

DRAFT PROGRAM

ASIA ACADEMY OF MANAGEMENT, Bali, Indonesia, June 19–21, 2019

1. This is a *draft* program, and *not* the final program. Within each session, papers are organized according to the alphabetical order of the first authors' last names. Please find your name and session from the Name Index first. The draft program is disseminated for informational purposes only, and can be subject to (hopefully very minor) change without further notice. Changing sessions and times is not possible. If there are typos (especially those regarding your name and affiliation), please email aaom2019@gmail.com ASAP.

2. Some session chairs have ? next to their names, as these colleagues have not responded to our invitation. Can these colleagues please respond to aaom2019@gmail.com ASAP? In the (unlikely) event that assigned session chairs fail to respond at all, presenters for a session please form a self-managing team.

3. Format of a *roundtable* session: There is no traditional stand-up (PPT-based) presentation. Everybody sits down, and presents (without PPT) 5-10 minutes to colleagues at the table. Some participants may choose to prepare a 1-sheet (2-sides) handout to colleagues at the table (if so, we recommend 10 copies). There will be some discussion moderated by roundtable session chair.

Thx for your understanding! — AAOM 2019 Team (April 18, 2019)

DAY ONE 19 June 2019

June 19 / Session 1.1.1 / 2:00-3:30 PM

Track: Professional Development Workshop

Room: Wantilan

PHD CONSORTIUM (by invitation only—to apply, please email Xiaohua Yang at xyang14@usfca.edu; and Badri Munir Sukoco at badri@feb.unair.ac.id) (session 1)

Co-Chairs:

- Xiaohua Yang, University of San Francisco
- Badri Munir Sukoco, Universitas Airlangga

Faculty mentors:

- Maoling Bu, Nanjing University
- Ping Lv, University of Chinese Academy of Sciences
- William Newbury, Florida International University
- Ely Susanto, Universitas Gadjah Mada
- Sari Wahyuni, Universitas Indonesia
- Wann-Yih Wu, Nanhua University
- Wu Zhan, University of Sydney

Senior faculty from a variety of universities will bring together their diverse academic and professional experience to coach PhD students, who will become the next generation contributors to AAOM and beyond.

journal. Former Editor-in-Chief David Ahlstrom will also speak about publishing in *APJM* and avoiding desk rejection. After that, roundtables will be held for authors to discuss their papers with other Senior Editors on how to revise them for *APJM*.

June 19 / Session 1.1.3 / 2:00-3:30 PM

Track: Professional Development Workshop

Room: Tabanan

AACSB ACCREDITATION TRAINING WORKSHOP: EVERYTHING YOU EVER WANTED TO KNOW ABOUT AACSB ACCREDITATION (Walk-ins are welcome, but registration by June 1 is appreciated, especially if participants wish to have the specific concerns of their schools addressed. To register, please contact Joyce Wang at cwx141430@utdallas.edu, with a brief description of the specific issues or concerns you would like to discuss at the workshop—with the specific email subject line “AACSB @ AAOM 2019”). (session 1)

Trainer: Stephanie Bryant, Executive Vice President and Chief Accreditation Officer, AACSB

Dr. Stephanie Bryant will share with you what is involved in seeking and applying for AACSB accreditation. She will cover the timetable, review basic standards, and discuss the future of accreditation and the work that is being done today to make the AACSB standards more global in nature.

June 19 / Session 1.1.2 / 2:00-3:30 PM

Track: Professional Development Workshop

Room: Gianyar

ASIA PACIFIC JOURNAL OF MANAGEMENT PAPER DEVELOPMENT WORKSHOP (by invitation only—to apply, please email David Ahlstrom at ahlstrom@baf.cuhk.edu.hk) (session 1)

Chair: David Ahlstrom, Chinese University of Hong Kong; Consulting Editor, *Asia Pacific Journal of Management*

Editors:

- Shyh-Jer Chen, National Sun Yat-sen University
- Vikas Kumar, University of Sydney
- Rico Lam, University of Macau
- Chi-Sum Wong, Chinese University of Hong Kong

Editors of the official journal of the Asia Academy of Management—*Asia Pacific Journal of Management*—will work with authors on how to improve their papers to enhance their competitiveness at *APJM*. The PDW will have a talk by Editor-in-Chief Chi-Sum Wong on the

June 19 / Session 1.1.4 / 2:00-3:30 PM

Track: Professional Development Workshop

Room: Denpasar Ballroom 5

ACADEMY OF MANAGEMENT DISCOVERIES PAPER DEVELOPMENT WORKSHOP (NOT by invitation only, and walk-ins welcome. However, registration is appreciated. Please register via the AMD website [<https://form.jotform.com/AOMForms/amd-workshop-at-asia-aom-bali-june->]. Those wanting feedback during the PDW must submit an extended abstract via the same website above at least one week prior—i.e., by June 12, 2019) (session 1)
Chair: Peter Bamberger, Tel Aviv University; Editor, *Academy of Management Discoveries*

Academy of Management Discoveries (AMD)—the journal for empirical exploration in management and organizations—invites you to its regional paper development workshop. The purpose of this workshop is to help authors develop their ideas for papers that may ultimately be submitted for review in *AMD*. *AMD* is

currently listed on the Emerging Sources of Citation Index and is expected to receive a top-tier journal impact factor within the next two years.

June 19 / Session 1.1.5 / 2:00-3:30 PM

Track: Professional Development Workshop
Room: Denpasar Ballroom 1

RESEARCH METHODS WORKSHOP I: AVOIDING DESK REJECTION BECAUSE OF IGNORING STATE-OF-THE-ART STATISTICAL ANALYSES (No registration is necessary. Walk-ins are welcome) (session 1)

Chair: Rico Lam, University of Macau

Faculty trainers:

- Wendong Li, Chinese University of Hong Kong
- Iris Zhang, University of Macau

Two state-of-the-art analyses are discussed in order to avoid desk rejection and to improve quality of statistical analyses. The first is the issue of change in temporal studies, especially in micromanagement research. Explanations will be made regarding how to make theoretical contributions above and beyond many current practices of analyzing changes. Methods that can be adopted to examine change will also be shown, including latent growth modelling and latent change score analyses. The second issue is how to conceptualize and report three-way interaction effects in organizational behavior studies. Different models and post-hoc statistical analyses of three-way interaction will be explained and demonstrated. References on these two issues and examples from prior empirical research will be introduced in this PDW.

June 19 / Session 1.1.6 / 2:00-3:30 PM

Track: Professional Development Workshop
Room: Denpasar Ballroom 3

RESEARCH METHODS WORKSHOP II: NEW WAYS TO CONCEPTUALIZE AND ANALYZE INDIVIDUAL CHARACTERISTICS AND INTERACTIONS (No registration is necessary. Walk-ins are welcome) (session 1)

Chair: Chi-Sum Wong, Chinese University of Hong Kong

Faculty trainers:

- Yan Liu, Wuhan University
- Kelly Z. Peng, Hong Kong Shue Yan University
- Xu Huang, Hong Kong Baptist University

Traditional research at the individual level concentrates on the relationship among variables. This PDW introduces two potentially new ways to develop and test theories about phenomenon of individual employees: (1) a person-

centered instead of variable-centered approach, and (2) a social relational approach to understand employees in group dynamics. Both approaches may provide us very different perspectives in understanding the effect of individual profiles and interpersonal interactions.

June 19 / Session 1.1.7 / 2:00-3:30 PM

Track: Professional Development Workshop
Room: Sunset

ACADEMY OF MANAGEMENT (AOM) ORGANIZATIONAL BEHAVIOR DIVISION PAPER DEVELOPMENT WORKSHOP (NOT by invitation only, and walk-ins welcome. However, those wanting feedback during the PDW must submit an extended abstract [5-10 pages of text] by May 10, 2019, to Alex Newman, at a.newman@deakin.edu.au) (session 1)

Chair: Alexander Newman, Deakin University; Chair, Global Committee, AOM OB Division

Organizational Behavior Division of the Academy of Management (AOM) invites you to its regional paper development workshop. The purpose of this workshop is to help authors develop their ideas for papers that may ultimately be submitted to top journals in the field.

COFFEE BREAK / June 19 / 3:30-3:45 PM /
Pre Function Room I

June 19 / Session 1.2.1 / 3:45-5:15 PM

Track: Professional Development Workshop
Room: Wantilan

PHD CONSORTIUM (by invitation only) (session 2)
Co-Chairs:

- Xiaohua Yang, University of San Francisco
- Badri Munir Sukoco, Universitas Airlangga

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- Ping Lv, University of Chinese Academy of Sciences
- William Newbury, Florida International University
- Ely Susanto, Universitas Gadjah Mada
- Sari Wahyuni, Universitas Indonesia
- Wann-Yih Wu, Nanhua University
- Wu Zhan, University of Sydney

June 19 / Session 1.2.2 / 3:45-5:15 PM

Track: Professional Development Workshop
Room: Gianyar

ASIA PACIFIC JOURNAL OF MANAGEMENT PAPER DEVELOPMENT WORKSHOP (by invitation only)

(session 2)

Chair: David Ahlstrom, Chinese University of Hong Kong; Consulting Editor, *Asia Pacific Journal of Management*

Editors:

- Shyh-Jer Chen, National Sun Yat-sen University
- Vikas Kumar, University of Sydney
- Rico Lam, University of Macau
- Chi-Sum Wong, Chinese University of Hong Kong

June 19 / Session 1.2.3 / 3:45-5:15 PM

Track: Professional Development Workshop

Room: Tabanan

AACSB ACCREDITATION TRAINING WORKSHOP: CASE STUDIES IN AACSB ACCREDITATION: THREE ASIA PACIFIC SCHOOLS (session 2)

Trainer: Stephanie Bryant, Executive Vice President and Chief Accreditation Officer, AACSB

This interactive workshop will focus on three different types of schools in Asia Pacific that have achieved AACSB accreditation and will seek input from workshop attendees on what their challenges would be in seeking AACSB accreditation.

June 19 / Session 1.2.4 / 3:45-5:15 PM

Track: Professional Development Workshop

Room: Denpasar Ballroom 5

ACADEMY OF MANAGEMENT DISCOVERIES PAPER DEVELOPMENT WORKSHOP (session 2)

Chair: Peter Bamberger, Tel Aviv University; Editor, *Academy of Management Discoveries*

June 19 / Session 1.2.5 / 3:45-5:15 PM

Track: Professional Development Workshop

Room: Denpasar Ballroom 1

RESEARCH METHODS WORKSHOP I: AVOIDING DESK REJECTION BECAUSE OF IGNORING STATE-OF-THE-ART STATISTICAL ANALYSES (Session 2)

Chair: Rico Lam, University of Macau

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- Wendong Li, Chinese University of Hong Kong
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June 19 / Session 1.2.6 / 3:45-5:15 PM

Track: Professional Development Workshop

Room: Denpasar Ballroom 3

RESEARCH METHODS WORKSHOP II: NEW WAYS TO CONCEPTUALIZE AND ANALYZE INDIVIDUAL CHARACTERISTICS AND INTERACTIONS (session 2)

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June 19 / Session 1.2.7 / 3:45-5:15 PM

Track: Professional Development Workshop

Room: Sunset

ACADEMY OF MANAGEMENT (AOM) ORGANIZATIONAL BEHAVIOR DIVISION PAPER DEVELOPMENT WORKSHOP (session 2)

Chair: Alexander Newman, Deakin University; Chair, Global Committee, AOM OB Division

OPENING RECEPTION / June 19 / 6:00-7:30 PM /

Denpasar Ballroom 4, 5

Chair: Budi Soetjipto, Universitas Pertamina

DAY TWO 20 June 2019

June 20 / Session 2.1 / 8:45-9:45 AM

Track: Plenary

Room: Denpasar Ballroom 1, 2, 3

OPENING CEREMONY & KEYNOTE SPEECH

Co-Chairs: Mike Peng, University of Texas at Dallas;
David Ahlstrom, Chinese University of Hong Kong

Speaker: Jason D. Shaw, Nanyang Technological University

THE SPIRIT OF CRAFTSMANSHIP

In this keynote speech, I will outline the advantages that may accrue to our academic community by taking a mindset of craftsmanship. Drawing examples from the approach of 3-Michelin-star chef Jiro Ono, I will discuss the importance of pride and perfection in our work, choosing important research questions and outcomes, and doing our best to give back to society.



Jason D. Shaw is the Shaw Foundation Chair in Business in the Nanyang Business School at the Nanyang Technological University, Singapore. He is currently Editor-in-Chief of the *Academy of Management Journal*. His research on turnover,

employment relationships, incentives, social networks and other topics has appeared in leading journals such as the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Strategic Management Journal*, *Organization Science*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*, among other outlets. His work also appears in leading practitioner-oriented publications such as *Harvard Business Review* and *WorldatWork Journal*.

COFFEE BREAK 1 / June 20 / 9:45-9:55 AM / Pre Function Room I

June 20 / Session 2.2 / 9:55-10:55 AM

Track: Plenary

Room: Denpasar Ballroom 1, 2, 3

EXECUTIVE PANEL: >>> TITLE>>>

Chairs: Budi Soetjipto, Universitas Pertamina

Executives from leading Indonesian companies share their experiences and insights on how to manage

effectively in Indonesia and Southeast Asia. **[BUDI: Please write 1-2 sentences to summarize]**

[PHOTO SMS STYLE] Executive ONE is >>> (75-100 words bio)

[PHOTO] Executive TWO is >>>

[PHOTO] Executive THREE is >>>

COFFEE BREAK 2 / June 20 / 10:55-11:05 AM / Pre Function Room I

June 20 / Session 2.3 / 11:05-12:00 NOON

Track: Plenary / Denpasar Ballroom 1, 2, 3

DEANS' PANEL: THE FUTURE OF BUSINESS SCHOOLS

Chair: Mike Peng, University of Texas at Dallas

Panelists:

- Robin K. Chou, Associate Dean, College of Commerce, National Chengchi University
- Varghese Jacob, Vice Dean, Jindal School of Management, University of Texas at Dallas
- Padmakumar Nair, Dean, LM Thapar School of Management
- Budi Soetjipto, Vice Rector, Universitas Pertamina

Four business school leaders from India, Indonesia, Taiwan, and the United States share the experiences and challenges affecting their schools and their regions. They will also pool their wisdom together to speculate about the future of business schools.



Robin K. Chou is Distinguished Professor of Finance and Associate Dean for Research at College of Commerce, National Chengchi University (NCCU), Taiwan. Professor Chou's academic research has concentrated mostly on investments, market microstructure and

behavioral finance. Prof. Chou started a strategic research advancement program at NCCU to form several research focus groups within the College, in a hope to develop at least two to three research areas that have the potential to be eventually ranked among the top in their respective academic disciplines.



Varghese Jacob is Vice Dean and Lars Magnus Ericsson Chair in Information Systems in the Jindal School of Management at the University of Texas at Dallas (UTD). Prior to joining UTD he was Associate Professor of Management Information Systems and Director of the Center for Information

Technologies in Management in the Fisher College of Business at The Ohio State University. He obtained his PhD degree in management information systems from Purdue University. At the Jindal School, he led the efforts to obtain initial accreditation by the Association to Advance Collegiate Schools of Business (AACSB) which was received in 2002, and its subsequent maintenance of accreditation efforts. As part of the management team at the School he has been involved in managing the growth of the School and the planning and implementation of new degree programs. His research interests are in the areas of artificial intelligence, data quality, decision support systems, and electronic commerce. His publications include articles in journals such as *Management Science*, *Information Systems Research*, *Decision Support Systems*, *IEEE Transactions on Systems, Man, and Cybernetics*, *European Journal of Operational Research*, and *Psychometrika*.



Padmakumar Nair, Director and Dean of LM Thapar School of Management, has worked both in academia and industry and has a combined experience of more than 30 years in various industries such as oil and gas, education, consulting, and advanced R&D. His current interests are in the areas of leadership for sustainability and

entrepreneurship with a focus on using evolutionary psychology principles to improve human condition and organizational effectiveness. He has taught, consulted, researched and conducted executive and leadership development workshops in the US, India, Japan, the Netherlands, China, the UK, and South Korea.



Budi Soetjipto is Vice Rector for Research, Development, and Partnership at Universitas Pertamina. Prior to his role at Universitas Pertamina, he served as Dean at Sampoerna School of Business, Executive Director of the Indonesia Institute for

Management Development, and Managing Director of the Management Institute, University of Indonesia, Jakarta, Indonesia. In addition, Budi is currently an Associate Professor in the Department of Management, Faculty of Economics, University of Indonesia. His research areas include strategic management, change management, leadership, corporate culture, and HR management.

LUNCH / June 20 / 12:00-1:00 PM / Restaurant

AAOM/APJM COMBINED BOARD LUNCH MEETING
(by invitation only) / June 20 / 12:00-1:00 PM / Gianyar

June 20 / Session 2.4.1 / 1:00-2:30 PM

Track: Organizational Behavior

Room: Denpasar Ballroom 1

CAREER DEVELOPMENT

Chair: Jieqiong Cao, National University of Singapore

The incoming threat: Impact of automation potential on job security, and the role of technical skill and quality relationship

- Jieqiong Cao, National University of Singapore
- Zhaoli Song, National University of Singapore

With the technology development in artificial intelligence (AI) and robotics, people are worried about the changes caused by automation. Most of them care about the potential unemployment caused by automation, while neglecting that employees' psychological state may also be influenced if they are aware of the possibility of being replaced by technology. In this paper, we aim to examine the effect of automation potential on employee job insecurity, and the moderating role of individual resources (technical skill) and social resources (quality relationship with supervisor) in buffering the influence of automation potential on job insecurity. Drawing upon theories of job insecurity, social information processing, and transactional stress, we posit that employees in high automation potential industries and occupations are more likely to perceive job insecurity. In addition, based on transactional stress theory, individuals with high level of technical skill and quality relationship with supervisors are less likely to be influenced by automation potential.

The impact of career maturity on perceived employability: The mediating effect of self-regulated learning

- Anna J. C. Hsu, Chinese University of Hong Kong

- Mavis Yi-Ching Chen, National Taiwan Normal University
- Nai-Fang Shin, Huei Yeh Corporation

This study investigates the impact of career maturity on perceived employability and the mediating role of self-regulated learning based on social cognitive career theory. Data were obtained from 257 undergraduate students in Taiwan. While previous research shed light on the influence of self-regulated learning on academic performance, this study expanded the role of self-regulated learning in career development process. In addition, the indirect effects of metacognitive, behavioral and motivational self-regulated learning on the relationship between career maturity and perceived employability have been examined respectively. The results indicated that career maturity was positively related to metacognitive and motivational self-regulated learning. More importantly, metacognitive self-regulated learning fully mediated the relationship between career maturity and perceived employability. Interestingly, students with better earlier academic performance had lower degree of perceived employability, implying the possible effect of Big-Fish-Little-Pond.

Can mentoring increase newcomers' well-being in organizations? A socialization perspective

- Jia Liu, Shandong University
- Di Cai, Shandong University
- Shengming Liu, Peking University

This study aimed to examine whether mentoring influences newcomers' well-being in organizations and to investigate whether the relationship between mentoring and newcomers' well-being in organizations was mediated by newcomers' socialization. The study also investigated proactive personality's moderating role between mentoring and newcomers' socialization, and then the set of indirect effects. A four-wave timed-lagged survey in newcomers provided convergent support of this model. Using data of 227 newcomers from an IT company in China, we found support for our hypotheses that mentoring had a positive indirect influence on newcomers' well-being through socialization. In addition, the moderated mediation analysis revealed proactive personality augmented mentoring direct effect on socialization and indirect effect on well-being.

