOL OF BUSINESS - UNIVERSITÉ BOURGOGNE FRANCHE-COMTÉ, FRANCE
Guillaume BIOT-PAQUEROT CEREN, EA 7477, BURGUNDY SCHOOL OF BUSINESS - UNIVERSITÉ BOURGOGNE FRANCHE-COMTÉ, FRANCE

Arvind ASHTA CEREN, EA 7477, BURGUNDY SCHOOL OF BUSINESS -
UNIVERSITÉ BOURGOGNE FRANCHE-COMTÉ, FRANCE

Crowdfunding and microfinance are considered as prosocial mean of financing, its Human side in fact never questioned. Through the study of three campaigns, this article offers a discussion of the fundamental drivers of the Human presence or absence in social funding and proposes an initial typology of humanization and dehumanization practices and processes in this context.

The Structure of Medical Practice in Healthcare (15:40 - 17:10) - ISCTE - Building II/Room C4.05 ([Top](#))

Track: ST11_02 - Healthcare Management Research

Chair(s): Daniel West

Discussant(s): Helena Costa Oliveira

Paper Presentations:

682 HOSPITAL REORGANIZATION AND ITS EFFECTS ON PHYSICIANS' NETWORK CHURN: THE ROLE OF PAST TIES

Luca Giorgio UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Daniele Mascia UNIVERSITY OF BOLOGNA

Americo Cicchetti UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Prior literature has widely investigated structural change, bringing to light factors that may facilitate or hinder the adoption of new models in health organizations; yet we know little about how restructuring interventions determine changes in physicians' collaborative behaviours. This paper explores how reorganizations affect the modification of physicians' collaborative networks in hospitals. Our sample consisted of a population of Italian physicians experiencing an internal reorganization aimed at improving multidisciplinary collaboration and teamwork through the adoption of a process-based model for care delivery. We collected social network data on physicians' collaborative relations before and after the reorganization. Several network metrics were calculated based on the physician's ego-network, and then compared over time to assess the volume of network modifications – aka “network churn”. Regression analyses were then used to assess the impact of physicians' characteristics on patterns of network churn. Our findings suggest that the reorganization did not result in substantial changes to the collaborative networks and that observed network modifications were substantially related to the structure of collaborative ties before the change. In particular, greater physicians' network changes were related negatively to the size of their network before the reorganization, and instead positively to the network diversity and local embeddedness that they held in their collaborative networks prior to the change.

906

DOES LEADER–MEMBER EXCHANGE MATTER ON DOCTOR–PATIENT RELATIONSHIP IN CHINA? AN APPLICATION OF THE JOB DEMANDS–RESOURCES MODEL

Weilong Zeng THE FOURTH AFFILIATED HOSPITAL OF GUANGXI MEDICAL UNIVERSITY
Shaozhuang Ma ISCTE

This study investigated the relationships among leader–member exchange (LMX), Doctor–patient relationship (DPR), work engagement and turnover intention. Drawing on the job demands–resources model and conservation of resources theory, we expected DPR as challenge demand, mediates the relationship between LMX and work engagement, and the relationship between LMX and turnover intention. Two-wave data collected from 381 doctors in a public hospital in China supported our hypothesized model. Our results showed that LMX positively related with both DPR and work engagement, but negatively related with turnover intention. In addition, DPR partially mediates the path from LMX to work engagement, but also partially mediates the path from LMX to turnover intention. This study contributes to the limited studies on managing the escalating DPR issue in China from organizational perspective. In addition, this study also contribute to the development of JD-R model by investigating the validity of challenge demand concept with evidence from healthcare occupation in China. Theoretical and practical implications are discussed.