The role of guanxi in employment relationship for Chinese employees: An exploratory study

- Chao Qian, Macau University of Science and Technology
- Shanshan Wen, Shenzhen University
- Kelly Z. Peng, Hong Kong Shue Yan University

Guanxi is a Chinese indigenous concept. Past literature is mostly about interpersonal guanxi in the organizational behavior field. Guanxi between employee and organization has not been conceptualized and studied. Meanwhile, the concept is also criticized for its lack of emic components in the conceptualization and suspected as an indigenous concept. The present study follows the recent development on the emic components of guanxi to conceptualize the guanxi with organization. Based on the basic emic components of guanxi concept, prescribed obligation, and the literature of nomological network of a construct, we hypothesize it differential effects on three major job outcomes. An empirical study on 357 Chinese supervisor-subordinate dyadic provides supports to our hypotheses that employee guanxi with organization (1) is positively related to performance and organizational citizenship behavior towards organization, and (2) reduces detrimental impact of negative emotions on them incrementally.

Supervisory organizational socialization behaviors on newcomer outcomes: The mediating role of identification with leader

- Zhenyuan Wang, East China Normal University
- Wei Fan, East China Normal University
- Chunyan Wang, East China Normal University

This paper explores the structure of supervisory organizational socialization behaviors (SOSB) among Chinese employees, and tests its influencing mechanism that whether SOSB could enhance employee perceived insider status, and work engagement through identification with leader. By performing series of data analyses from multiple samples (e.g., factor analysis, validity testing, etc.), we identify that SOSB consists of four dimensions: information provision, skills improvement, psychological support, and team sociality. Moreover, such dimensions of SOSB could explain significant additional variance in employee attitude, cognition, and performance beyond traditional relevant measure—supervisory socialization tactics. Finally, survey data from 244 employees collected in three waves in China supports the mediating role of identification with leader within the relationship between SOSB and employee perceived insider status, and work engagement, respectively.

June 20 / Session 2.4.2 / 1:00-2:30 PM

Track: Panel

Room: Denpasar Ballroom 2

PANEL: MEET APJM EDITORS

Chair: Chi-Sum Wong, Chinese University of Hong Kong; Editor-in-Chief, *Asia Pacific Journal of*

Management

Senior Editors:

- David Ahlstrom, Chinese University of Hong Kong
- Vikas Kumar, University of Sydney
- Rico Lam, University of Macau



Chi-Sum Wong is Professor of Management at the Department of Management of the Chinese University of Hong Kong. He received his PhD from the Department of Organizational Behavior and Human Resources Management of Purdue

University. Dr. Wong has published and presented more than 200 articles in academic journals and international conferences. He has served on the editorial boards of various journals such as the *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of Occupational and Organizational Psychology*, and *Journal of World Business*. He is currently Editor-in-Chief of the *Asia Pacific Journal of Management*.



David Ahlstrom (PhD, New York University) is Professor at The Chinese University of Hong Kong. He obtained his PhD after working in the IT field. His research interests include managing in Asia, innovation, and organizational history. He has published over 100

peer-reviewed articles in journals such as the *Strategic Management Journal*, *Academy of Management Review*, *Journal of International Business Studies*, *Journal of Management Studies*, and *Asia Pacific Journal of Management*, for which he served as Editor-in-Chief. He currently is Consulting Editor of *APJM*. He recently was recognized as a "Highly Cited Researcher" (from Thomson Reuters/Clarivate Analytics), in the top 1% among economics and business researchers (for the years 2006-2016). At the AAOM 2019 conference in Bali, he serves as Program Co-Chair.



Vikas Kumar is Head of Discipline and Professor in the Discipline of International Business at the University of Sydney Business School. His previous appointments were at Bocconi University as Assistant Professor in the Department of Management,

and as Visiting Scholar at Stanford University and Dunning Fellow at University of Reading. He is Editor-in-Chief of the *Journal of Asia Business Studies* and Senior Editor of the *Asia Pacific Journal of Management* and *Cross-Cultural & Strategic Management*. Vikas is interested in studying the internationalization strategies employed by firms from emerging markets such as India.



Rico Lam is Professor of Management and Head of the Department of Management and Marketing at the University of Macau. Rico is currently doing research on trust, incivility and dirty work. His research has appeared or been accepted for publication in

outlets such as the *Journal of Applied Psychology*, *Journal of Management*, *Human Relations*, and *Asia Pacific Journal of Management*. His work on trust and dirty work was also published in the *Handbook of Chinese Organizational Behavior* in 2012. Rico is currently Senior Editor of the *Asia Pacific Journal of Management*. Rico holds a PhD in management from the University of Oregon.

June 20 / Session 2.4.3 / 1:00-2:30 PM

Track: TAOM Chinese

Room: Denpasar Ballroom 1

國企與策略管理(1)

Chair: 林玟廷, 國立成功大學

高階管理團隊教育背景與任期異質性對企業績效之影響：
綠色策略的中介效果與組織寬裕之調節式中介效果

- 李庭閣(Lee, Ting-Ko), 國防大學
- 劉委宗, 國防大學

運用社會網絡促進產學合作：兩岸清華創業實驗室的案例分析

- 曾詠青(Tseng, Yung-Ching), 元智大學
- 吳俊諺, 國立清華大學
- 洪世章, 國立清華大學

正當性的湧現：一個多層次分析

- 朱康(Zhu, Kang), 國立清華大學
- 洪世章, 國立清華大學

[DISTINCTION] TAOM Best Conference Paper
TAOM 大會傑出論文獎

市場導向型組織文化對企業競爭績效的影響：投資者關係的中介效果

- 劉丹(Liu, Dan), 國立政治大學
- 林月雲, 國立政治大學

企業市場知識影響創新績效的機制與脈絡因素

- 陳信宏 (Chen, Hsin-Hung), 逢甲大學
- Chen, Kuan-Yang, 國立臺北護理健康大學

June 20 / Session 2.4.4 / 1:00-2:30 PM

Track: Entrepreneurship and Innovation

Room: Denpasar Ballroom 5

BUSINESS MODELS AND ORGANIZATIONAL LEARNING

Chair: Subramaniam Ananthram, Curtin University

Frugal innovation and jugaad mindset: A neo-institutional perspective

- Subramaniam Ananthram, Curtin University
- Christopher Chan, York University

What is frugal innovation and what compels indigenous multinationals to innovate using frugal means? We explore these interesting yet underexplored questions within the context of jugaad—an ingenious form of indigenous frugal innovation originating with Indian multinationals. Using qualitative data from eight Indian multinationals and a neo-institutional perspective, we find that jugaad innovation is a response to a complex combination of myriad institutional factors that challenge these multinationals to innovate frugally by developing a multifaceted jugaad mindset. Our findings are presented in a conceptual framework that extends neo-institutional theory to the context of frugal innovation and advances the theoretical development of jugaad innovation.

Business strategy as critical attributes of creating innovation: The role of coopetition, entrepreneur intention and organization learning

- Chih-Hsing Liu, Ming Chuan University
- Wei-Long Lee, National Kaohsiung University of Science and Technology

Coopetition and business strategy determine tourism organizations' survival and growth. The current study highlights the following recent findings for the travel agency industry: (a) a coopetition strategy may enhance new service development (NSD) through organizational learning and business strategy; (b) entrepreneurial intention provides the impetus for organizational learning and business strategy improvement; and (c) entrepreneurial intention also strengthens the relationship between business strategy and new service development. This study used 345 surveys from different categories of travel agencies as samples to analyze hypothesis models from Taiwan. The results confirm that travel agencies' competitive advantages are realized either when a firm maintains good relationships with competitors and adopts a learning orientation, or when it deploys the appropriate

business competitive strategy and entrepreneurial intention to enable it to offer new services to customers relative to competitors.

Industrial cluster and laboratory's knowledge creation

- Naohiro Sawada, Aoyama Gakuin University
- Kazuhiro Asakawa, Keio University
- Hiroshi Nakamura, Keio University

This research investigates the effect of industrial cluster on the research and development (R&D) performance of a firm's laboratory. Former research shows that the performance of the firm which is located in the industrial cluster is higher than the performance of the other firm which is not located there. However, recent research shows that such relationships are undefined. Our unit of analysis focuses on a firm's laboratory level. We then investigate how industrial cluster affects the performance of the laboratory and also shows the additional effect of firm's internal knowledge transfer. Our research data is gathered from the laboratories of Japanese firms. The result shows that, on average, industrial cluster has negative effects on the performance of the laboratory. However, the long-term location in the industrial cluster has positive effects on the laboratory. Additionally, the firm's internal knowledge transfer has the positive effect on the laboratory even when the laboratory is located on the industrial cluster. This study reconfirms the recent research on different unit of analysis and the other research site, and advocates the firm's internal knowledge transfer even on short-term location of the industrial cluster.

The role of financial technology (Fintech) to strengthen the SME financing in emerging market

- Atina Shofawati, Universitas Airlangga

Recently, the digital era is the reality of financial innovation which must be faced by business and industry. Some of financial transactions can be conducted easily by using the development technology in digital era. One of the features of the digital era is the implementation of digital financial which is characterized by the implementation of financial technology (Fintech). The availability of Fintech can be seen as opportunity to expand the business and industry especially small and medium enterprises (SME) which don't have access to get financing from the commercial bank. SMEs have a significant role to strengthen the fundamental economy of Indonesia. Using qualitative methods, this paper describes the role of Fintech to strengthen the SME financing in emerging markets, especially in Indonesia.

Managing external knowledge search: The multiple and contingent roles of absorptive capacity

- Yueqi Wang, Dalian University of Technology
- Bin Guo, Zhejiang University

Nowadays, it is widely accepted that search for external knowledge is critical to firm innovation performance. However, a framework to systematically demonstrate what factors interactively influence a firm's openness in innovation search is still lacking. In this study, we develop an integrative framework with three-way interaction to explore how absorptive capacity, financial slack, and industrial competition shape a firm's external knowledge search behavior. GLS regression is adopted to examine the model with a balanced 10-year panel dataset of 298 manufacturing firms that are publicly traded in the USA. The results reveal that both direct and indirect effects of absorptive capacity on external knowledge search are contingent upon the degree of industrial competition, and will be diminished for firms embedded in highly competitive industries.

June 20 / Session: 2.4.5 / 1:00-2:30 PM
 Track: Organizational Behavior
 Room: Gianyar
EMPLOYEE CREATIVITY I
 Chair: Hubert Zydorek, University of Texas at Dallas

Psychological detachment: A creativity perspective on the link between intrinsic motivation and employee engagement

- Debjani Ghosh, Sunway University
- Tomoki Sekiguchi, Kyoto University
- Yuka Fujimoto, Sunway University

This study presents a contextual boundary condition of psychological detachment in relation to the relationship between intrinsic motivation, employee creativity and employee engagement of workers. Specifically, we drew from social determination theory (SDT; Deci & Ryan, 2000) and integrate unconscious thought theory (UTT; Dijksterhuis & Nordgren, 2006), social exchange theory (SET; Blau, 1964), recovery processes (i.e., effort-recovery model; Meijman & Mulder, 1998), and conservation of resources theory (COR; Hofball, 2001) to develop an additional perspective on when and why intrinsic motivation predicts employee engagement. Furthermore, we hypothesized that the effect of intrinsic motivation on employee creativity is moderated by psychological detachment, such that creativity will be high when psychological detachment is high and the indirect effect of intrinsic motivation on employee's engagement via creativity is moderated by psychological detachment, such that this relationship is stronger when psychological detachment is high but weakens when psychological

detachment is low. Results from an online survey in Japan provided support for our hypotheses.

Team-directed empowering leadership and individual creativity: Creative role identity, power distance, and conformity

- Yaping Gong, Hong Kong University of Science and Technology
- Alice H. Y. Hon, Hong Kong Polytechnic University
- Y. Y. Wong, University of New South Wales
- Song Chang, Hong Kong Baptist University

Departing from the existing focus on intrinsic motivation, we theorized creative role identity as an underlying mechanism linking team-directed empowering leadership with individual creativity. We also theorized the power distance and conformity values of individuals as boundary conditions for the creative role identity mechanism. We collected data from 33 team leaders (supervisors) and 276 team members (subordinates). Our results indicate that team-directed empowering leadership had a positive relationship with creative role identity, which in turn had a positive relationship with individual creativity. The power distance and conformity of individuals moderated the relationship between team-directed empowering leadership and creative role identity and the indirect relationship that it had with individual creativity via creative role identity, such that the relationship was stronger at low levels of power distance and conformity.

Does depletion have a bright side? Self-regulation exertion heightens creativity performance

- Cony M. Ho, University of Cincinnati
- Szu-Han (Joanna) Lin, University of Massachusetts – Amherst
- Russell Johnson, Michigan State University

Resource-based theories of self-regulation posit that exerting self-control to regulate one's thoughts, feelings, and behaviors depletes people's available self-regulatory resources, leaving them cognitively depleted and less able to exert self-control in subsequent activities. The literature to date has predominantly focused on the detrimental effects of resource depletion, such as weak resistance to temptation and engagement in impulsive and interpersonally damaging behavior. Although the detrimental effects of cognitive depletion are well-established, we challenge this prevailing view by proposing that depletion can in some instances have beneficial effects. Across multiple experiments, our research provides evidence that depletion heightens individuals' creativity. In two initial experiments, we found that depletion improves individuals' performance in different creativity endeavors. In a follow-up experiment, we found

that this beneficial effect of depletion on creativity is explained by heightened novelty seeking when individuals are depleted. In a final experiment, we explored a boundary condition of this depletion-creativity effect by demonstrating that it only emerges for individuals who believe their ability is malleable.

Linking perceived overqualification to employee creativity: The roles of creative self-efficacy and perceived supervisory support

- Zhaohui Wang, Hunan First Normal University
- Guoqiang She, Hunan First Normal University

Based on social cognitive theory, we propose that employees' perception of overqualification positively impacts their creativity through the motivating mechanism of creative self-efficacy and that this indirect effect is moderated by perceived supervisor support. We test our model using survey data from 527 employees in 10 companies collected from China. The results reveal that perceived overqualification has a positive indirect effect on employees' creativity through creative self-efficacy. Perceived supervisor support moderates the indirect effect of perceived overqualification on employee creativity via creative self-efficacy such that the positive relationship between perceived overqualification and creative self-efficacy is stronger when employees perceived low supervisor support.

The interplay of shared leadership and vertical leadership in facilitating team creativity

- Jinlong Zhu, Renmin University of China
- Nan Wang, Lingnan University
- Zhaoli Song, National University of Singapore
- Nancy Yifeng Chen, Lingnan University

Shared leadership is an emergent team phenomenon whereby leadership roles and influence are distributed among team members. Although formal team leaders often play a critical role in work teams, the influence of formal team leaders on the effectiveness of shared leadership has received little attention. Drawing on social comparison theory and the input-process-output framework, this study develops a theoretical model that explains the interplay of shared leadership and vertical leadership in spawning team creativity. We tested the proposed model using multi-source data collected from 136 work teams in a large company. Results show that shared leadership promoted team creativity through knowledge sharing. Moreover, this indirect effect was contingent on leader-member exchange differentiation,

such that the indirect effect was stronger in teams with lower leader-member exchange differentiation.

June 20 / Session: 2.4.6 / 1:00-2:30 PM

Track: Business Policy and Strategy

Room: Wantilan

CEOs AND SHE-E-OS

Chair: Li-Qun Wei, Hong Kong Baptist University

When and how CEO procedural fairness matter to firm ambidexterity: Roles of TMT advice seeking and environmental dynamism

- Yoyo Huo, University of Surrey
- Li-Qun Wei, Hong Kong Baptist University
- Song Chang, Hong Kong Baptist University
- Kun Qiao, Dalian University of Technology

Drawing upon the upper-echelons theory, we investigate when and how a unique CEO characteristic, procedural fairness, affects firm ambidexterity. In particular, we hypothesize that CEO procedural fairness can promote top-management-team's (TMT) advice seeking behavior, which in turn enhances firm ambidexterity. Furthermore, we predict that environment dynamism amplifies the impact of CEO procedural fairness on TMT's advice seeking behavior and also the indirect effect of CEO procedural fairness on firm ambidexterity via TMT's advice seeking behavior. Results based on matched responses between 92 CEOs and 195 TMT members (excluding CEOs) provide support to our predictions.

Taken for granted? The impact of stakeholder orientation on corporate social responsibility and CEO's wealth and prominence

- Jongsoo (Jays) Kim, Hong Kong Baptist University
- Yeongsu A. Kim, University of Massachusetts – Amherst

In this study, we assess the causal impact of stakeholder orientation on the impact of corporate social responsibility and CEO's wealth and prominence. To obtain exogenous variation in stakeholder orientation, we exploit the enactment of state-level constituency statutes, which allow corporate executives and directors to consider non-shareholders' interests when making business decisions. Using a cross-section of Texas firms during 2002-2012, we find that the enactment of constituency statutes leads to significant increases in the quality of a firm's corporate social responsibility (CSR). However, the effect of CSR does not necessarily lead to superior firm performance or value. We further argue and provide evidence that the obligated stakeholder orientation decreases the impact of CSR on the CEO's compensation, but increases the impact of CSR

on the CEO's media exposure. Finally, we posit that the impact of non-shareholder orientation on the CEO's wealth and prominence is salient in non-consumer-focused industries.

How to break the She'-E'-O plight: A down-to-top contingency perspective

- Li Tong, Singapore Management University
- Yin Zhang, Northwestern Polytechnical University

Female corporate leadership has drawn increasing attention from academics and practitioners over the past decades. Female CEOs (hereafter She'-E-Os) are widely acknowledged to be adversely subject to gender stereotype due to their minority status. We contribute to the literature that holds a homogenous assumption on gender stereotype (i.e., over-emphasis on the existence of uniform negative responses to female leaders) by systematically incorporating heterogeneous sociopolitical forces from multiple levels. We propose that these socio-political forces can deflect how firms blame She'-E-Os for undesirable financial performance and thus affect their dismissal decision. We specifically find that incumbent power (individual level), board in-group favoritism (organizational level), and political intervention (institutional level) can protect She'-E-Os from being adversely affected by gender stereotype.

Will all poor-performing CEOs receive a pay-cut? The role of firms' causal attributions

- Yameng Zhang, Sun Yat-sen University
- Gracy (J. Y.) Yang, University of Sydney
- Yi Li, University of Sydney

This paper investigates whether any poor-performing CEO receives a pay-cut, and how firms' different attributions of CEOs' responsibility to the poor performance may mediate the performance-CEO pay-cut relationship. By analyzing the narrative explanations for poor performance in the annual reports of 272 publicly listed firms in China, we identified that types of reasoning in a firm's attributions of CEOs' responsibility toward its poor performance: blame and justification. Importantly, we found that among the poor performing firms, those with poorer performance tend to increase the firm's blame attribution which in turn increases the likelihood of its CEO's pay-cut, while those with relatively better performance tend to increase the justification attribution which in turn can reduce its CEO's pay-cut. These findings extend the literature on CEO pay-cut by highlighting the importance of firms' attributions in determining the relationship between firm performance and CEO pay cut and the distinctive effects of different types of firms' attributions.

The grace period of CEO tenure: A model of founder CEO turnover after IPO

- Xiaoyu Zhou, Shanghai Tech University
- Bobai Li, Peking University
- Jianjun Zhang, Peking University
- Shuping Li, Hong Kong Polytechnic University

Post-IPO founder CEOs are a selected group of corporate leaders who differ from both pre-IPO entrepreneurs and professional managers. They enjoy a much longer tenure that cannot be attributed to measurable personal characteristics and firm performance. Instead, founder CEOs, because of their past success and younger age, are given extra trial and error opportunities, exempting them from short-term performance pressures and allowing them to focus on long-term growth. While a longer grace period leads to an easy early tenure with a much delayed peak turnover hazard, it also reduces its own significance in lowering subsequent turnover risk. As founder CEOs stay long in tenure, their turnover risks remain relatively high and better performance starts to facilitate their departure. These distinctive patterns concur with key mathematical properties of the lognormal distribution that has been widely used in turnover research. Analyses of CEO turnover events in Chinese non-state-owned public firms from 1992 to 2012 show clear grace period dynamics and reveal founder CEOs' special roles in modern corporate landscape. Our study extends the research on CEO honeymoon period and CEO seasons and provides an alternative theoretical perspective to understand executive tenure and other professional careers.

June 20 / Session 2.4.7 / 1:00-2:30 PM

Track: TAOM Chinese

Room: Jembrana

國際企業與策略管理 (圓桌)

Chair: 黃銘章, 國立雲林科技大學

崩而不潰：台積電對摩爾定律的制度工作

- 賴俊彥(Lai, Jiun-Yan), 國立清華大學

如何決定聯盟型態?組織能力與社會網絡的觀點

- 彭彥群(Peng, Yen-Chun), 德明財經科技大學
- 張振傑, 弘光科技大學

桴鼓相應：合作隨創之工藝個案研究

- 陳蕙芬(Chen, Hui-Fen), 國立臺北教育大學
- 梁煥輝, 國立政治大學

公私夥伴關係的能源轉型案例研究

- 蔡依倫(Tsai, I-lun), 國立屏東大學
- 郭雅琪, 國立澎湖科技大學
- 謝如梅, 國立中山大學

精英再生后传：私营企业主政治参与、体制烙印与创新投入

- 陈颖(Chen, Ying), 汕头大学商学院
- 宋丽红, 汕头大学商学院
- 张振, 汕头大学商学院

子公司自主權與吸收能力：授予途徑與知識外溢之效果分析

- 陳律睿(Chen, Lu-Rui), 銘傳大學
- 劉峰旭, 世新大學
- 鄒鴻泰, 溫州大學

文創園區焦點廠商的樞紐策略

- 顏如妙(Yen, Ju-Miao), 實踐大學
- 吳思華, 國立政治大學

June 20 / Session 2.4.8 / 1:00-2:30 PM

Track: TAOM Chinese

Room: Tabanan

組織行為與人資管理 (圓桌)

Chair: 陳建丞, 國立臺北科技大學

叛逆人才就是不墨守成規：企業形象對組織人才吸引力和員工留任意願之影響

- 楊國志(Yang, Guo-Zhi), 澳門科技大學
- 傅松雲, 高雄市立凱旋醫院
- 許建彬, 國立中山大學
- 陳椽霖, 國立高雄師範大學
- 孫紹恩, 國立高雄師範大學
- 黃良志, 國立中正大學

主動性格在管理上的研究：由實證文獻回顧中鑒往知來

- 謝琇玲(Hsieh, Hsiow-Ling), 義守大學
- 侯韋光, 義守大學
- 吳靜萍, 義守大學

兼職人員之高流動率：工作價值觀與情感承諾之重要性

- 陳先郡(Chen, Xian-Jun), 國立中山大學
- 陳以亨, 國立中山大學
- 洪紫嫣, 國立中山大學

人力資源排程系統自動化的實現—以護理人員為例

- 陸佳寧(Lu, Jia-Ning), 國立臺灣科技大學
- 呂志豪, 國立臺灣科技大學
- 鄭仁偉, 國立臺灣科技大學

組織學習脈絡與趨勢：引證網絡分析

- 曾廷錦(Tseng, Ting-Chin), 元智大學
- 何建德(Ho, Chien-Te), 元智大學

員工敬業與組織公民行為之研究：團隊凝聚力與調節焦點之跨層次調節效果

- 張紹恩(Zhang, Shao-En), 國立成功大學
- 李芸蘋, 國立臺南大學
- 黃若梅, 國立臺南大學
- 潘思穎, 澳門科技大學

企業社會責任對員工幸福感和退卻行為之影響：以體制壓力為調節變項

- 許建彬(Xu, Jian-Bin), 國立中山大學
- 李宜燕, 高雄市立凱旋醫院
- 陳椽霖, 國立高雄師範大學
- 孫紹恩, 國立高雄師範大學
- 黃良志, 國立中正大學

美容產業員工組織承諾對主管領導風格與工作績效之中介效果

- 呂家美(Lu, Chia-Mei), 臺南應用科技大學
- 陳世哲, 國立中山大學

了解員工工作場域中的無力感：探討員工電壓不足的前因與後果

- 陳淑媛(Chen, Shu-Yuan), 聯合大學
- 李芸蘋, 聯合大學
- 溫金豐, 聯合大學
- 陳先郡, 聯合大學

June 20 / Session 2.4.9 / 1:00-2:30 PM

Track: International Management

Room: Sunset

A DEEP DIVE INTO INSTITUTIONS

Chair: Wu Zhan, University of Sydney

Pro-market institutions and global strategy: The pendulum of pro-market reforms and reversals

- Alvaro Cuervo-Cazurra, Northeastern University
- Ajai Gaur, Rutgers University
- Deeksha Singh, Rutgers University

We review the literature analyzing the impact of pro-market institutions on firms' global strategy. We propose that the ideological tension between whether the government or the market should drive economic development results in a pendulum of periods of pro-market reforms and reversals that drive changes in firm strategy and performance. The review reveals much progress in the analysis of the impact of pro-market reforms on firms' strategies and performance. However, we still need to know about the co-evolutionary relationship between pro-market institutions and strategy, the interactions among strategies, and the mechanisms

that connect pro-market institutional dynamics and firms' strategies.

State capitalism, economic systems and the performance of state-owned firms

- Saul Estrin, London School of Economics
- Zhixiang Liang, Concordia University
- Daniel Shapiro, Simon Fraser University
- Michael Carney, Concordia University

In this paper, we pursue two related research questions. First, we enquire whether state-owned enterprises (SOEs) perform better than privately owned firms in a large variety of emerging markets. To test this, we develop a unique dataset using firm-level data from the World Bank Enterprise Survey (WBES), resulting in a sample of over 50,000 firms from 57 understudied countries including emerging capitalist, former socialist, and state capitalist ones. Our results suggest that SOEs do display productivity advantages over private firms in these understudied economies. Our second research question asks whether the performance of state-owned firms in these understudied countries is context specific, namely whether performance depends on the institutional system to which a country is classified. We refer to these systems as configurations. In particular, we are interested in whether state-owned firms perform better in "state capitalist" countries including China and Vietnam. We find empirical support for the argument that the "state led" configuration provides better institutional support for the ownership advantages of SOEs than others.

National animosity and marketing standardization/adaptation: A cross-country study

- Chen-Min Fong, National Sun Yat-sen University
- Hsiao-Hui Ho, Tajen University
- Hsing-Hua Stella Chang, National Sun Yat-sen University
- Pei-Chun Hsieh, National Sun Yat-sen University

This interdisciplinary study integrates the research streams of consumer animosity and marketing adaptation/non-adaptation to show how marketing adaptation (product design and marketing communication) affects purchase intention when consumer animosity is a national sociological phenomenon. Experimental studies are conducted in two host markets with different levels of animosity toward the international firm's home country (Japan): one with high animosity (China), and one with low animosity (Taiwan). Results indicate that consumers in the high-animosity host market prefer adapted products to non-adapted products; in the high-animosity context, consumers favor the product when the international firm

adopts an adapted communication strategy; in the high-animosity country, marketing communication adaptation significantly moderates the effect of product design adaptation on consumers' purchase intentions.

Context and the "emic/etic" contrast revisited for international business and management research

- David Guttormsen, BI Norwegian Business School
- Malcolm Chapman, University of Leeds

Drawing upon linguistic anthropological theory, this article explores new perspectives on "context", by putting into question, and going beyond, the "emic"/"etic" opposition as commonly understood in international business & management (IB&M) literatures. Our analysis suggests that the North American dominated IB&M research field can learn from intellectual developments in social anthropology, which are in turn drawn from linguistics. We argue that the pursuit of "shared etics" as a cross-cultural research strategy, prevalent in positivistic and hypo-deductive frameworks for understanding and researching culture, is misguided. We argue for a full recognition of the definitional sovereignty of different "emic" systems, and argue that this perspective has the potential to bring dramatic change to our conception of research.

Bridging distance: The experience of international friendship cities, regional government leaders and outward foreign direct investment from emerging economies

- Yameng Zhang, Sun Yat-sen University
- Wu Zhan, University of Sydney
- Yekun Xu, Liaoning University
- Vikas Kumar, University of Sydney

This study investigates an important yet overlooked phenomenon in relation to the international friendship city (IFC) as a subnational diplomatic relation that links host country cities sharing similarities. We theorize that the development of IFC relations is a proxy for an important institutional instrument for regional governments aimed at narrowing distance between home and host institutions and ultimately influencing outward foreign direct investment (OFDI). Drawing on experiential learning theory and an institution-based view, we argue that regional governments that accumulate deeper and broader experience in developing IFC relationships can better employ them to facilitate OFDI. We further argue that this experience is more effective when regional leaders are in the later stage of their tenures and when they retain their positions. An analysis of 485 IFC relationships developed by 31 Chinese provincial governments with 49 Belt and Road Initiative (BRI) countries supports our hypotheses.

COFFEE BREAK 3 / June 20 / 2:30-2:45 PM /
Pre Function Room I

June 20 / Session 2.5.1 / 2:45-4:15 PM
Track: TAOM Chinese
Room: Denpasar Ballroom 1
國企與策略管理(2)
Chair: 林豪傑, 國立中山大學

地主國正式制度風險對台商海外直接投資區位選擇的影響

- 黃銘章(Huang, Ming-Chang), 國立雲林科技大學
- 呂鴻德, 中原大學
- 洪千惠, 中原大學
- 羅維霖, 元智大學

外派至東協國家意願：前因與調節因素之研究調查

- 王群孝(Wang, Chun-Hsiao), 國立中央大學
- 王瑋聰, 國立中央大學
- 蔡宏基, 國立中央大學

經理人自戀、國際化策略與企業社會責任之關係

- 林玟廷(Lin, Wen-Ting), 國立成功大學
- 鄭貴揚, 國立成功大學

“共用而共創”：探討 Xbed 酒店借平台共創價值之模式

- 李慶芳(Li, Qing-Fang), 實踐大學
- 杜鵬, 中南財經政法大學

[DISTINCTION] TAOM Best Conference Paper
TAOM 大會傑出論文獎

June 20 / Session 2.5.2 / 2:45-4:15 PM

Track: Panel

Room: Denpasar Ballroom 2

PANEL: MAKING IMPACT FOR MANAGEMENT RESEARCH: INSIGHTS FROM THE ASIA PACIFIC CONTEXTS

Chair: Hao Tan, University of New Castle

Panel members:

- Mei-Chih Hu, National Tsing Hua University
- Bing Ren, Nankai University
- Hao Tan, University of New Castle
- Guolin Yue, Qingdao Technology University
- Hao Zeng, C50+ of Chinese Management Model Forum

This panel examines the changing landscape in the research environment of management scholars in Asia

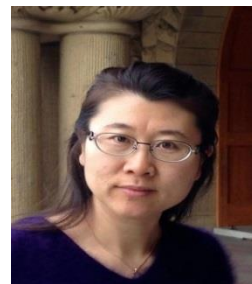
Pacific in regards to the increasing emphasis on “research impact”, and various approaches by researchers, individually and collectively, to improve research impact. Here, research impact is defined in social terms, that is, impact of research beyond academia. The panel reflects responses of researchers from different universities and research institutes in the region to the challenge; and serves as a forum to share their insights in bridging management research and practices.



Hao Tan is Associate Professor with Newcastle Business School at the University of Newcastle, Australia. His research interest is focused on energy and resource transitions in China and their global implications from a management research perspective. He has published in *Nature* (in 2014 and 2016), *Foreign Affairs*, and a number of leading management journals. He is a recipient of an ARC Discovery Project grant in Australia, and a Teaching Excellence Award in his Faculty. He also writes frequently for English- and Chinese-language media, such as the UK-based *Financial Times*' China website and Australia's theConversation.com.



Mei-Chih Hu is a Professor at the Institute of Technology Management, National Tsing Hua University, Taiwan. Her research is in the areas of innovation system, intellectual property rights, emerging industries (particularly green energy and biotechnology) in Asia, and latecomer strategy. She is currently acting as an Advisory Editor or Associate Editor for the international journals including *Research Policy*; *Technological Forecasting and Social Change and Innovation*; and *Management, Policy and Practice*. Her papers have been published in a variety of journals including *Research Policy*, *Nature*, *World Development*, *Regional Studies*, and *Innovation and Industry*.



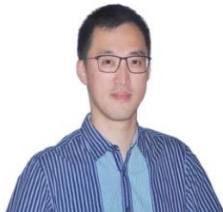
Bing Ren (PhD, Chinese University of Hong Kong) is a Professor in Nankai Business School, Nankai University, China. She is the founder and organizer of Nankai Management Research Salon, and a member of the C50+ Chinese Management Model Forum. Bing's research interests are in Chinese management theory building. Her

research has focused on topics such as internationalization of Chinese firms, family business growth and entrepreneurship, corporate governance and social networks. She is a principal investigator of three projects funded by the China National Natural Science Foundation and the China Ministry of Education, which examine strategies and innovation activities of Chinese firms in a context of rapid institutional changes. Bing has published in outlets such as *Strategic Management Journal*, *Journal of World Business*, *Asia Pacific Journal of Management*, *Management World* (Chinese), and *Nankai Business Review* (Chinese).



Guolin Yue (PhD, Nankai University, China) has undertaken post-doctoral research in South China University of Technology, and is Professor with the Business School in Qingdao University of Technology. He is a member of the C50+ Chinese Management Model Forum. Dr. Yue is a

Director of the Academy of Management in Shandong Province, China; and a Director of the Community of Comparative Management Study in Shandong Province. Dr. Yue has undertaken collaborative research with his post-doctoral supervisor, Prof. Chunhua Chen, during recent years on Chinese indigenous management practices. Dr. Yue has published books on those topics in 2014 and 2017.



Hao Zeng (PhD, Nankai University, China) is the Secretary General of the C50+ Chinese Management Model Forum, and a Director of the Kingdee Research Institute. He has undertaken a post-doctoral project in South China

University of Technology on corporate culture. His main research interests are in new business management models and corporate culture.

June 20 / Session 2.5.3 / 2:45-4:15 PM

Track: Human Resource Management

Room: Denpasar Ballroom 3

CONTEXTUAL INFLUENCES ON HUMAN RESOURCE MANAGEMENT

Chair: Hubert Zydorek, University of Texas at Dallas

Opening the labor market doors: Firms performance following California's refusal to enforce out-of-state employee non-compete agreements

- Lauren Aydinliyim, Baruch College, City University of New York
- Petra Christmann, Rutgers University

Human capital, or the knowledge, skills, and abilities of employees, can be a powerful driver of firm performance, yet the mobility of human capital raises questions over how to protect it. Employee NC agreements, which limit an employee's ability to start or join a rival firm, have received recent attention, but prior research has focused on the role of NCs as individual mobility restrictions. We apply the resource-based view of the firm to conceptualize employee NC agreements as isolating mechanisms that insulate firm human capital from rivals. We then exploit a quasi-natural experiment of a California Supreme Court decision, and find that this decision dramatically increased the performance of in-state firms. Moreover, this relationship was influenced by both local labor market and firm-specific resource factors. Since employee NC agreements are found throughout the world, including in the Asia-Pacific, important policy implications are noted.

The prospect of universal basic income in the changing world of work: establishing a research agenda and future directions

- Graham Perkins, University of Exeter
- Sarah Gilmore, University of Exeter
- David Guttormsen, BI Norwegian Business School
- Stephen Taylor, University of Exeter

Given the substantial changes affecting the world of work caused, at least in part, by developments in advanced technologies, attention in the scholarly and practitioner community is increasingly turning towards the idea of a universal basic income (UBI). Commonly viewed as an unconditional stipend paid on a regular basis to every member of a society irrespective of engagement with work, UBI holds appeal across the political spectrum. Some view it as helpful in scaling back welfare systems, while others point to its theoretical ability to ameliorate poverty and inequality. Scholars and practitioners argue that UBI is part of a possible solution to the future automation of various jobs, and that the presence of a guaranteed income may assist in developing greater flexibility in labour markets. Serious academic attention is paid to the idea of a UBI within the economics literature, but at present limited consideration is given to the concept in management and organisation studies. This paper therefore discusses the management implications that may arise from UBI at a conceptual level, with a focus on the changing nature of work, employee retention, and labour mobility. We delineate several propositions to guide future research and seek to establish a research agenda in this field.

[DISTINCTION] HRM Track Best Paper

Sentiment analysis of employer branding elements in e-WOM messages of the Cheers 2015 Top 100 employer brands

- Chu-Chen Rosa Yeh, National Taiwan Normal University

This study applied big data analytics in the field of employer branding using electronic word-of-mouth (e-WOM) as the data. The target of investigation is e-WOM messages on social media websites related to employer branding of the companies in the list of Cheers' "2015 Top 100 Most Admired Employers for the New Generation" in Taiwan. Collaborating with an internet marketing research company, iBuzz, the research team applied big data analytics to extract e-WOM text messages of the 100 employers, identify the employer branding elements in these messages, look for sentimental words and phrases toward employer branding elements, assess the valence of these sentiments, and apply sentiment analysis on the e-WOM messages. The study generated 9 categories of employer branding elements from 370 Chinese keywords in the extracted e-WOM messages. The elements are company policy, company benefits, compensation and promotion, work content, work location, brand reputation, future prospect of job, qualification, and job interview, of which company policy accrued the largest number of e-WOM messages. A total of 294 Chinese words or phrases were identified to show sentiments toward employer branding elements in the e-WOM messages, 134 positive and 160 negative. Most positive sentiments are related to compensation and benefits, while negative sentiments are targeted at much diverse sources.

Do Taiwanese MNCs operate expatriate management differently from other countries?

- Chun-Hsiao Wang, National Central University
- Hung-Ji Tsai, National Central University
- Shi-Han Huang, National Central University

In the past, expatriate researchers have developed some knowledge regarding the expatriate management practices used by American, British, German, and Japanese multinational corporations (MNCs). However, what is lacking is how MNCs from other countries are managing their expatriate talents. This study begins to fill this gap. We provided a holistic picture of the expatriate management practices used by Taiwanese MNCs, including staffing policies, selection criteria, selection procedure, and training programs. We observed some similarities and differences between this study and what was found by Tungli and Peiperl (2009), with respect to the expatriate

management practices used by American, British, German, and Japanese MNCs.

June 20 / Session 2.5.4 / 2:45-4:15 PM

Track: TAOM Chinese

Room: Denpasar Ballroom 5

創造力與建言行為

Chair: 劉念琪, 國立中央大學

顧客賦權、合作與競爭氣候對員工服務創造力之影響：一個跨層次模型整合

- 李庭閣(Lee, Ting-Ko), 國防大學
- 李培勳, 國防大學
- 劉憲明, 國防大學

適配工作就能夠展現創造力嗎？探討個人要求-能力適配、經驗開放性特質及創造力訓練對員工創造力的三階交互作用

- 紀乃文(Chi, Nai-Wen), 國立中山大學
- 方沅淳, 國立中山大學
- 張雅文, 國立中山大學

從社會交換理論探討師徒功能與徒弟建言行為之關係：情感性信任中介效果與權力距離取向的調節效果

- 余相賓(Yu, Xiang-Bin), 國立政治大學
- 胡昌亞, 國立政治大學
- 張詩慧, 國立政治大學

TOO MUCH OF A GOOD THING: 對主管的建言真的愈多愈好嗎？以工作要求-資源理論視角，探討團體建言對主管管理效能的非線性影響

- 鮑文君(Bao, Wen-Jun), 義守大學
- 彭台光, 義守大學
- 林鈺琴, 國立屏東科技大學

員工導向的人力資源管理措施與建言行為之關係：情感性組織承諾與同理心所扮演的角色

- 劉娜婷(Liu, Na-Ting), 銘傳大學
- 林承緯, 銘傳大學

June 20 / Session 2.5.5 / 2:45-4:15 PM

Track: Organizational Behavior

Room: Gianyar

EMPLOYEE CREATIVITY II

Chair: Long W. Lam, University of Macau

Transactive memory systems: A literature study

- Neuneung Ratna Hayati, Universitas Widyatama
- T. Hani Handoko, Universitas Gadjah Mada
- Amin Wibowo, Universitas Gadjah Mada
- Ely Susanto, Universitas Gadjah Mada

Understanding transactive memory systems as a mechanism to explain how different knowledge that individual group members have can be utilized and integrated at the group level is not simple. Kozlowski and Chao (2012) revealed that TMS has a compilation form that leads to non-linear relationships. Therefore, this paper aims to provide insights for the upcoming TMS research that faces complex demands to carry out theoretical development, build hypotheses, and conduct empirical tests to solve problems in real organizations. The paper first presents a systematic development of TMS publications from 1985-2018, including conceptual and empirical research. Then, this study presents a variety of vital issues that can be a source of gaps between the conceptualization of TMS and research practices. These issues include (a) level of analysis, (b) specific group contexts, and (c) research methods.