1463

PATIENTS, GENERAL PRACTITIONERS AND HOSPITAL SPECIALISTS' PERSPECTIVES ON COLLABORATION BETWEEN PRIMARY AND SECONDARY CARE.

sara barsanti SCUOLA SANT'ANNA DI PISA, ISTITUTO DI MANAGEMENT
Manila Bonciani SCUOLA SANT'ANNA DI PISA, ISTITUTO DI MANAGEMENT
Anna Maria Murante SCUOLA SANT'ANNA DI PISA, ISTITUTO DI MANAGEMENT

Poor collaboration between professionals can adversely affect the delivery of health services and patient care, particularly in cases of chronic illness. Collaboration between general practitioners (GPs) and specialists has been the focus of many care projects during the past decade at international level. However, barriers to the integration of care such as structure, procedures, legitimacy at system level as well as the professional self-interest at the operational level, can negatively influence the collaboration between setting of care. The main aim of the paper is to analyse the perceptions concerning the collaboration between professionals of primary and secondary care and its possible facilitating factors, by exploring and comparing the perspectives of patients, GPs, and hospital specialists (HSs) with a set of mirror questions using three different survey in Tuscany Region in 2015. Facilitating factors are consider mainly processual variable such as regular meetings, working in the same facilities and sharing data with information system. All three survey used structured questionnaires that included items and scales measuring experience, satisfaction and expectations. In terms of results, patients are more satisfied comparing with professionals: they perceived a good collaboration between primary and secondary

care (3.35/5); while GPs and HSs are less enthusiastic. Considering the facilitating factors, professionals prefer working in the same facilities, following by sharing data and information system and regular meetings, while patients mainly prefer meetings as possible facilitating tools for a good collaboration. We discuss the results using a “*gradient of proximity*” of the three conditions: working in the same building refers to a forced physical proximity, but not necessary interactions; regular meetings consider a forced interaction but not necessary a continuous level of proximity or a formal co-location of professionals. The information system does not necessarily requires physical presence neither interactions; it mainly refers to technical connection in terms of data and information. Our results support the fact that considering the expectations and perspective of involved actors in collaboration is a necessary condition for developing and implementing successful collaboration interventions.

Women, Gender, and Roles (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.30 ([Top](#))

Track: ST05_01- Women, Gender, & Sexuality in Work, Organisation & Beyond

Chair(s): Martin Sposato

Paper Presentations:

658 THE EFFECTS OF FEMALE MENTEES’ RELATIONAL ENERGY ON CROSS-COMPANY MENTORING RELATIONSHIPS

Ursula Liebhart CARINTHIA UNIVERSITY OF APPLIED SCIENCE
Rita Faullant UNIVERSITY OF SOUTHERN DENKMARK

The factors influencing the effectiveness of formal mentoring and cross-company mentoring relationships have been extensively researched over the last few years. Our explorative study investigates the impact of the mentoring partners’ subjectively perceived interpersonal energy – the so-called relational energy – on the quality and benefit of the mentoring relationship. Based on 67 dyads of a cross-company mentoring program in Germany, we examine the intuitively perceived energy level and its development in the dyads. The first results from this study illustrate that the relational energy in a dyad significantly influences the perceived quality and benefit of a mentoring relationship. Furthermore results show, that the energy level in a dyad is independent from the gender setting of the dyads. Moreover, we identify the drivers of relational energy which can positively influence its development and can thus contribute to the scientific discussion and provide practical recommendations for using the concept of energy in cross-company mentoring relationships.

807 VOICE OR SILENCE, TERRITORY, PARENTHOOD AND PERCEPTION OF OCCUPATIONS: FOUR NEW PATHS TO EXPLORE FOR BETTER LGBT INCLUSION IN THE WORKPLACE

Franck Gavaille ESSCA, SCHOOL OF MANAGEMENT
Elise Bonneveux UNIVERSITÉ DE TOURS

Annabelle Hulin UNIVERSITÉ DE TOURS
Typhaine Lebègue UNIVERSITÉ DE TOURS

Research on LGBT inclusion in the workplace is quite recent and represents a field where there is still much to explore. Given the evolution of LGBT civil rights over the last decade and the increasing visibility of this minority, new perspectives can be considered for research. From a literature review, this article identifies four new paths to explore for better LGBT inclusion: LGBT's struggle between voice and silence, the impact of same-sex parenthood on work life and career, territories as vehicle of LGBT inclusion, and perception of occupations and vocational behavior to reduce occupational segregation.