A relational approach to the effects of self-regulatory foci on employee innovative performance

- Xiaowan Lin, University of Macau
- Lin Lu, Shanghai Jiao Tong University
- Heng Tang, University of Macau
- Muammer Ozer, City University of Hong Kong

This study takes a relational approach to examine the effects of self-regulatory foci (promotion focus and prevention focus) on employees' innovative performance. Specifically, recognizing the importance of employee-employee interaction and employee-organization relationship in generating innovative performance, we posit that promotion focus positively, and prevention orientation negatively, predicts innovative performance through knowledge sharing. Drawing on the trait activation theory, we further propose that the indirect relationship between promotion/prevention focus and innovative performance through knowledge sharing is shaped by the employees' relationship with the organization they work in. Specifically, we argue for the moderating effects of organizational identification on the relationship between promotion focus and knowledge sharing, and job insecurity on the relationship between prevention focus and knowledge sharing. Based on a survey conducted among 441 employees in 70 work units in China, our findings showed that promotion focus had an indirect relationship with innovative performance through knowledge sharing, and the relationship between promotion focus and knowledge sharing became stronger when the employees' organizational identification was high.

The role of customer mistreatment and emotional exhaustion in the relationship between surface acting and turnover intention

- I-An Wang, Shih Chien University
- Shih-Jung Chuang, Shih Chien University
- Szu-Yin Lin, National Kaohsiung University of Science and Technology
- Cheng-Chieh Fu, Tainan University of Technology

In the hospitality industry, first-line service staff is very important to affect the success of the company. Therefore, the emotional performance of service personnel will become an important factor to affect service quality. This study explored the relationships between surface acting, and customer mistreatment, emotional exhaustion, turnover intention. In addition, we focused on the mediating effect of customer mistreatment and employee emotional exhaustion on employee surface acting and turnover intention. Data was collected from 251 participants. The findings showed that the customer mistreatment mediated the relationship between service-employee surface acting and turnover intention. Specifically, the results showed that service-employee surface acting is related to turnover intention through customer mistreatment first and then emotional exhaustion.

To buy or to grow learning goal-oriented employees? Examining a dynamic moderated mediation model that links employees' learning goal orientation, creative self-efficacy, perceived workplace support, and employee creativity

- Man-Nok Wong, Hong Kong Baptist University
- Song Chang, Hong Kong Baptist University
- Emily G. Huang, Hong Kong Baptist University
- Sally S. Y. Cheung, Hong Kong Baptist University

We propose a dynamic mediated model of employee learning goal orientation on subsequent employee creativity change via creative self-efficacy change. We further hypothesize that employees' perceived workplace support for creativity moderates this dynamic mediated effect. We examine our hypotheses using a latent change score modeling approach based on 281 matched employee-supervisor data from three waves. Our results reveal that both learning goal orientation and learning goal orientation change are associated with a concurrent change in creative self-efficacy, which, in turn, leads to a subsequent change in employee creativity. Furthermore, we find that employees' perceived workplace support strengthens the impact of the change in creative self-efficacy on subsequent change in creativity.

Does creativity benefit the creators? An investigation of daily creativity and employees' psychological well-being

- Julie N. Y. Zhu, University of Macau
- Long W. Lam, University of Macau
- Tingting Chen, Lingnan University

This diary study investigated the positive impacts of daily creativity on creators' psychological well-being. We hypothesized self-esteem and positive affect to be two mechanisms that accounting for the within-person fluctuations in psychological well-being resulting from daily creativity. The model was tested using a sample of 72 full-time employees from two high-tech companies. Our results indicated that daily creativity could elicit self-esteem and positive affect that influence psychological well-being in positive ways. Implications of the findings were discussed.

June 20 / Session 2.5.6 / 2:45-4:15 PM

Track: Business Policy and Strategy

Room: Wantilan

MANAGING TECHNOLOGIES AND INNOVATIONS

Chair: Jane Lu, China Europe International Business School

A contextualized behavioral model of transition economy firms' technology search: The role of institutional context

- Renfei Gao, University of Melbourne
- Jane Lu, China Europe International Business School
- Helen Hu, University of Melbourne
- Geoffrey Martin, Melbourne Business School

Post-IPO founder CEOs are a selected group of corporate leaders who differ from both pre-IPO entrepreneurs and professional managers. They enjoy a much longer tenure that cannot be attributed to measurable personal characteristics and firm performance. Instead, founder CEOs, because of their past success and younger age, are given extra trial and error opportunities, exempting them from short-term performance pressures and allowing them to focus on long-term growth. While a longer grace period leads to an easy early tenure with a much delayed peak turnover hazard, it also reduces its own significance in lowering subsequent turnover risk. As founder CEOs stay long in tenure, their turnover risks remain relatively high and better performance starts to facilitate their departure. These distinctive patterns concur with key mathematical properties of the lognormal distribution that has been widely used in turnover research. Analyses of

CEO turnover events in Chinese non-state-owned public firms from 1992 to 2012 show clear grace period dynamics and reveal founder CEOs' special roles in modern corporate landscape.

[DISTINCTION] BPS Track Best Paper

When more is better? A contingent view of alliance partner numbers and a focal firm's radical innovation

- Wei Jiang, Xiamen University
- Chengli Su, Xi'an Jiaotong University
- Kevin Zheng Zhou, University of Hong Kong
- Zhaoyan Guo, Xiamen University
- Qun Tan, Xiamen University

Whereas strategic alliance is prevalent for radical innovation development, the extant literature offers inconsistent arguments and empirical evidence regarding how the number of alliance partners affects a focal firm's radical innovation. Building on the resource-based view and transaction cost economics, this study examines the contingent roles of alliance characteristics (i.e., R&D vs. marketing alliance, and alliance duration) and industrial factors (i.e., high-tech vs. other industry, and industrial competition). The findings based on multi-informant survey data reveal that the number of partners alone does not significantly affect radical innovation. However, such relationship is negative in R&D alliances, in high-tech industries, or less competitive industries, whereas it is positive in non-high-tech industries. These findings shed new insights on previous inconsistent arguments and offer important implications for firms to benefit from multilateral partnerships.

How technology startups choose commercialization strategy: A knowledge-based perspective

- Aqi Liu, Chinese University of Hong Kong

Although much has been studied on the environmental as well as firm-level factors in determining the choice of technology commercialization (TC), little is known about how knowledge characteristics affect startups choosing a competitive or cooperative mode to commercialize their innovation. Drawing on the knowledge-based view, we propose that not only the transaction cost caused by contract hazard and searching difficulty, but also the cost of knowledge application and integration can affect the choice of TC strategy. Firms do better than the market in deploying coordination mechanisms to facilitate knowledge integration. Thus, we propose that startups with a high level of specific knowledge will favor internal transfer more than external transfer, thus have a lower propensity to license their technology. We further propose that two unique factors of startups – founding team diversity and VC funding – will affect the effectiveness of

intra-firm coordination, which in turn moderate the relationship between specific knowledge and TC strategy choice.

Audience engagement and the legitimization of technological discontinuities in regulated markets

- Tatjana Schneidmuller, Erasmus University
- Mariano L. M. Heyden, Monash Business School
- Henk W. Volberda, Erasmus University

We draw on literatures on discursive institutional processes and legitimation process of new categories to inform the literature on incumbent adoption of technological discontinuities (TDs) in regulated settings. We focus on incumbent financial institution's responses to the rise of financial technology (FinTech) in Europe from 2000-2016. We highlight external drivers of adoption by theorizing how (a) the positive and negative engagement (as a function of attention to and opinion of a TD) within and across different external audiences (i.e., peer competitors, field experts, general public, and regulators) and (b) how consensus between audiences influence incumbents initiatives to adopt FinTech. We test hypotheses on a longitudinal sample of 149 financial institutions in Europe from 2000-2016. Our main findings suggest that incumbents respond predictably to the positive and negative engagement of the public and regulators. However, positive engagement from peer competitors and field experts are negatively related to FinTech initiatives by incumbents. Our findings further suggest that positive and negative consensus about FinTech between engaged audiences is, respectively, an enabler or impediment to adoption.

June 20 / Session 2.5.7 / 2:45-4:15 PM

Track: Organizational Behavior

Room: Jembrana

ROUNDTABLE: BUSINESS AND INNOVATION

Chair: Tomoki Sekiguchi, Kyoto University

Women's creativity in business: The influence of gender-professional identity integration

- Chi-Ying Cheng, Singapore Management University
- Fiona Lee, University of Michigan

Creative cognition theory proposes that creativity requires novel combinations of existing requisite knowledge sets. These knowledge sets, in turn, are bundled with social identities, or social groups to which individuals belong. Drawing on these two streams of work, we hypothesize that identity integration—or individual differences in perceived compatibility between social identities—predicts creative idea generation and creative idea

selection. Study 1 found that female businesspersons with high levels of gender-professional identity integration (G-PII)—or those who perceived their gender and professional identities as compatible—generated more creative ideas for identity-relevant tasks than those with low G-PII. However, the same effect was not evident for non-identity relevant tasks. Study 2 replicated Study 1's results using a creative idea selection task. These findings show that individual differences in identity integration may be related to the extent to which multiple knowledge systems can be accessed simultaneously, which in turn facilitates both creative idea generation and selection.

Support for innovation and individual innovation readiness as mediators between transformational leadership and innovative work behavior: An empirical study within Singaporean service organizations

- Amy Tan Bee Choo, Center for Organisational Effectiveness
- Desiree H. van Dun, University of Twente
- Celeste P. M. Wilderom, University of Twente

Changes in the world's economic landscape are forcing companies, especially those in the service industry, to stay relevant by introducing innovative service options and solutions. Employee innovative behavior has become an important condition for these businesses to succeed in this dynamic environment. While transformational leadership is often seen to induce innovative work behavior in employees, little is known about the psychological mechanisms through which this effect occurs. Our research conceptualizes the mediating effect of perceived support for innovation and individual innovation readiness in a series: between transformational leadership and actual innovative work behavior. We use the responses of 428 employees from six service organizations in Singapore to test our three-path mediation model. As hypothesized, the data supported the three-path mediation model. The results reveal a partial mediating role of support for innovation and a fully mediating role of individual innovation readiness. This finding is useful for designing and implementing effective human resource and organizational development interventions, with the objective of facilitating innovation in workforce within the service-type contexts.

Defining Teun Tang Sangkhom: Social capital in Laos

- Stephen Grainer, University of Notre Dame
- Bjarne Sorenson, Technical and Further Education

This research explores the indigenous concept of Teun Tang Sangkhom (TTS) and its social capital applications in

Laos. The investigation identifies TTS as a new variety of Asian social capital and explores its characteristics by focusing on its bonding, bridging and linking dimensions. The observations and findings of three broad case studies between 2006 and 2014 are compared with the existing guanxi literature and three previous comparable case studies conducted across the adjacent Chinese border in Yunnan province between 1999 and 2014. The reasons for the evolution of Teun Tang Sangkhom (TTS), the importance of face or Na and low linking capital findings are discussed to begin in fill a knowledge vacuum regarding this phenomenon in Laos.

Revisiting single case studies in international business research: The case of Maersk Line

- Michael Jakobsen, Copenhagen Business School
- Verner Worm, Copenhagen Business School

This paper studies the consequences of rolling out a global corporate culture in a multinational company to streamline modes of communication between headquarters and local offices across different host markets in an attempt to optimise the functionality of the organisation. Our key focus is to understand how employees in the Danish shipping company Maersk Line's headquarters in Copenhagen as well as in three local offices in Shanghai, Tokyo and Kuala Lumpur "read" and respond towards such an optimisation process. We focus in particular on how employees, based on their "reading" of this process, try to make sense of it in order to construct personal strategies as guidelines for how to navigating the organization to their own and the company's advantage. We argue that single case studies show how various societal factors within a host market impact on the functionality of employees in local offices as well as on the relationship between the latter and headquarters.

Theory of planned behavior and intention to invest in Bitcoin

- Dina Sartika, Universitas Padjadjaran
- Dian Masyita, Universitas Padjadjaran
- Wardhana, Universitas Padjadjaran
- Khalisa Balqis, Universitas Padjadjaran
- Am Nurbaeti, Universitas Padjadjaran

The adoption of blockchain technology and cryptocurrency have gained its popularity as it has dramatically changed how people currently transact in day-to-day life. Although the Indonesian government has declared Bitcoin as an illegal payment and transaction instrument, Bitcoin users or investors in Indonesia continue to grow. Theory of planned behavior was implemented to identify Indonesian's intention and action to invest in Bitcoin. A

survey was conducted to cryptocurrency enthusiasts who join digital and fintech association in Bandung City, Indonesia. In total, 137 respondents participated in the survey. Statistical test including multiple regression and hierarchical regression analyses were performed using IBM SPSS software. Results indicated that attitude to behavior, subjective norm, and perceived behavioral control positively and significantly affect intention to invest in Bitcoin. Moreover, investors' intention to invest predicts their actual behavior. A direct influence between perceived behavioral control and actual investment in Bitcoin was also found.

June 20 / Session 2.5.8 / 2:45-4:15 PM

Track: TAOM English

Room: Tabanan

ROUNDTABLE: TAOM ENGLISH PAPERS

Chair: Yi-Tai Seih (謝亦泰), National Taiwan University of Science and Technology

Raising company attractiveness by communicating CSR practices

- Mufid Salim, Universitas Ahmad Dahlan
- Yeh Ying-Jung (葉穎蓉), National Taiwan University of Science and Technology

Improving the commitment power of e-Pledges for prosocial causes

- Dennis Y. Hsu, University of Hong Kong
- Eileen Y. Chou, University of Virginia
- Eileen Herson, University of Virginia

A cycle within cycle: A dual impact of norm to the relationship between TMT diversity, managerial discretion and strategic innovation

- Tom Yeh, I-Shou University

Corporate social responsibility in a global economy: perspectives from a least explored region of the globe

- Daniel Etse, RMIT University
- Adela McMurray, RMIT University
- Nuttawuth Muenjohn, RMIT University

Corporate social responsibility of small and medium enterprises: Compliance or conviction? A Singapore perspective

- Ratna Devi Pillai, James Cook University
- Pengji Wang, James Cook University

COFFEE BREAK 4 / June 20 / 4:15-4:30 PM / Pre Function Room I

June 20 / Session 2.6.1 / 4:30-6:00 PM
Track: Organization and Management Theory
Room: Denpasar Ballroom 1
MANAGING UNKNOWN, UNCERTAIN, AND EMERGING ISSUES
Chair: Daniel Muzio, University of York

A dynamic approach to understanding political tie formation

- Jung Yun Han, National Taiwan University

In spite of importance of corporate political ties in firms' strategic decisions and performance, little is known about firms' political tie formation. Drawing from resource dependence theory and resource-based view, we examine two possible logics, political power logic and resource complementarity logic, to understand when and how business groups change their preferences for political tie formation, either to a legislative or an executive branch. By tracking the patterns of the marriages of business group families and political elites in Korea, 1970-2011, we find that facing comprehensive institutional transition, business group families with political ties are likely to shift their tie preference (through new marriage partners) from a legislative branch to an executive branch and such tie formation helps the groups to increase size. We explain the results with political power logic.

[DISTINCTION] OMT Track Best Paper

Field partitioning: The emergence, development and consolidation of sub-fields

- Daniel Muzio, University of York
- James Faulconbridge, University of Lancaster

Through a longitudinal case study of the internationalization of the Italian legal field in the aftermath of the creation of the Single European Market, this paper advances our theoretical understanding of field level change by developing the concept of the sub-field. In particular, it analyses how a sub-field emerges, develops and consolidates itself over time. It does this through the concept of field partitioning whereby a formerly established field generates a distinct sub-field with its own institutional infrastructure. Four mechanisms are identified (focusing; inter- and intra-subfield networking; and distinction) through which field partitioning occurs. Each mechanism is shown to contribute to the development of specific aspects of the sub-field's institutional infrastructure, as part of a dynamic process that differentiates the sub-field from its parent field. This paper also shows how the development of sub-fields is important not only as it provides a distinct path for field

level change but also a mechanism to manage institutional complexity in increasingly heterogeneous fields.

Work without substance: Placing institutional works in structural contexts

- Min-Fen Tu, Tamkang University
- You-Ta Chuang, York University

The "successful" result is inspirationally present in empirical research on institutional change; however, "unsuccessful" outcomes are perhaps more prevalent in our society. Yet research has overlooked why and how the paradox of "work without substance" emerges from the agency performing. To unpack the ambiguous causes and unexpected consequences of this paradox, this study adopts the theoretical lens of institutional work. This study examines the Dihua Chinese New Year Bazaar, critically tagged on "night market" in Taipei, and collects data from interviews and site visits with the guidance of historical ethnography. The perspective of historical embeddedness helped researchers to gain an insightful understanding into how the inwardness and dynamics of field conditions, the stalemate dilemma of an agent system, and the occurrence of means-ends decoupling lead to agency becoming muffled and deadlocked.

"Pay it forward": Interpersonal lending and small business social responsibility

- Liqun Xie, Shanghai Jiao Tong University
- Yang Yang, Zhejiang University
- Qingqing Zong, Shanghai University of Finance and Economics

This study aims to examine how informal financing, particularly interpersonal lending, affects small business social responsibility. Interpersonal lending, though a personal-level lending, is actually a main source of financing of small businesses in emerging economies where formal financial institutions fail to help. Drawing on the pay it forward perspective that "A helps B; B helps C", we propose that, when small business owners obtain interpersonal lending to relieve the financial difficulty of firms, they are likely to be prosocial, such as helping the needy employees. The helping behavior is a response toward positive emotions and adherence to the reciprocity norms triggered by interpersonal lending in the small business context. With a unique dataset of Chinese small micro firms, we find strong evidence for our hypothesis.

June 20 / Session 2.6.2 / 4:30-6:00 PM
Track: Business Policy and Strategy
Room: Denpasar Ballroom 3
BUSINESS-LEVEL STRATEGIES
Chair: Kevin Zheng Zhou, University of Hong Kong

Why keep promises when contracts are incomplete?

- Sasanka Sekhar Chanda, Indian Institute of Management Indore
- Rajendra Nargundkar, Indian Institute of Management Indore

Organizations and individuals routinely commit to undertake definite actions in the future, in exchange for certain privilege or accommodation at the present time. Often, such commitment is extended without adequate knowledge as to how the future will pan out. Circumstances unfolding after the commitment date may make one party feel that it overcommitted. Thereby, it gets tempted to demand concessions, at the time of delivering to commitment, particularly at the stage of winding up the relationship. Often, such demands do not go uncontested. In many cases, the reputation of the party seeking concessions gets dented in the process. Thus, conscientiously keeping promises entails cost, so does deviating from promises. We ask, why keep promises when contracts are essentially incomplete? Drawing from an ancient Indian text, the Katha Upanishad, we propose that a track record of honoring significant commitments is necessary, but not sufficient for desirable long term outcomes, given real costs of honoring significant commitments and the role of chance interposing in the progression of events. Lapse in honoring a commitment, however, is sufficient to attract negative consequences. Our framework informs why one may weigh in on the side of keeping promises, even when such action involves costs.

The impact of power and communication on opportunism in Chinese buyer-supplier relationships

- Zhaojun Han, Dalian University of Technology

Considering the importance of social communication in Chinese guanxi culture, this study distinguishes social communication from traditional economic communication and aims to uncover the distinctive roles in Chinese buyer-seller relationships. Based on empirical survey data collected from 240 Chinese manufacturers, this study examines the effect of supplier power (coercive and non-coercive) on economic and social communication and that of economic and social communication on opportunism of both supplier and buyer parties. Structural equation modeling (SEM) results indicate that non-coercive power is positively related to both economic and social communication, while coercive power is negatively related to economic communication, but has no relationship with social communication.

Is ambidexterity beneficial to international joint venture performance? Evidence from China

- Jason Lu Jin, Tongji University
- Kevin Zheng Zhou, University of Hong Kong

Despite the conceptual appeal of ambidexterity, whether international joint ventures (IJVs) can benefit from it remains unknown. Using polynomial analysis, this study simultaneously considers both the balance and intensity elements of ambidexterity and examines their effects on IJV performance in China. The findings reveal that ambidexterity balance has a U-shaped effect (i.e., a more focused strategy performs better than a more balanced, ambidextrous strategy), whereas ambidexterity intensity exerts an inverted U-shaped effect on IJV performance; such effects are further moderated by the unique features of IJVs—parent control asymmetry and cultural distance. These findings offer important advances for ambidexterity research in IJVs.

TMT gender diversity and firm relational and rivalrous competitive behaviors

- Trung Hai Nguyen, National Cheng Kung University
- Hao-Chieh Lin, National Sun Yat-sen University
- Chia-Yu Chan, National Sun Yat-sen University
- Shao-Chi Chang, National Cheng Kung University

This study adopts the upper echelons and competitive dynamics theories to analyze the effects of top management team (TMT) gender diversity on firm rivalrous and relational competitive behaviors under dynamic environments. Results show that TMT gender heterogeneity is negatively associated with rivalrous competitive behaviors while positively related to relational competitive behavior. Moreover, as environmental dynamism increases, TMT gender diversity will engage more in both relational and rivalrous competitive actions. This study contributes to the competitive dynamics theory by examining both relational and rivalrous actions. By exploring the contextual effects of TMT gender composition on firm competitive behaviors, the study also compensates for prior research, which has not put the roles of executive gender in competition decisions into consideration while also largely ignored the contingent roles of external environments.

Understanding the context-HR strategic integration relationship: Interactionist versus main effect approach

- Bo Zhang, Capital University of Economics and Business

- Jianxun Chen, University of International Business and Economics
- Amy Wei Tian, Curtin University

Most of the context-HR strategic integration relationship studies have used a main effect approach to investigate the effect of contextual factors separately. Such main effect approach reduces the explanatory power of our theories in capturing the complexity of contextual effects and is inadequate to inform managers precisely when making decisions. We stress an interactionist approach over the main effect approach in studying context-HR strategic integration relationship. We draw on a strategic tripod framework and wisdoms in strategic HRM literature to conceptualize and compare the main and interactive effects on HR strategic integration of three contextual factors. The conceptualization is tested by using a set of subjective-objective combined, time-lagged, and cross-level data from 168 firms and statistic year books in an emerging economy. Our study deepens the understanding of context-HR strategic integration relationship on two aspects: (i) it demonstrates that the interactionist approach is more powerful than main effect approach in explaining context-HR strategic integration relationship. (ii) It reveals that higher-order interactions of contextual variables have a stronger explanatory power than lower-order interactions do in explaining context-HR strategic integration relationship. It also confirms the external validity of strategic tripod framework by extending its application beyond strategy and international business fields.

June 20 / Session 2.6.3 / 4:30-6:00 PM
 Track: Entrepreneurship and Innovation
 Room: Denpasar Ballroom 5
BUSINESS MODELS AND IMPROVIZATION
 Chair: Mokter Hossain, University of Manchester

How to accelerate innovation speed? A conditionally mediated moderation model and beyond

- Cong Cheng, Zhejiang University of Technology
- Liebing Cao, Zhejiang University of Technology

As the innovation speed (IS) has been spotted as a key elementary factor of competitive advantage, increasing studies have explored in the diverse causes of IS. This study conceptualizes a model including both organizational- and individual-level antecedents of IS, and builds a holistic conditional mediation model and three equivalent casual subsets. We collect data from 245 Chinese high-tech sector firms to test the theoretical model. Results from variance-based structural modeling and the PROCESS macro show that creative process

engagement (CPE) fully mediates the effect of leader encouragement of creativity (LEC) on IS. Furthermore, when organizational ambidexterity (OA) on direct path of LEC on IS with low values, the indirect effect of LEC on IS by CPE does not exist. In development, results from fsQCA exhibit three causal configurations which are sufficiency but not necessary conditions of IS. First configuration emphasizes the roles of idea generation (IG) and information search and encoding (ISE) which is conceptualized as executive CPE and alignment (AL) of OA and LEC, namely, $IG*ISE*AL*LEC$. Second configuration indicates the effect of combination that CPE plus OA and third one focuses on problem identifying (PI) and ISE which is conceptualized as reproducible CPE and OA and LEC, shortened as $PI*IG*ISE*AL*AD$ and $PI*ISE*AL*AD*LEC$ separately.

Frugal enterprises for and from the grassroots level: An emerging phenomenon

- Mokter Hossain, University of Manchester

Frugal entrepreneurs are recognized as change agents who serve less fortunate customers in developing countries. We have limited knowledge about the early stage struggle of these frugal entrepreneurs. Drawing on 13 enterprises and 22 informants, this study examines the innovation and commercialization process of the nascent frugal enterprises with the prosocial focus. Findings show that frugal entrepreneurs face unusual challenges in terms of innovation approach, resource constraints, and institutional voids. Financial and institutional supports at the early stage of the ventures provide a significant value for them. Despite numerous constraints, frugal enterprises successfully serve underserved customers and contribute to sustainable development. The findings are discussed from the lens of previous research on frugal innovation, bricolage, institutional voids, resources constraints, and sustainable development.

Coming safely out of danger: How improvisation helps founding teams to creatively respond to uncertainty

- Yiyuan Mai, Huazhong University of Science and Technology
- Zhuxin Ye, Huazhong University of Science and Technology
- Chan Xiong, Wuhan Institute of Technology

How new ventures use distinctive strategies to cope with numerous political and regulatory institutions and institutional uncertainties is becoming a core issue for firms in emerging economies. Although previous research proposes that improvisation can be an efficient strategy to cope with uncertainty, few studies have analyzed what prompts founding teams to improvise and what factors help generate desirable outcomes. Using a random sample

of 121 founding teams in China, our study draws on the institution-based view to uncover what factors motivate founding teams to improvise. The results show that founding teams' transactive memory systems (TMSs) and ties with service intermediaries are positively related to improvisation, especially when teams are highly tolerant of a new venture's short life cycle. Furthermore, considering the unpredictable effects of improvisation, we discuss contexts that can enhance its creative facets and analyze the moderating effect of creative self-efficacy on the positive relationship between the improvisation and creativity of founding teams. The results suggest that a founding team can improve creativity through improvisation when team members are more confident in their creative abilities.

Organizational forms, business models, and effectiveness in social enterprises

- Ari Margiono, Bina Nusantara University
- Artemis Chang, Queensland University of Technology
- Roxanne Zolin, Australian Institute of Business

Organizational forms affect outcomes. Yet, little is known on this mechanism in the social entrepreneurship context. A recent theoretical study highlights how social enterprise forms affect outcomes. By comparatively analysing 12 cases of successful social enterprises in Indonesia, this research attempts to elaborate this theoretical study and to extend our understanding on how social enterprise forms affect outcomes. We find that "genetic" characteristics of social enterprises play an important role in constituting different social enterprise forms. Our data shows that different social enterprise forms structure business model configurations to achieve autonomy and legitimacy. Four configurational patterns are identified.

The private enterprise constitutionalism of Heibei Dawu Group

- Yuejun Tang, Fudan University
- Bing Ren, Nankai University
- Peiyi Jia, University of Massachusetts – Lowell
- Xiaoyi Luo, Nankai University

Family business enterprise succession is a worldwide problem. Family business seems unable to avoid the fate of "wealth never survives three generations". We believe that the extent for family business achieves sustainable development largely depends on its fundamental vision and how its vision is transformed into operational institutions and governance models. In this paper, we ask the following questions: What is the possible family business enterprise vision that can make a difference for

family business success? What is the possible unique family business institution or governance structure in the context of Chinese family business enterprises? Adopting a descriptive case study method, the paper introduces a family business enterprise's corporate governance model, the so-called "Private Enterprise Constitutionalism" (PEC), developed in Hebei Dawu Group in China. The PEC contains four major components: (1) the guiding principle, stated as "private property, public governance, and shared returns"; (2) the family law, postulated as that the property rights that belong to the family shall never be divided, but inherited as a whole; (3) a "three-pronged" structure with a separation of three powers—the power of supervision, of decision-making and of execution to ensure the supervision and counterbalance among the board of supervisors, board of directors and the council; and (4) a selection mechanism, to select capable enterprise leaders via a democratic election system. Sun Dawu, the inventor of PEC, believes that the system allows Dawu Group to achieve sustainable development, as it helps balance the business family's needs and the enterprise stakeholders' and wider society's needs.

June 20 / Session 2.6.4 / 4:30-6:00 PM

Track: Organizational Behavior

Room: Gianyar

SERVANT VERSUS AUTHORITARIAN LEADERSHIP

Chair: Ningyu Tang, Shanghai Jiao Tong University

Authoritarian leadership, organizational citizenship behavior, and organizational deviance: curvilinear relationships

- Ali Ahmad Bodla, Tongji University
- Ningyu Tang, Shanghai Jiao Tong University
- Rolf van Dick, Goethe University Frankfurt and Work Research Institute
- Usman Riaz Mir, Virtual University of Pakistan

This paper examines the relationships between authoritarian leadership, organizational citizenship behavior toward one's supervisor (OCBS), and organizational deviance. We hypothesized a curvilinear relationship between authoritarian leadership and OCBS, and between authoritarian leadership and organizational deviance. We analyzed two-source survey data collected from seven organizations in Pakistan. The data of 240 employee-supervisor dyads largely supported our hypotheses.

Exploring the ethical mechanism of servant leadership in affecting citizenship behavior

- Sen Sendjaya, Swinburne University
- Nathan Eva, Monash University

- Mulyadi Robin, Alphacrucis College
- Lyfie Sugianto, Monash University
- Ivan ButarButar, Sampoerna University

While prior research has shown that servant leadership leads to citizenship behavior, no study has explored the ethical pathway as the underlying influence process, despite the fact that servant leadership is a moral-laden approach to leadership. On the basis of social learning theory, we examine psychological ethical climate as a key mediator between servant leadership and citizenship behavior. Survey data were collected from 123 leader-follower dyads from eight high-performing firms listed at the Indonesia Stock Exchange, and analyzed using multiple regression analysis. The results showed that the relationship between servant leadership and organizational citizenship behaviors (both for OCBI and OCBO) is mediated by psychological ethical climate. This study demonstrates the value of using a servant leadership approach in order to foster a psychological ethical climate and increase organizational citizenship behaviors. As such, we highlight the importance of a systematic approach to develop servant leaders in organizations. This research contributes to our understanding of the ethical mechanism that explains the relationship between servant leadership and follower outcomes.

Servant leadership and employee voice: The role of job engagement and proactive personality

- Yang Song, Shanghai University of Finance and Economics
- Qi-tao Tian, Henan University of Economics and Law
- Ho Kwong Kwan, China Europe International Business School
- Xiao-Yu Liu, University of International Business and Economics

The promotion of employees' voice behaviour has become an important issue in China during this decade. This study examined how servant leadership influences employees' voice behaviour by focusing on the mediating role of job engagement and the moderating role of proactive personality. The results, which were based on time-lagged, subordinate-supervisor dyadic survey data collected in China, indicated that employees' perceptions of servant leadership positively relate to their promotive voice behaviour and prohibitive voice behaviour, and these relationships are mediated by enhanced job engagement. In addition, employees' proactive personality amplified the relationship between perceived servant leadership and job engagement, and the mediating effect of job engagement on the relationship between perceived servant leadership and voice behaviour.

How can we thrive in a political workplace? The role of servant leadership

- Angela J. Xu, Jinan University
- Lei Wang, Dongbei University of Finance and Economics

Thriving teams are critical to effective organizational functioning. Extending the socially embedded model of thriving to the team level, this study explores how and when servant leadership promotes collective thriving. Through two-wave data collected from 80 work teams in China, we revealed that servant leaders embed members with high-quality team-member exchange (TMX) relationships, which in turn, enable their collective thriving. Political climate was found to be a dual-stage moderator hindering the positive impact of servant leadership on collective thriving. Our findings move forward extant servant leadership and thriving literature.

Safe and sound: Understanding multi-level mechanisms of authoritarian leaders through a moderated mediation model

- Timea Yavuz, National Cheng Kung University
- Hsi-An Shih, National Cheng Kung University

In line with academic effort to reevaluate some of the traditional leadership concepts through various contingency theories, we endeavor to uncover "the bright side" of a much-dismissed leadership style: authoritarianism. Our goal is to provide a multi-level view on the context and underlying mechanism through which authoritarian leaders influence individual behaviors and team performance. Specifically, we found evidence of how psychological safety transmits the effect of authoritarian behaviors at different levels of analysis. On individual level, the mediation to adaptive and proficient behaviors was contingent on personal power distance values. On team level, we conceptualized climate of power orientation by the level of agreement and extent to which members favor vertical hierarchy or flat power distribution. Our results suggest that such team climate of power is a crucial boundary condition for between unit differences on psychological safety (while considering within group variance), which in turn mediates the effect of authoritarian leaders on overall team performance.

June 20 / Session 2.6.5 / 4:30-6:00 PM

Track: TAOM

Room: Wantilan

TAIWAN ACADEMY OF MANAGEMENT RECEPTION

Chair: Wei-Chi Tsai, National Chengchi University

Invited Speech: SCHOLARLY IMPACT: INTEGRATING TEACHING, RESEARCH, AND SERVICE AS ONE

Speaker: Sheng-Tsung Hou (侯勝宗), Feng Chia University

In the field of general management, practically oriented industry-based research has long proven unpopular. However, such research integrates teaching, research and service, and allows researchers (i.e., business school professors) to work for the benefit of academic knowledge, society, and industry. University professors are expected to fulfill three major responsibilities: research, teaching, and service. However, finding balance and creating synergies among these three responsibilities has proven challenging for many university professors, and particularly for those professors in the field of management. This talk will demonstrate how a management professor can start with a practical phenomenon to conduct a consistent, long-term collaborative research program by integrating research, teaching, and service in order to enhance the overall impact of the scholar.



Sheng-Tsung Hou is Director and Distinguished Professor, Graduate Institute of Public Affairs and Social Innovation at Feng Chia University in Taiwan. He also served as a director for both of *Center for Benefit Corporation and Wangdao Management* and *Center for Service Innovation and Mobility Design*. He

obtained his MBA and his PhD degrees at the Graduate Institute of Technology and Innovation Management at National Chengchi University. His research has been focusing on the co-evolution of technology and organization as well as service innovation and social entrepreneurship. In particular, he has studied the GPS-dispatching systems and location-based service implemented in the transportation service industry in both Singapore and Taiwan. Before joining academy, he was the general manager of a pharmaceutical company and started up two Internet companies.

June 20 / Session 2.6.6 / 4:30-6:00 PM

Track: Human Resource Management

Room: Jembrana

ROUNDTABLE: LEADERS AND FOLLOWERS

Chair: Mami Taniguchi, Waseda University

What is public agency? The relationship between organizational identity contents, organizational identification and employees' behaviors for the public agency in Taiwan

- Chia-Hui Lee, Yuan Ze University
- Chiung-Yi Huang, Yuan Ze University
- Min-Ping Huang, Yuan Ze University

Organizational identity refers to the members' awareness of organizational characteristics in the organization, which will affect the members' sense of organizational identification to the organization. According to social identity theory, "organizational identification is a process and result of individual self-definition". By the process of belonging to the organization, the individual connects the self-concept with the organizational identity. When the organization recognizes the self-concept or expectation of the organization member, organization members will have an emotional recognition of the organization, called organizational identification. This paper follows the development process of the scale by Hinkin (1995, 1998). We examined public servants of the public agency through the open-ended questions, and the collected public information is used to develop 28 organizational identity contents of public agency. In study 1, the organization identity contents and the 23 Public Agency Organizational Identity Scale (PAOIS) have completed the reliability and validity analysis of the items. In study 2, results based on study 1 of the person-organization contents fit and its pre-test of the extended model of organizational identification and EVLN Model of influence. The results show that the organizational contradiction has reached a significant level of neglect and exit behavior.

From individual resource to social capital: How political skill and popularity affect work outcomes

- Yi Li, Shanghai University
- Mengqiu Ma, Shanghai University

From the perspective of individual resource and social capital, this paper aims to explain how employees' political skill affects their job satisfaction and turnover intention, through the mediating role of popularity. Using a sample of 237 dyad surveys from supervisors and employees in the Yangtze River Delta of China, we found that: (1) political skill is positively correlated with job satisfaction and negatively correlated with turnover intention, and that these correlations are partially mediated by individual popularity; (2) positive affect (PA) moderates the relationship between political skill and job satisfaction, and negative affect (NA) moderates the relationship between political skill and turnover intention.

Shared leadership: 20 years review of theory and future research

- Jeliteng Pribadi, I-Shou University

This paper analyzes the potency of shared leadership as an appropriate leadership approach in the global context by systematically reviewing more recent research trends, theory, and practice. This paper starts with investigating the construct and review the findings related to it dimension, outcomes, and antecedents, as well as the

various measurement scales used in empirical studies. Methodological issues in shared leadership research and implications for improving managerial practice are also discussed. A comprehensive conceptual framework that assembles all identifies dimension, level and relationship among constructs is presented.

Factors that influence followers to be a future ethical leader

- Hasanuzzaman Tushar, National Institute of Development Administration
- Hassan Miushad, National Institute of Development Administration

This literature review focuses on the factors that influence individuals to be a future ethical leader, and it links those factors with related ethical theories (e.g., utilitarianism, libertarianism, Kant's ethical theory, and fairness and justice). This paper tries to examine from the intersection of the ethics and leadership literatures about the concept of ethical leadership, the importance of ethical leadership in an organization, influencing factors to be an ethical leader, and ways to develop followers into ethical leaders. A major research question guiding the study was: What are the factors that influence followers to be a future ethical leader? Our review indicates that followers are developed into an ethical leader by getting inspired from two major factors: (a) individuals' moral philosophy, and (b) organizational culture and ethics. Individuals' moral philosophy consists of family influences, religious belief, educational institutions, peer influences and culture.

How government officials can evaluate the performance of their EAP programs: The case of Taiwan

- Ching-Wen Wang, National Chung Hsing University
- Yen-Chen Hsu, National Chung Cheng University
- Junbang Lan, Chinese University of Hong Kong
- Chi-Sum Wong, Chinese University of Hong Kong

This study develops a valid and reliable instrument for government officials to evaluate their employee assistance programs (EAP). Drawing on the IPOO (input-process-output-outcome) performance evaluation model, we generate the scale dimensions and items through a multi-method data collection approach, including literature review, panel discussion and a series of qualitative interviews with program practitioners. Then, by surveying EAP practitioners from 135 government units in Taiwan, we confirmed the reliability, content and predictive validity of the instrument which consists of 27 items. The

instrument includes five dimensions, namely resource allocation, management support, plan making, program introduction, and service provision.

June 20 / Session 2.6.7 / 4:30-6:00 PM

Track: Organizational Behavior

Room: Tabanan

ROUNDTABLE: EMPLOYEE VOICES AND OUTCOMES

Chair: Tomoki Sekiguchi, Kyoto University

The more you speak up, the happier you are: Affective consequences of voice behavior

- Xiaoyan Chen, Hong Kong Baptist University

Drawing upon self-determination theory, this study examines the linkage between voice behavior and positive affect. Analysis of two-wave multi-source data indicates that voicing has an indirect effect on employees' positive affect, via the mechanism of basic need satisfaction. Specially, this indirect effect is stronger for proactive employees. Theoretical and practical implications are discussed.