1692 WOMEN'S CHALLENGES IN ORGANIZATIONAL SOCIAL NETWORKS

Maria Dunavolgyi CORVINUS UNIVERSITY BUDAPEST
Máté Baksa CORVINUS UNIVERSITY OF BUDAPEST

Women's challenges in organizational social networks

With our research we wish to contribute to exploration of gender structures 'behind the curtain', in the hidden network of informal leaders in different organizational contexts. Our hypothesis is that formal leadership positions are interrelated with perceptions on leadership skills and that perceived ability may lead to higher chance of promotion for women. We also examine the extent to which invisible networks actors recognize and appreciate the leadership abilities of women and how much segregate women and men

Key words: gender, networks, leadership, followership

Women, Resiliency, and Ethnicity (15:40 - 17:10) - ISCTE - Ala Autonoma/Room AA3.29
([Top](#))

Track: ST05_01- Women, Gender, & Sexuality in Work, Organisation & Beyond

Chair(s): Edwina Pio

Paper Presentations:

338 GLASS HEARTS?! VISIBLE ETHNIC MINORITY WOMEN MIGRANTS AT WORK IN ICELAND AND NEW ZEALAND

Edwina Pio AUCKLAND UNIVERSITY OF TECHNOLOGY
Erla Kristjánsdóttir UNIVERSITY OF ICELAND
Thora Christiansen UNIVERSITY OF ICELAND

Abstract (150 words)

In the migration arena, a deep analysis of women and their heterogeneity as visible minority migrants at work is under researched. Our qualitative empirical research reveals, and

compares, how professional visible ethnic minority women migrants (VEWM) achieve success and what aspects on their work journey are noteworthy. Our geographical contexts are Iceland and New Zealand, as these island nations rank in the top seven of the global gender gap report, have women Prime Ministers, and have increasing demographic diversity. Our research question is - How do VEWM experience success at work? We contribute to the gender, work and organization literature by highlighting the importance of disaggregating traditional analytical categories to reveal the importance of intra-group heterogeneity; we interrogate how class and religion may/may not influence success at work in the trajectories of migrant women; and through the porosity of various categories, we illuminate the complexity of gender, work and organization.

796 WOMEN LEADERS' RESILIENCE: HOW WOMEN REACH AND SUCCEED IN LEADERSHIP POSITIONS

Stephanie Duchek TU DRESDEN

Charlotte Foerster TECHNISCHE UNIVERSITÄT DRESDEN

Ianina Scheuch TU DRESDEN

Although there are preliminary indications that resilience is a key capability for women on their way to leadership, research in this context is extremely rare. In particular, there is a lack of empirical studies on the specific role of resilience in achieving top leadership positions and on the factors that help to develop high levels of resilience. To narrow this research gap, we provide a mixed methods study that combines the findings of a quantitative survey and an exploratory interview study. The quantitative analysis provides statistical support for the assumption that women in upper leadership have higher resilience scores than women in lower leadership and, thus, shows that resilience matters for women who want to conquer the leadership field. Based on our qualitative content analysis, we identify women's main challenges on their way to leadership, resilience factors in three categories (experiential, individual, and contextual factors), and opportunities for promoting resilience. Our study contributes to women leaders and (women) leaders' resilience research and offers a substantial starting point for future empirical research. Furthermore, it provides insights into the development of women leaders' resilience in practice.

Chill out Break (17:10 - 17:30) - F/B Area Tent ([Top](#))

SIG 03 - Entrepreneurship Wrap Up (17:30 - 18:30) - ISCTE - Building II/ Auditório B1.03 ([Top](#))

SIG 05 - Gender, Race and Diversity in Organizations Wrap Up (17:30 - 18:30) - ISCTE - Ala Autònoma/Room AA3.29 ([Top](#))

**SIG 07 - International Management Wrap Up (17:30 - 18:30) - ISCTE - Building II/
Auditório B2.03 ([Top](#))**

**SIG 09-Organizational Behaviour Wrap Up (17:30 - 18:30) - ISCTE - Building II/Room
Grande Auditório ([Top](#))**

**SIG 10 - Project Organising Wrap Up (17:30 - 18:30) - ISCTE - Building II/Room C6.10
([Top](#))**

**SIG 12 - Research Methods and Research Practice Wrap Up (17:30 - 18:30) - ISCTE -
Building II/Room B2.02 ([Top](#))**

EURAM Party (19:30 - 23:30) - Patio de Gale ([Top](#))

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