Justice and impression management mechanisms and boundary conditions of the effects of citizenship pressure on destructive voice and organizational citizenship behaviors

- Chieh-Yu Lin, National Sun Yat-sen University
- Nai-Wen Chi, National Sun Yat-sen University

This study includes both negative behaviors (destructive voice behaviors, DSV) and positive behaviors (organizational citizenship behaviors, OCB) as the consequences of OCB pressure, and applies both justice and impression management perspectives to fully examine the mechanisms and boundary conditions of OCB pressure. Data was collected from 283 supervisor-subordinate pairs across various industries at different time points. The results showed that OCB pressure increases DSV through decreased perceived distributive justice and employees' equity sensitivity further enhances such effects. Moreover, OCB pressure increases OCB-O via increased impression management motive (rather than concerns for the organization) and this effect was strengthened when employees are high in self-monitoring.

Different stressors, different voices: The dual pathways linking challenge-hindrane stressors and constructive-destructive voice

- Raymond Loi, University of Macau
- Angels J. Xu, Jinan University
- Cheris W. C. Chow, University of Macau

- Jonathan M. L. Kwok, Hong Kong Polytechnic University

Building on the theoretical perspectives of social exchange theory and work alienation, we develop a conceptual model linking employees' challenge/hindrance stressors to their constructive/destructive voices. We propose perceived organizational support as the underlying mechanism linking challenge stressor and constructive voice, and work alienation as another mediating pathway linking employees' hindrance stressor and destructive voice. Furthermore, proactive personality exerts its moderating influences on both mediating mechanisms. The conceptual model provides important theoretical and managerial implications to our current understanding of stressors-voice relationships.

How employee voice can be enhanced through action learning?

- Hung-Ji Tsai, National Central University
- Chun-Hsiao Wang, National Central University

This study is one of the first to illustrate how action learning can be implemented to increase employee voice behaviors. This research builds on the social cognitive theory to explore the relationship among action learning, psychological safety, self-efficacy and employee voice. We expect that action learning is positively related to employee voice behavior, and the relationship is mediated by psychological safety and self-efficacy. The rationale and implications of this expectation from theoretical and practical points of view are also discussed.

Exploring the relationship between affective commitment and voice behavior: The moderating roles of positive affectivity and negative affectivity

- I-An Wang, Shih Chien University
- HungYu Tsai, National Sun Yat-sen University

This study demonstrates how affective commitment predicts service workers' voice behavior. We examine the relationship between service workers' affective commitment, promotive voice, and prohibitive voice. In addition, we also examine the moderating effects of personal controls (positive and negative affectivity) on above relationships. Data were collected from 345 employees in Taiwan by questionnaire and we conducted the Hierarchical Regression Analyses to test the theoretical framework. The results showed that service workers' affective commitment positively predicted promotive voice and prohibitive voice. Furthermore, positive affectivity positively moderated the relationship between affective commitment and prohibitive voice.

June 20 / Session: 2.6.8 / 4:30-6:00 PM

Track: Organizational Behavior

Room: Tabanan

TRANSFORMATIONAL AND ETHICAL LEADERSHIP

Chair: Lynda Jiwen Song, Renmin University of China

How transformational leadership shapes creative process: A motivational information processing perspective

- Wadei Kwame Ansong, University of Electronic Science and Technology of China
- Lu Chen, University of Electronic Science and Technology of China
- Weijun Wu, University of Electronic Science and Technology of China
- Jenkins Atarisigna Asaah, University of Electronic Science and Technology of China

Drawing upon motivated information processing theory, the study examines how transformational leadership shapes creative processes in organizations. It investigates the mediating role of perspective taking and boundary spanning using a sequential mediation model. A study was carried out on a sample included a dyad of 398 research and development (R&D) workers and their immediate supervisors in four research institutes in southwest China. The structural equation modeling with Mplus supports the mediation model in which transformational leadership is significantly and positively related to perspective taking, perspective taking is significantly and positively related to boundary spanning and boundary spanning is significantly and positively related to creativity. Moreover, both perspective taking and boundary spanning were found to mediate the relationship between transformational leadership and creativity.

Ethical leadership, work engagement, and flourishing among Indonesian accountants: A mechanism of multiple mediators

- Diep Nguyen, Edith Cowan University
- Stephen Teo, Edith Cowan University
- Linda Lambey, University of Sam Ratulangi Manado

Our research contributes to positive organizational scholarship (POS) by providing new insights into the fully mediated relationship between ethical leadership and subordinates' flourishing through religious work values, harmonious passion, psychological contract breach, and work engagement. We collected data by using an online panel of Indonesian accountants on two occasions where independent and mediating variables (ethical leadership, Islamic Work Ethic, and harmonious passion) were collected in Time 1. Psychological contract breach, work

engagement, and flourishing measures were collected four weeks later. We hypothesize that the degree of Indonesian accountants' flourishing depends on the perceptions of ethical leadership and is mediated by Islamic Work Ethic, harmonious passion, psychological contract breach, and work engagement. Structural equation modelling using AMOS found ethical leadership to be positively associated with the beliefs of Islamic Work Ethic and work passion, and to negatively influence a breach of psychological contract. We also found that Islamic Work Ethic can enhance flourishing while work passion can improve work engagement. Psychological contract breach was found to be negatively associated with work engagement and flourishing. The findings indicate that the relationship between ethical leadership and flourishing could be indirect and complicated in a specific context.

Impact of individual- and branch-level transformational leadership on service quality: A multilevel mediation model

- Fangguo Su, Shenzhen University
- Dejun Cheng, Nanjing University
- Shanshan Wen, Shenzhen University

This study investigated the multilevel effects of transformational leadership (TFL) on employee service quality and examined the multilevel mediation mechanisms between TFL and employee service quality. Data were collected from 208 managers and 1431 employees in 223 branches (chain restaurants) of a large catering corporation. The results revealed that stronger individual- and branch-level TFL significantly improved employee service quality. Affective commitment and psychological empowerment partially mediated the relationship between individual-level TFL and employee service quality. Branch-level service climate fully mediated the relationship between branch-level TFL and employee service quality.

Team diversity and performance: Consequences of differentiated leadership

- Haina Wang, Henan Vocational College of Agriculture
- Juanjuan Zhang, Shanghai University of Finance and Economics
- Xiacong Tian, Shanghai University of Finance and Economics

This paper studies the impacts of different types of transformational leadership on the relationship between diversity and team performance. Through the lens of information/decision making theory, it attempts to find how group-focused transformational leadership and differentiated-individual focused transformational leadership have different influences on the relationship between diversity and team performance through elaboration of information. The theoretical analysis shows that group-focused leadership strengthens the relationship, while differentiate leadership weakens the relationship. The results imply that the team leader should not treat different members differently in individualized consideration and intellectual stimulation, especially when the level of functional background diversity is high.

The power of identification: A social identity perspective linking ethical leadership, behavioral identity, and workplace deviance via affective commitment

- Yue Wang, Renmin University of China
- Yirong Guo, Renmin University of China
- Lynda Jiwen Song, Renmin University of China
- Danying Huang, Renmin University of China

The literature on ethical leadership has focused primarily on social learning and social exchange perspective to understand the way ethical leaders influence follower work attitude and behavior. It has overlooked another essential intermediary path, identification mechanism, between ethical leadership and employee work outcomes. In the present research, drawing on social identity theory, we introduce affective commitment as an essential mediator for the relationship between ethical leadership and employee workplace deviance. In a multisource field study via 379 paired samples from the southwest of China, we support our hypotheses that employees' affective commitment mediates the negative relationship between ethical leadership and employees' deviant behaviors, and this indirect effect differs depending on the perceived behavioral integrity of the leader. Specifically, the conditional indirect effects of ethical leadership on employee deviant behaviors through affective commitment are more significant under high, rather than low, levels of perceived leader behavioral integrity.

GALA DINNER / June 20 / 6:30-9:30 PM / Outdoor Area

DAY THREE 21 June 2019

June 21 / Session 3.1 / 8:45-10:15 AM

Track: Plenary

Room: Denpasar Ballroom 2

PRESIDENTIAL ADDRESS

Chair: Jane Lu, China Europe International Business School; Vice President, Asia Academy of Management

Speaker: Ajai Gaur, Rutgers University; President, Asia Academy of Management

Discussants:

- Mike Peng, University of Texas at Dallas
- David Ahlstrom, Chinese University of Hong Kong

ASIAN CONTEXT, GLOBAL PROBLEMS: THE OPPORTUNITIES AND CHALLENGES FOR ASIAN MANAGEMENT SCHOLARS

The industrial and technological revolutions of the past couple of centuries have made this world a wonderful place to live. However, these same forces have also created many problems that need urgent attention if we want this world to remain a wonderful place. Given the important role that business organizations play in the present day, any solution for the many problems that we face must consider businesses as important stakeholders. As management scholars, we are often criticized for taking a rather narrow perspective on the problems that we study, ignoring the grand challenges and their potential solutions. I argue that the Asian context with its diversity and variety offers a unique opportunity for Asian management scholars to discuss the grand challenges and solutions. I discuss some of the challenges that the global economy faces and how a study of the Asian context can offer meaningful solutions to these challenges.



Ajai Gaur is an Associate Professor of Strategic Management and International Business at Rutgers Business School. He is serving as the President of the Asia Academy of Management, the Editor-in-Chief of the *Journal of World Business*, and a Consulting Editor of the *Journal of International Business Studies*. In 2018, Ajai was appointed as an Honorary Chair Professor at Jilin University and Dean's Research Professor at the Rutgers Business School.



Mike Peng (PhD, University of Washington) is the Jindal Chair of Global Strategy at the University of Texas at Dallas. Best known for his development of the institution-based view, Mike is also a National Science Foundation Career Award winner and a Fellow of the

Academy of International Business. Every year since 2014, he has been found among *Highly Cited Researchers*, a list compiled by Thomson Reuters/Clarivate Analytics, which tracks the top 1% most cited scholars worldwide. He has published over 150 articles, and his best-selling textbooks—*Global Strategy*, *Global Business*, and *Global*—are used in over 40 countries. At AAOM, he has served as Editor-in-Chief (2007-2009) and Consulting Editor (2010-present) of the *Asia Pacific Journal of Management*. He is Program Chair for the 2019 conference in Bali.



David Ahlstrom (PhD, New York University) is a professor at The Chinese University of Hong Kong. He obtained his PhD after working in the IT field. His research interests include managing in Asia, innovation, and organizational history. He has published over 100

peer-reviewed articles in journals such as the *Strategic Management Journal*, *Academy of Management Review*, *Journal of International Business Studies*, *Journal of Management Studies*, and *Asia Pacific Journal of Management*, for which he also served as Editor-in-Chief. He recently was recognized as a "Highly Cited Researcher" (from Thomson Reuters/Clarivate Analytics), in the top 1% among economics and business researchers (for the years 2006-2016). At the AAOM 2019 conference in Bali, he serves as Program Co-Chair.

COFFEE BREAK 1 / June 21 / 10:15-10:30 AM / Pre Function Room I

June 21 / Session 3.2.1 / 10:30-12:00 NOON

Track: Business Policy and Strategy

Room: Denpasar Ballroom 1

MANAGING POLITICAL STRATEGIES AND INSTITUTIONS

Chair: Sali Li, University of South Carolina

Board political capital and R&D investment: Evidence from a natural experiment in China

- Jyun-Ying Trent Fu, National Chengchi University
- Pei Sun, Fudan University

This study assesses whether board political capital promotes or discourages corporate R&D investment. Drawing upon resource dependence logic and the institution-based view, we argue that while politically connected firms may rely primarily upon their political capital to compete in emerging economies, a sudden loss of such political capital may prompt focal firms to undertake more activities, such as R&D investment, to nurture market-based capabilities. Employing propensity score matching and difference-in-differences research designs, we find, in a sample of Chinese listed firms over 2010-2016, that politically connected listed companies substantially increased their R&D expenditure after an exogenous shock in 2013, where the central government required independent board directors with prior government background to resign. Moreover, the boost in R&D investment is more salient in firms whose board chairs and CEOs lack political capital and in firms located in regions with less developed market-supporting institutions. Our study contributes to a burgeoning stream of research on how firms can integrate market-based and non-market activities to navigate institutional complexities.

The effect of home country subnational factors on the internationalization of Indian firms

- Arpit Raswant, University of Sydney
- Chinmay Pattnaik, University of Sydney

We extend the research on home country by focusing on subnational environment, particularly accounting for the impact of subnational heterogeneity on firms' decision to engage in internationalization. We argue that not all firms headquartered in the subnational region derive the same benefit from institutional development. Using a sample of Indian firms for the period 2008-2017 and random-effects logistic regression method we find support for our hypotheses. Our results indicate that a firm's internally oriented capability to internalize the institutional benefits is likely to encourage a firm from the subnational region that is rigorously implementing business reforms to internationalize. Whereas, a firm's increased focus on domestic market is likely to discourage its international pursuits.

[DISTINCTION] BPS Track Best Paper

Political institutions, leaders' career concerns and FDI inflows in China

- Danqing Wang, University of Hong Kong
- Zhitao Zhu, University of Hong Kong
- Shuo Chen, Fudan University

Conventional wisdom holds that political institutions of host government characterized by high political risks and hazards—government imposes limited constraints on leaders' discretion so that they can change policies opportunistically to expropriate foreign firms—deter foreign direct investment (FDI). We argue that another important aspect of political institutions—how the government designs a predictable internal career ladder to motivate appointed leaders to achieve the government goals—also creates constraints on leaders' decision making. By institutionally linking FDI attraction to their career advancement, career concerns of motivated leaders become a main driver attracting rather than deterring FDI, even without checks and balances. We test this theoretical claim by examining Chinese city leaders and FDI inflows into their cities from 2003–2010. China, ranking high on the political risks measurement, nevertheless has a political institution in which political leaders' careers largely depend on local economic growth. Using a differences-in-differences approach, we find that after the Party Congress, newly appointed leaders, who have better prospects for promotion and have stronger incentives, attract more FDI inflows to their cities than continuing leaders. This effect of political incentives is also influenced by both formal and informal institutional arrangements.

Top management service commitment and new product development in manufacturing firms: The moderating role of dysfunctional institutional environment

- Yapu Zhao, Tongji University
- Yaqin Zheng, Tongji University
- Wenhong Zhang, Nanjing University
- Beilei Dang, Shanghai University of Traditional Chinese Medicine

With the rise of service business models in manufacturing firms, this study examines how top management service commitment affects new product development (NPD) as well as how institutional environment in terms of dysfunctional competition moderates the main effects in emerging economies. Using data from 151 high-tech manufacturing firms in China, we find that top management service commitment promotes NPD followed by firm performance. In particular, we find that top management service commitment has a positive linear relationship with NPD speed and a positive curvature relationship with innovativeness. Moreover, dysfunctional competition can enhance top management service commitment's impact on both NPD speed and innovativeness.

How does institutional development alter the role of political ties?

- Weiting Zheng, University of New South Wales
- Siah Hwee Ang, Victoria University of Wellington
- Kulwant Singh, National University of Singapore

We examine how political ties influence firms' strategic actions and subsequent performance when market-supporting institutions develop. We theorize that institutional development changes incentives for connected actors and the way that they utilize political ties, increasing the likelihood that connected firms will use ties to facilitate strategic action rather than for protection. This shift is particularly salient for ties that strongly align the interests of business and political actors, which characterizes political ties that firms have with local rather than central levels of government. Additionally, we propose that politically connected firms benefit more from strategic actions taken, and particularly in more developed institutional environment. Results are supportive and highlight the changing roles but continued relevance of political ties during institutional transition.

June 21 / Session 3.2.2 / 10:30 –12:00 NOON

Track: Panel

Room: Denpasar Ballroom 2

DEPARTMENT CHAIRS' PANEL: "I WISH I KNEW THESE BEFORE I SIGNED UP AS A DEPARTMENT CHAIR"

Chair: Seung-Hyun Lee, University of Texas at Dallas

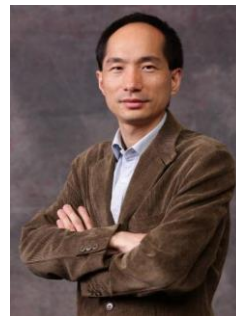
Panelists:

- Yaping Gong, Hong Kong University of Science and Technology
- Vikas Kumar, University of Sydney
- Rico Lam, University of Macau
- Jane Lu, China Europe International Business School

Even in your small department, it is not difficult to find all kinds of personalities. You may find at least a handful of them hard to please as well. However, it is the department chair's task to make sure the department is productive, collegial, flexible, and working toward the school's goals. The Department Chairs' Panel explores the roles and responsibilities of a department chair by discussing some of the challenges and opportunities of the position. This panel provides hands-on experiences that the department chairs experience in their current position to equip you with insights that would be helpful if one is thinking about becoming a department chair.



Seung-Hyun Lee is Professor and Area Coordinator of Organizations, Strategy, and International Management in the Jindal School of Management at the University of Texas at Dallas. His research interests include managing corruption, managing uncertainty in emerging markets, and international entrepreneurship. He has published more than 35 articles in leading journals, including the *Academy of Management Review*, *Journal of International Business Studies*, and *Strategic Management Journal*. Currently, he is Senior Editor of the *Asia Pacific Journal of Management*, and serves on the editorial boards of the *Academy of Management Review*, *Journal of International Business Studies*, and *Journal of World Business*.



Yaping Gong is Professor of Management at The Hong Kong University of Science and Technology. His research interests include goal orientation, creativity and innovation, team effectiveness, and strategic human resource management. His work has won awards such as Emerald Citation of Excellence awards and *Journal of Management* Scholarly Impact Award Finalist. He has served or is currently serving as an editorial board member or associate editor for a number of international journals (e.g., *Academy of Management Journal*, *Academy of Management Perspectives*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of Organizational Behavior*, and *Journal of Occupational and Organizational Psychology*).



Vikas Kumar is Head of Discipline and Professor in the Discipline of International Business at the University of Sydney Business School. His previous appointments were at Bocconi University as Assistant Professor in the Department of Management, and as Visiting Scholar at Stanford University and Dunning Fellow at University of Reading. He is Editor-in-Chief of the *Journal of Asia Business Studies* and Senior Editor of the *Asia Pacific Journal of Management* and *Cross-Cultural & Strategic Management*. Vikas is interested in studying the internationalization strategies employed by firms from emerging markets such as India.



Rico Lam is Professor of Management and Head of the Department of Management and Marketing at the University of Macau. Rico is currently doing research on trust, incivility and dirty work. His research has appeared or been

accepted for publication in outlets such as the *Journal of Applied Psychology*, *Journal of Management*, *Human Relations*, and *Asia Pacific Journal of Management*. His work on trust and dirty work was also published in the *Handbook of Chinese Organizational Behavior* in 2012. Rico is currently Senior Editor of the *Asia Pacific Journal of Management*. Rico holds a PhD in management from the University of Oregon.



Jane Lu is Parkland Chair Professor of Strategy at China Europe International Business School (CEIBS), while on leave from her role as James Riady Chair in Asian Business and Economics in the Department of Management and

Marketing, the University of Melbourne. She served as Chair of the Strategy and Entrepreneurship Department at CEIBS between February 2018 and March 2019. She is a Consulting Editor of the *Journal of International Business Studies*. She is also Vice President of the Asia Academy of Management. Jane's research centers on international strategy such as internationalization, entry mode choice and alliance partner selection. Her work showed how theories of multinationality and performance need to be adapted to consider the case of small and medium-sized enterprises, alongside the case of large multinational firms, pointing to a life-cycle theory of the costs and benefits of internationalization. Her work also demonstrated how bridging ideas and concepts from organization theory can provide new insights into international strategy. Her recent research continues this line of research but with a focus on emerging market firms and their internationalization.

June 21 / Session 3.2.3 / 10:30 AM–12:00 NOON
Track: TAOM Chinese
Room: Denpasar Ballroom 3
TAOM: 情緒
Chair: 蔡維奇, 國立政治大學

每天都要好心情：每日上下班正負向心情的關係：放鬆與心理抽離的中介效果及盡責性與情緒穩定性的調節效果

- 蔡泓育(Tsai, Hung-Yu), 國立中山大學
- 方彥淳, 國立中山大學

**[DISTINCTION] TAOM Best Conference Paper
TAOM 大會傑出論文獎**

社會交換之外：以情緒感染理論探討員工敬業心在主管支持與工作績效間的角色

- 楊君琦(Yang, Chun-Chi), 臺灣輔仁大學
- 林宛姿, 臺灣輔仁大學

喝了再上？手搖杯飲用量在每日負向心情修復歷程扮演的角色：員工工作負荷量與情緒穩定性的干擾效果

- 廖學華(Liao, Hsueh-Hua), 國立中山大學
- 錢宛玲, 國立中山大學
- 蘇莉琪, 國立中山大學
- 呂鈺澄, 國立中山大學
- 朱 藝, 國立中山大學
- 莊雅萍, 國立中山大學

員工正向情感特質與創新行為間關係之中介機制探討

- 許菁倪(Xu, Jing-Ni), 國立臺北科技大學
- 王傑陞, 國立臺北科技大學
- 陳建丞, 國立臺北科技大學

面對負向情緒事件時，正向個人情緒有助於表達適當工作情緒嗎？難纏顧客行為與情緒勞務的關係以及工作熱情之調節效果

- 陳怡靜(Chen, Yi-Jing), 國立臺灣師範大學
- 陳威凱, 神采旅行社有限公司

June 21 / Session: 3.2.4 / 10:30-12:00 NOON
Track: Organization and Management Theory
Room: Denpasar Ballroom 5
ORGANIZATIONAL AMBIDEXTERITY AND INNOVATION
Chair: Chi-Nien Chung, National University of Singapore

Inconsistency and ambiguity in achieving sustained competitive advantage

- Rooswanti Putri Adi Agustini, Universitas Airlangga
- Muslich Aushori, Universitas Airlangga
- Badri Munir Sukoco, Universitas Airlangga
- Fendy Suhariadi, Universitas Airlangga
- Ishadi S. K., Trans Media

The television industry often experiences imitation. A commercial television station in Indonesian television

industry, Trans Media, experienced imitation of its program, technologies, and human resources. In the case of Trans Media, the imitation has no effect on its sustained competitive advantage. It is not clear for competitors which resources that generate sustained competitive advantage. Ambiguity is at the heart of this difficulty. In this study, we examine how an organization's strategies create ambiguity and achieve sustained competitive advantage in the middle of imitation efforts by competitors? We propose Z-Model of inconsistency in creating ambiguity and achieving sustained competitive advantage.

Exploitative and exploratory innovation in family firms: From the perspective of resource orchestration

- Amber Y. Chang, Chinese University of Hong Kong

Do family firms perform better at innovation compared with non-family firms? Debates are ongoing about how family involvement affects firm innovation with conflicting findings reported in prior studies. To resolve the myth, the author raises two theoretical recommendations for studying family firm innovation. First, the perspective of resource orchestration provides a framework for researchers to examine both resources and capabilities within family firms that can promote or inhibit innovation. Second, in understanding antecedents of innovation in family firms, exploitative and exploratory innovation must be distinguished and investigated separately, as they require different conditions. Moreover, the author argues that two elements of resource orchestration—resource management and asset orchestration—have divergent effects on family firm innovation; while resource management leads to exploitative innovation, asset orchestration promotes exploratory innovation. On basis of this proposed structure, two specific resources—tacit knowledge and family ties—are examined regarding their effects on exploitative and exploratory innovation.

The role of capability distance and repeated collaboration experience in collaborative product development: The video game software industry

- Ji-Yub (Jay) Kim, INSEAD
- Sahangsoon Kim, University of Seoul

We study fit in collaborative partners' capabilities. We examine the influence of capability distance and previous repeated collaboration experience on the outcome of collaborative partnership. We theorize that both capability distance and repeated collaboration experience with the same partners have non-linear influence on the outcome of collaboration. We also predict that repeated collaboration experience positively moderates the relationship between capability distance and the outcome

of collaborative product development. We test our hypotheses using the sample from the U.S. video game industry during the period between 1995 and 2004.

Hybrid governance and the development and globalization of the Korean drama industry

- Carmen Leong, University of New South Wales
- Chi-Nien Chung, National University of Singapore
- Heeyon Kim, Cornell University

This study examines the simultaneous roles of public agency and private actors in the industry development of East Asia. We propose a hybrid governance system that depicts the co-evolving roles and mutual adaptations of public agency and private actors. With multiple sources of qualitative and quantitative data, we analyze the development of the Korean drama industry. Our findings suggest that development of the industry is neither state-led nor market-led, but contingent on the interdependent actions of state and industry. Such governance requires a pre-existing relationship between the state and the industry. In addition, our study forms an alternative guidance for the development of cultural and creative industries by delving into the value chain of a cultural industry. Our study also extends the pre-dominant state-led approach of industry development in East Asia by offering an alternative view that positions efforts of the state and private actors as parallel rather than competing explanations.

The effect of CEO narcissism on organizational ambidexterity

- Shuyang You, Dongbei University of Finance and Economics
- Zhengyu Li, Shanghai University of Finance and Economics
- Liangding Jia, Nanjing University
- Yahua Cai, Shanghai University of Finance and Economics

We examine how chief executive officer (CEO) narcissism affects the organizational ambidexterity of the firm. We theorize that firms led by more-narcissistic CEOs are less likely to achieve organizational ambidexterity because the narcissistic personality constrains the CEO in developing paradoxical cognition in managing strategic contradictions between exploration and exploitation. Moreover, this negative relationship between CEO narcissism and organizational ambidexterity is weakened if the focal CEO is powerful. However, firm reputation amplifies the negative effect, such that, the higher the reputation of the firm, it will be more difficult in achieving ambidexterity if

led by a more-narcissistic CEO. Our findings provide considerable support for our theory.

June 21 / Session 3.2.5 / 10:30-12:00 NOON

Track: Organizational Behavior

Room: Gianyar

LEADERSHIP, EMOTIONS, AND EMPLOYEE BEHAVIOR

Chair: Jianjun Yang, Xi'an Jiaotong University

Prosocial identity and participation in corporate volunteering: Unraveling their temporal relationships and considering the role of prosocial impact of the volunteering program

- Yolanda Na Li, Chinese University of Hong Kong
- Kenneth S. Law, Chinese University of Hong Kong
- Lin Wang, Sun Yat-sen University
- Melody Jun Zhang, City University of Hong Kong

Previous studies suggest a vicious cycle between prosocial identity and participation in volunteering activities. However, evidence for such a conclusion mainly comes from mixed types of volunteering activities using cross-sectional designs. We still lack an understanding of the causal associations between employees' prosocial identity and their participation in volunteering activities sponsored by their own firms, let alone their temporal relationships over time. To address this gap, we employed an extended bivariate latent difference score approach to unravel their dynamic relationships over time. Findings from 311 employees from a three-wave longitudinal design showed that employees' decrease in prosocial identity will generate their further decrease in participation in corporate volunteering programs while the reverse effect is contingent on whether the volunteering program has some prosocial impact. In other words, impactful programs attenuate the effects in a way that employees' decrease in prosocial identity is alleviated when they participate in a more prosocial and impactful corporate volunteering programs compared to those less prosocial and impactful.

Legitimate leaders' emotional display: A multilevel study of leaders' emotional labor on customer orientation and subordinates' job satisfaction

- Khalid Mahmood, Tongji University
- Yan Li, Beijing Institute of Technology

How leaders displaying emotions in workplace properly according to organizational norms in terms of emotional labor is part of organizational institution, which indicate the

legitimacy of leaders' emotional expression in organizations. In this study, we investigate how leaders' emotional labor as a high level phenomenon of teams moderates the individual association between customer orientation and subordinates' job satisfaction. 896 full-time frontlines employees and 124 immediate managers from 31 hotels participated in this study. The results showed that the positive relationship between perceived customer orientation and subordinates' job satisfaction is strengthened with the increasing of managers' deep acting of emotions, but decreased with the increasing of managers' surface acting. Among them, customer orientation was rated by frontline employees. Team managers' emotional labor was rated by managers themselves.

Professional engagement and detachment in knowledge-intensive services

- Jun Ye, Xiamen University

This study goes beyond the conventional assumption of "service employee getting close to the customer" and argues that maintaining distance from the customer is equally important, especially in knowledge-intensive service companies. To reflect the complex tension of intimacy and detachment in customer interactions, this study conceptualizes and operationalizes the constructs of professional engagement and detachment, and examines their antecedents and consequences. Using service provider-client dyadic data from multiple knowledge intensive service contexts, this study shows that professions with a self-regulated monopoly tend to display a lower level of engagement and a higher level of detachment than professions without a self-regulated monopoly, and professionals demonstrate less engagement but more detachment as their career progress. Although both engagement and detachment promote creativity, they have opposite effects on relationship closeness, which is a predictor of creativity as well. The results reveal a complex pattern of impact of professional engagement and detachment on different service and relationship outcomes.

Tomorrow never dies! Team pessimism, leader interpersonal emotion management, and team performance

- Fenghao (Andrew) Wang, Hong Kong Polytechnic University
- Chuding Ling, Hong Kong Polytechnic University
- Wu Liu, Hong Kong Polytechnic University

We examined the effect of team pessimism on team performance as well as its underlying mechanisms of collective efficacy and collective stress. We also explored how two different interpersonal emotion management

(IEM) strategies moderate the above effects. Using field data from 80 teams, we found that team pessimism negatively influences team performance via reduced collective efficacy and increased collective stress. In addition, problem-focused IEM strategies positively moderate the relationship between team pessimism and collective efficacy but negatively moderate the relationship between team pessimism and collective stress. On the contrary, emotion-focused IEM strategies negatively moderate the relationship between team pessimism and collective efficacy, while positively moderating the relationship between team pessimism and collective stress. The results showed detrimental effect of team pessimism on team functioning and possible benefits or threats that may be caused by different IEM strategies.

Support for a multilevel, moderated-mediation model of leader emotional intelligence, learning climate, follower positive affect and turnover intention

- Celeste P. M. Wilderom, University of Twente
- Arjuna Snoep, University of Twente
- Sylvia Hur, University of Twente

To enhance a better understanding of how an emotionally intelligent leader impacts follower turnover, the present multi-level study focuses on how emotionally intelligent leaders affect follower turnover intention. The data were collected by an e-survey among the employees of the branches of a large South Korean bank. The final usable sample was comprised of 2,229 employees from 425 branches. We found a direct significant association between leader emotional intelligence and follower turnover intention. At the unit level, learning climate mediated the relationship between emotional intelligence and follower turnover intention. At the individual level, positive affect mediated the relationship between leader emotional intelligence and follower turnover intention. Positive affect moderated the relationship between learning climate and turnover intention.

June 21 / Session 3.2.6 / 10:30-12:00 NOON
Track: Organizational Behavior
Room: Wantilan
NEW PERSPECTIVES OF LEADERSHIP
Chair: Lei Wang, Xi'an Jiaotong University

Effects of the shared roles of leadership on team effectiveness

- Lei Wang, Xi'an Jiaotong University
- Jie Wu, Xi'an Jiaotong University

The present study was designed to explore how various role of shared leadership make impacts on team effectiveness. In particular, we argue that three leadership roles of shared leadership, coordinating relation, coordinating tasks and creating ideas, can facilitate team effectiveness through the mediating role of internal team environment. Furthermore, the study introduces task interdependence as a moderator in the relationship between roles of shared leadership on internal team environment, such that the indirect effects are more positive when members perceived high task interdependence, the hypotheses were largely supported.

Shared leadership and team cohesion: The role of affect-based and cognition-based trust and shared leadership difference

- Jie Wu, Xi'an Jiaotong University
- Lei Wang, Xi'an Jiaotong University

The present study examined how shared leadership are related to team cohesion. Specifically, the research proposed that shared leadership has a positive impact on team cohesion and this impact was realized via the mediating role of both affect-based trust and cognition-based trust. Furthermore, the study introduced shared leadership difference as a possible moderator in the relationship between shared leadership on team cohesion. With the data from 54 teams composed of 284 participants in China, the hypotheses were mainly supported.

Ambidextrous leadership, leader-member exchange and employees' work outcomes in China's economical chain hotel industry

- Jiaqi Yan, Tongji University
- Xiaoying Wang, Tongji University
- Jinlian Luo, Tongji University
- Jianfeng Jia, Northeastern University

Hotel managers' ambidextrous leadership contribute to deal with external and internal sophisticated challenges. This study examines the link between ambidextrous leadership congruence and incongruence and hotel employees' work outcomes (job performance and creativity) via leader-member exchange (LMX). Using 301 in thirty subbranches of six economical chain hotels in China, we find that: (1) the more congruent hotel managers' loose leadership and tight leadership are, the better the LMX quality. (2) LMX quality is higher when loose leadership and tight leadership are congruent at a high level rather than at a low level. (3) LMX quality gets lower when loose leadership is higher than tight leadership compare to the situation that tight leadership is higher than loose leadership. (4) LMX mediates the relationship between ambidextrous leadership

(in)congruence and hotel employees' work outcomes. Our findings demonstrate ambidextrous leadership congruence plays a pivotal role in promoting hotel employees' proactivity at work and the importance of LMX to the relationship between managers and employees.

Conceptualization and implications of leader perceived network structure

- Jingxian Yao, National University of Singapore
- Noriko Tan, National University of Singapore

Scholars have adopted a social network approach to leadership. However, they have generally regarded leaders as actors within the team network, not observers from outside the network. In this article, we highlight that leaders develop a cognitive map of the interpersonal connections in their teams. This cognitive map, which I conceptualize as leader perceived network structure (LPNS), captures the interpersonal ties among employees based on their leaders' subjective perception. LPNS has important implications on leadership behaviors and employee and team outcomes. At the individual level, we draw upon social information processing theory and propose that well-connected employees in LPNS may be appraised as both an opportunity and a threat by their leaders. Opportunity and threat appraisal have differential impacts on leadership behaviors and employee outcomes. At the team level, we focus on the functional value of accurate LPNS and propose that high accuracy of LPNS is an asset for leaders. The accuracy of LPNS helps leaders to effectively acquire information from their employees and facilitate team-member exchange, through which team performance is enhanced.

[DISTINCTION] OB Track Best Paper

Somalia's guanxi: Garab social network ties and hiring decisions

- Muse Abshir Yonis, Korea Development Institute
- Philip Stephen Rose, Hannam University

The importance of social networks and their implications for managerial practice are widely acknowledged across national contexts. Whilst culturally distinct, forms of social network practices for mostly China's guanxi and to a lesser degree other Asian forms of social networks, including Japan's Wa and Korea's Inhwa, have received much attention from organisational scholars.

Manifestations of social networks on the African continent and their impact on business remain largely unexplored to date. This study investigates the impact Somalia's culturally distinct clan-based form of social network garab, specifically the impact of tie strength on managerial hiring

decisions and the moderating influence of clan status on employee selection decisions (N=112). The study finds the introduction of the contextually distinct variable of clan status, differentiates the practice of garab in Somalia from other comparative social network practices such as guanxi in Asian cultural contexts.

June 21 / Session: 3.2.7 / 10:30-12:00 NOON

Track: Human Resource Management

Room: Jembrana

ROUNDTABLE: HUMAN CAPITAL, COMMITMENT, AND PERFORMANCE

Chair: Rameshan Pallikara, Indian Institute of Management Kozhikode

An empirical perspective on commitment-stressors linkages in Japanese and Indian HPWS workplaces

- Kaushik Chaudhuri, Shiv Nadar University

I explore linkages on perceived effects of High performance work system (HPWS) practices in Japanese and Indian organizations on employee affective organizational commitment (AC), continuance (CC), normative (NC) and occupational commitment (OC) and work places 'stressors'. I have probed how perceived how HPWS could moderate relationship between employee commitment and 'stressors' in Japanese and Indian HPWS workplaces. I have collected 227 responses from the non-managers employed in sixteen Japanese organizations located in Japan, which also included members of in-house labor unions affiliated to the RENGO (Japanese Trade Union). Similar questionnaires were used to collect responses from 131 samples of general employees working in four Indo-Japan joint ventures and subsidiaries in India. I conducted Hayes Process Macro (2015) under SPSS version 22 for analysis in this study. HPWS moderates AC, NC and partially influence OC with employee stressors in Japanese workplaces. With respect to Indian workplaces HPWS has partial influence only on employees OC and CC with stressors. Overall, I found that increased implementation of HPWS practices could increase employee commitment and reduce stressors in workplaces.

The effect of human capital characteristics on turnover: The moderating impact of high-performance work system strength and relational coordination

- Jihae Kim, Korea University

Analyzing the determinants of employee turnover is important because it affects the creation of sustainable competitive advantage for the organization. Since the shift of human capital within an organization not only results in monetary loss to investment, but also negatively affects

other members, it can cause serious harm to the organization, so it is necessary to identify the specific mechanism for employee turnover. Previous research on turnover has mainly focused on individual level of turnover, such as individual attitudes and behaviors. In recent years, however, there is a need to study HR practices, turnover climate, or relational factors that influence commitment at the group or organizational level. This study examines the effects of human capital system strength and social capital on the relationship between the characteristics of human capital and the turnover rate. I analyze the effect of relational coordination on the relationship between human capital characteristics and turnover rates at the organizational level, using the human capital enterprise panel data of the Korea Research Institute for Vocational Education and Training.

The influence of talent management on employee commitment via trust and organizational support

- Kyujin Kim, Korea University
- Yewoon Koh, Korea University
- Kyuin Lee, Korea University

This study investigates the effect of talent management on organizational commitment, thereby enriching the strategic human resource management literature. Drawing on signaling theory and the social exchange perspective, this research examines the effects of a firm's talent management on its employees' commitment via their trust in management and perceived organizational support for development. We used data from the HCCP survey in South Korea and applied structural equation modeling to test our hypotheses. While the effect of talent management on employee commitment and the mediating role of trust in management were supported, the mediating effect of perceived organizational support was not supported. The research contributes to the literature by adopting signaling and social exchange theory and linking the black box by employing trust in management.

Influence of corporate social responsibility and its complementary practices on corporate performance in Taiwan

- Ya-Hui Ling, I-Shou University

This study examines the influence of corporate social responsibility (CSR) and CSR complementary practices (human capital management and organizational culture) on corporate performance in the Taiwanese context. Questionnaire data was collected from top companies in Taiwan. The study offers guidelines for firms to improve their corporate performance through CSR management. The study suggests the need to incorporate the contextual difference in terms of CSR implementation. Specifically, the findings indicate the importance of external CSR (such

as community involvement) in the Taiwanese context. The findings also confirm that a proper alignment between CSR practices, human capital management, and CSR culture may have a positive effect on corporate performance. External CSR combined with human capital management or CSR culture, for example, can enhance a firm's financial performance. An improper alignment, however, may have a negative effect. Internal CSR (such as environmental protection) combined with CSR culture, for example, can reduce a firm's financial performance.

Out of the mouths of others come grains of truth: An investigation into the role of significant others when self-initiated expatriates decide to relocate

- Kamila Moulai, UCLouvain
- David Guttormsen, BI Norwegian Business School

This paper focuses on in-depth interviewees with fifteen self-initiated expatriates (SIEs), an understudied expatriation category, and examines the role of significant others in terms of legitimising SIEs' own decisions to relocate. The latter forms the proposed theoretical contribution to extant literature regarding reasons to relocate. This contribution relates to moving the focus beyond treating the decision-making process as purely individual without stakeholder involvement and only on a cognitive basis, in addition to treating the co-construction of talent. Three main themes are discovered to explain the above relationship, i.e. discussions with others as an impulsion to expatriate; identity assignment; and the credible other to legitimise views of the Self. By drawing upon Bourdieu's ideas regarding dialectic identity-formation, the study supports the idea of a self-identity being co-constructed through significant others and that discussions with a person outside the organization has the potential to play a key role in SIEs' recognizing their own latent and often forgotten talent relevant for a new work-organization overseas, otherwise not recognized by their organization.

June 21 / Session 3.2.8 / 10:30-12:00 NOON

Track: Organizational Behavior

Room: Tabanan

ROUNDTABLE: EMPLOYER AND EMPLOYEE RELATIONSHIP IN WORKPLACE

Chair: Xu Huang, Hong Kong Baptist University

Variability of HPWS-practices and its effect on unit performance

- Muhammad Ali, Tongji University
- Khalid Mehmood, Tongji University
- Hina Rehman, National University of Modern Language

- Yan Li, Beijing Institute of Technology

The purpose of this research is to focus on the influence of implemented high-performance work system (HPWS) practices on unit-performance while concerning mediating roles of collective human capital at the unit level and perceived HPWS practices at the employee level. 181 branch managers and 504 employees were participated in this study. Findings revealed that usually branch managers do actively implement HPWS-practices whereas employees comparatively perceive a fairly high level of HPWS practices. Further, the path model indicated that the relationship between implemented HPWS practices and unit-performance is mediated by collective human capital (CHC) at the unit level and perceived HPWS practices at employee level.

Can extrinsic motivational state hinder good behavior? The mediating role of ambition and competition in links of contingent reward and punishment with work performance

- Jing-Jing Ge, China Business Executive Academy
- Mi Yu, China Business Executive Academy

Drawing upon the integration of expectancy theory (V. Vroom, 1964) and extrinsic motivation, we attend to develop and examine a model that reveals different extrinsic motivation-based relationships among contingent reward and punishment, task performance, job engagement and job creativity. Results based on one-group pre-posttest quasi-experimental design within a sample of 362 supervisor-subordinate dyads showed that contingent reward elicits positive indirect relationship with job engagement and job creativity through ambition and competition, contingent punishment offsets positive indirect relationship with job creativity through competition, whereas contingent reward and punishment have no indirect effect on task performance through ambition or competition, contingent punishment have no indirect effect on job engagement through competition.

Tempering masculinity and femininity: Trust mechanism and contingency of the effectiveness of androgynous leader

- Lingyan Hu, Wuhan University
- Beth Chung, San Diego State University

Androgynous leaders with both masculine and feminine characteristics are regarded as more effective to tackle the changes and flexibility in today's dynamic business environment. However, the mechanism and contingencies surrounding androgynous leader effectiveness remain under-explored. Drawing on gender role theory and expectation violation theory, this research examines the

three-way interaction between leaders' gender roles, sex and competence credential on leader effectiveness through the mechanism of subordinate trust. We further propose that the role of cognition and affect-based subordinate trust on leader effectiveness depend on task complexity. This research provides implications for leaders on how to temper both masculinity and femininity to achieve higher leader effectiveness.

The rationalization of fraud behavior: A case study of tax fraud in Indonesia

- Setya Nugraha, Universitas Gadjah Mada
- Ely Susanto, Universitas Gadjah Mada

This paper explores the rationalization of the fraudster using the fraud triangle theory and the neutralization theory. This research has used a qualitative method through an interview with the fraudster. This research has found several important matters. Firstly, it should be questioned the need of three fraud triangle elements in the existence of the fraud. Based on the research, fraud can happen by less than three elements of the fraud triangle. Secondly, apart from pressure, opportunity, and rationalization, there is also a comfort element that becomes the cause of the fraud. Thirdly, most of the rationalization using the neutralization theory has been proved. There is only one neutralization technique that has not been proven as there was no respondent who stated that "everybody does it".

Don't break your promise! The role of mediator and moderator on the relationship between psychological contract breach and cynicism

- Risgiyanti Risgiyanti, Universitas Sebelas Maret
- Joko Suyono, Universitas Sebelas Maret
- Sinto Sunaryo, Universitas Sebelas Maret

Organizational cynicism is currently a significant topic in the academic and business community. However, most studies still examine the direct relationship between psychological contract breach and organizational cynicism. Following affective event theory mechanism, the present study attempted to examine the indirect effect of psychological contract breach on organizational cynicism by using the feeling of violation as mediator. This study also examined the role of equity sensitivity as a moderator. The data were collected from 172 employees working in public banking sector in Surakarta. The results showed that psychological contract breach held a positive and significant effect on organizational cynicism directly. The results also showed that feeling of violation mediated the effect of psychological contract breach on organizational cynicism. Moderated hierarchical regression analysis did not show that equity sensitivity moderates the

relationship between the feeling of violation and organizational cynicism.

The influence of abusive supervision on newcomers' turnover intention: A workplace ostracism perspective

- Zhenyuan Wang, East China Normal University
- Jianghong Du, East China Normal University
- Junhong Wu, Shanghai University

This article examines the influence of abusive supervision on newcomers' turnover intention from the perspective of workplace ostracism. Findings from three-wave data (N = 300) indicate that (1) abusive supervision is positively associated with newcomers' perceived coworkers ostracism, perceived supervisor ostracism and newcomers' turnover intention; and (2) perceived supervisor ostracism, rather than perceived coworkers ostracism, partially mediates the relationship between abusive supervision and newcomers' turnover intention. Results underscore the importance of perceived supervisor ostracism in accounting the relationship between abusive supervision and newcomers' turnover intention.

June 21 / Session 3.2.9 / 10:30-12:00 NOON
Track: Entrepreneurship and Innovation
Room: Sunset
INNOVATING AND VENTURING
Chair: Kevin Au, Chinese University of Hong Kong

“Jack-of-all-trades” with passion—Keener to pursue startup?

- Kevin Au, Chinese University of Hong Kong
- Anna J. C. Hsu, Chinese University of Hong Kong
- Tony Y. Xiao, Chinese University of Hong Kong
- Marta K. Dowejko, Hong Kong Baptist University

This study tested the thesis of the “jack of all trades”—whether individuals with a variety of skills are more likely to pursue entrepreneurship—on early stage formation of ventures. It also studied if entrepreneurial passion would heighten the effect of variety of skills to make would-be entrepreneurs keener to pursue the startup process. Taking advantage of a longitudinal entrepreneurship training project, we tested our propositions with a sample of 215 participated waged employees. The findings show that skill variety positively influenced participants to form teams towards new venturing in the program, and such effect was stronger among passionate participants.

The impact of tensions in institutional logics between host and home country on the tendencies of migrant family enterprise

- Stone Han, I-Shou University
- Artemis Chang, Queensland University of Technology
- Hsi-Mei Chung, I-Shou University

Conceptualizing immigrant context as exposure to foreign institutional logics, we advance a processual framework that theorizes the impact of tensions in institutional logics between host and home country on the balance of business and family logic tendencies in migrant family enterprises. Aiming to identify mediating mechanisms and contextual factors for this framework, we empirically examine the case where tensions exist between home country family logic and host country family logic. We suggest that one way such tensions manifest for immigrant business family members, specifically, first and second generation members, is through divergence in their expectations regarding family obligations. This divergence in family obligation expectations can create conflicts in the immigrant business family in such a way as to reduce migrant family enterprise's transgenerational orientation. The reduction in transgenerational orientation in turn affects the extent to which family members are involved in the migrant family enterprise, thereby tipping the balance of business and family logic tendencies toward business logic. We intend to test our model using a sample of Chinese immigrant family firms in Brisbane, Australia.

Predictive and non-predictive strategies for international opportunity development: Implications for firm performance

- Masoud Karami, Queenstown Resort College
- Ben Wooliscroft, University of Otago
- Lisa McNeill, University of Otago

Predictive and non-predictive strategies are two main paths for small and medium sized enterprises (SMEs) to explore and exploit international opportunities. Prior research has studied both strategies separately. However, little is known about the effects of these strategies on firm international performance when they are modelled simultaneously. Also, relatively little evidence on the mechanism through which foreign market entry (FME) opportunities impact firm international performance has been obtained to date. This study addresses these gaps. Data were collected from 164 SMEs from different industries in New Zealand. Results find significant associations among the variables in the proposed model and indicated that predictive strategies can improve the international performance through the mechanism of experiential learning. The study's contribution to the

international entrepreneurship (IE) literature is twofold. First, both strategies and their impact on SME international performance are modelled simultaneously. Second, experiential learning is introduced as a mediation mechanism which translates international opportunities to the firm international performance. Data collection in New Zealand as a small and geographically distant context contributes to the empirical research on internationalisation of SMEs across the globe.

Why do venture capital investors retain equity stakes in startups after IPO? Insight from a study of IPO firms in China

- Yong Li, State University of New York at Buffalo
- Tailan Chi, University of Kansas
- Sai Lan, Peking University

This study develops a real options framework on venture capital investors' (VCs) exit strategy after investee ventures go public. IPO presents an opportunity for VCs to cash out and realize the value of their investments. Yet, many VCs choose to retain a significant ownership stake after venture IPO. Extant research suggests that VCs retain equity to signal the quality of investees. We offer the view that pre-IPO equity investment in a venture constitutes an option to divest equity post-IPO. We propose that the exit decision depends in part on the factors that determine the value of the exit option, including market uncertainty and the VC's privileged knowledge about the value-creating potential of the venture's assets. The empirical analysis provides supportive evidence for our argument.

When do entrepreneurial ventures receive funding from corporate investors? The case of academic hybrid entrepreneurship

- Wongsang Ryu, Korea Advanced Institute of Science and Technology
- Joonhyung Bae, Purdue University

This paper investigates how the exit strategies of hybrid entrepreneurs in academic institutions (i.e., academic hybrid entrepreneurs) influence the financing that they receive from corporate venture capital (CVC) investors. We first propose that academic hybrid entrepreneurs have a strong preference for acquisitions over initial public offerings (IPOs) as an exit strategy of their ventures because they face high opportunity and switching costs associated with full-time self-employment. Building on this reasoning, we argue that ventures founded by academic hybrid entrepreneurs are more likely than other ventures to enter into investment relationships with corporate investors to effectively disclose the value of their resources to potential acquirers (i.e., the parent firms of CVC units). The results, based on a sample of CVC

investments in the US medical device industry, provide evidence that supports this argument. Moreover, results of the supplementary analyses support the suggested mechanism.

[DISTINCTION] ENT Track Best Paper

LUNCH / June 21 / 12:00-1:00 PM / Restaurant

June 21 / Session 3.3.1 / 1:00-2:30 PM

Track: TAOM Chinese

Room: Denpasar Ballroom 1

領導

Chair: 熊欣華, 國立東華大學

部屬對自己被不當督導及同事被不當督導的反應：歸因理論的觀點

- 陳淑貞 (Chen, Shu-Chen), 銘傳大學
- 蔡明潔, 國立臺灣大學

尊重型領導與工作結果：組織自尊與尊重他人的雙路徑歷程

- 沈其泰 (Shen, Qi-Tai), 國立彰化師範大學
- 楊鄭菱, 國立彰化師範大學

僕人式領導之雙元歷程－認同之中介效果

- 童惠玲 (Tong, Hui-Ling), 大葉大學
- 陳文偉, 財團法人臺灣省私立臺北仁濟院資訊專員

醫院高層主管間之垂直與水平信任對經營團隊衝突的影響：環境動態性的干擾效果

- 宋承寧 (Song, Cheng-Ning), 國立中山大學
- 林豪傑, 國立中山大學
- 蔡瓊滿, 衛福部臺南醫院新化分院

威权领导对员工亲组织不道德行为的影响：一个有调节的中介模型

- 邵康华 (Shao, Kang-Hua), 山東大學
- 廖紘亿, 上海師範大學
- 陈沁悦, 山東大學

June 21 / Session 3.3.2 / 1:00-2:30 PM

Track: Human Resource Management

Room: Denpasar Ballroom 3

EMPLOYEE ATTITUDES

Chair: Sheldon Carvalho, ESSEC Business School

Challenging job experiences: An empirical review and ideas for future research

- Sheldon Carvalho, ESSEC Business School

There has been renewed interest in scholarly inquiry on the topic of challenging job experiences (CJE) within the field of management over the past few years. In this paper, I critically examine the prior empirical research on CJE, and based on the gaps identified in both theory and methods in this stream of research. Later, I present a preliminary framework that integrates the existing literature and offers potentially beneficial new research directions. Specifically, I urge future scholars to examine several issues that are important to advance the development of CJE theory and research such as the effects of CJE on significant others at work and beyond work, the interaction of dark personality traits and context in determining CJE, and the potential determinants and effects of intraindividual change in CJE levels.

Do I settle when I have more? Linking job embeddedness and voluntary turnover from a decision making perspective

- Yuanyuan Gong, Okayama University
- Youjin Lim, Yamanashi Gakuin University
- Fang Liu, Guangzhou University
- Motohiro Morishima, Gakushuin University

This study looks into the relationship between employees' on-the-job embeddedness and turnover from a decision-making perspective. Based on the prospect theory, we propose that employees' on-the-job embeddedness may suppress individual maximizing tendency which further reduces turnover, and whether maximizing tendency can be successfully triggered depends on individual risk propensity. Study 1 tested the causal relationship between on-the-job embeddedness and maximizing tendency through an experiment using student sample. Study 2 tested the full model using survey from employees working in IT companies. Results from study 2 showed that maximizing tendency mediated the relationship between on-the-job embeddedness and turnover intention.

Expatriate careers and family embeddedness

- Jakob Lauring, Aarhus University
- David Guttormsen, BI Norwegian Business School
- Washika Saheem, University of Dubai
- Charlotte Jonasson, Aarhus University

A number of studies have established the role of the family as crucial for expatriate work life balance. Still we only have limited knowledge on the relations between the context of an expatriate family and expatriates' career decisions. In this article we focus on the role of the family context in terms of the expatriate family's successfulness and the expatriate spouse's embeddedness in host country. We assess if these factors determine whether an expatriate intent to stay with an organization or leave it.

More specifically, using responses from 283 European business expatriates in Asia the gap between internal or external career prospects of the expatriate was examined in relation to turnover intention. Our findings show that a career prospects gap increases turnover intentions. More interesting, our moderation analysis demonstrates that having family with successful achievements in the host country will compensate for the effect of a career option gap. Finally, in our triple interaction we show that if the spouse is not from the host country (low embeddedness) this will reverse the buffering effect of expatriate family successfulness. Our research thus connects theories on expatriate careers with the theory building related to the expatriate family context.

Link between work motivation and proactive service behaviors: Examining the moderating role of service-oriented leadership

- Junting Li, Rutgers University
- Xiangmin Liu, Rutgers University
- Zhengtang Zhang, Nanjing University

Building on self-determination theory and person-situation interaction framework, we developed a multilevel model to investigate the influences of intrinsic motivation and extrinsic rewards on prosocial service behavior and proactive selling behavior among frontline employees. Furthermore, this study examined whether service-oriented leadership moderated the effects of intrinsic motivation and extrinsic rewards on proactive work behaviors. Testing by a sample of 42 sales teams in a retail company in China, statistical results indicated that intrinsic motivation was positively related to both prosocial service behavior and proactive selling behavior. Moreover, the team-level service-oriented leadership behavior was positively associated with frontline employees' both prosocial service behavior and proactive selling behavior. However, contrary to our hypothesis, extrinsic rewards were negatively associated with prosocial service behavior. Furthermore, service-oriented leadership appeared to moderate the relationship between extrinsic rewards and proactive service behaviors.

Justice and impression management mechanisms and boundary conditions of the effects of citizenship pressure on destructive voice and organizational citizenship behaviors

- Chieh-Yu Lin, National Sun Yat-sen University
- Nai-Wen Chi, National Sun Yat-Sen University

This study includes both negative behaviors (destructive voice behaviors, DSV) and positive behaviors (organizational citizenship behaviors, OCB) as the

consequences of OCB pressure, and applies both justice and impression management perspectives to fully examine the mechanisms and boundary conditions of OCB pressure. Data was collected from 283 supervisor-subordinate pairs across various industries at different time points. The results showed that OCB pressure increases DSV through decreased perceived distributive justice and employees' equity sensitivity further enhances such effects. Moreover, OCB pressure increases OCB-O via increased impression management motive (rather than concerns for the organization) and this effect was strengthened when employees are high in self-monitoring.

June 21 / Session 3.3.3 / 1:00-2:30 PM

Track: TAOM English

Room: Denpasar Ballroom 5

**HUMAN RESOURCE MANAGEMENT/
ORGANIZATIONAL BEHAVIOR**

Chair: Nai-Wen Chi (紀乃文), National Sun Yat-sen University

Spreading corporate rumors as an impression management tool: The sensemaking and applications of rival handicapping tactics under a corporate recruitment context

- Yang Wen-Fen (楊文芬), National Chung Cheng University

Is career mentoring helpful to mitigate the adverse effect of job content plateau? A moderated mediation model of career mentoring, job content plateau, perceived organizational support, and emotional exhaustion

- Hsu Hao-Hsin (徐皓馨), Taiwan Institute of Economic Research
- Lee Hui-Ting, National Chiao Tung University
- Kao Kuo-Yang, National Chiao Tung University
- Ines Dax, National Chiao Tung University

Antecedents of willingness to mentor: A job demands-resources perspective

- Zhang Shi-Hui (張詩慧), National Chengchi University
- Hu Chang-Ya, National Chengchi University
- Ekin K. Pellegrini, University of Missouri at St. Louis
- Huang Jui-Chieh, National Taipei University of Business

Environmental competitiveness and team work meaningfulness: The moderating role of team decision styles

- Lin Hsing-Er (林杏娥), National Sun Yat-sen University
- Yeh Shu-Chuan, National Sun Yat-sen University
- Wang Yi-Hsien, National Sun Yat-sen University

Firms' adoption of CSR initiatives and employees' organizational commitment: Organizational CSR climate and employees' CSR-induced attributions as mediators

- Lin Yi-Ting, National Central University
- Liu Nien-Chi (劉念琪), National Central University
- Lin Ji-Wei, National Central University

The impacts of employee stock bonus on employment stability: Empirical evidences from Taiwanese listed firms

- Liu Nien-Chi (劉念琪), National Central University
- Hsu Che-Wei, National Central University
- Lin Yu-Chin, National Central University

June 21 / Session 3.3.4 / 1:00-2:30 PM

Track: Organizational Behavior

Room: Gianyar

CO-WORKER PERSPECTIVES

Chair: Ely Susanto, Universitas Gadjah Mada

Person-group fit: The role of shared mental models and job demands at group level

- Utama Singgih Budiarto, Universitas Gadjah Mada
- Sari Sitalaksmi, Universitas Gadjah Mada
- Ely Susanto, Universitas Gadjah Mada

This paper proposes a proposition of curvilinear correlation between shared mental models and PG fit, which is moderated by job demands at group-level by Integrating intellectual capital theory, job demands-control model, as well as job strain and stress model. This paper explores the concept of PG fit in response to the criticism of the development of theory and antecedents of PG fit from previous research suggestions. Based on theories, we suggest that shared mental models enhance group member's collective fit perceptions by contributing the development group cognition structure to complete tasks better. But, very high ability of the group to build its

cognitive structure becomes a psychological strain when encountering a job demand that simple and does not require excessive ability of the group.

The role of mindfulness and self-control in employees' response to coworker ostracism

- Jieying Chen, University of Manitoba
- Riki Takeuchi, University of Texas at Dallas
- Wai San (Cass) Shum, University of Nevada

Coworker ostracism (i.e., being ignored and excluded by coworkers) is associated with increased aggressive behaviors as a means of retaliation. Past research on self-regulation suggests that both mindfulness (i.e., attention to and awareness of the present) and self-control (i.e., effortful inhibition of temptation impulses) can buffer the relationship between coworker ostracism and retaliation through emotional and behavioral regulation. Nonetheless, mindfulness and self-control can have distinct effects in the cognitive appraisal processes in response to coworker ostracism. Using multi-wave data from 415 employees in 83 branches of 13 large corporations, we found a significant three-way interaction among coworker ostracism, mindfulness, and self-control on counterproductive work behavior toward coworkers, such that the relationship between coworker ostracism and counterproductive work behavior toward coworkers was positive and significant among employees with high mindfulness and high self-control, and it was nonsignificant among employees with high mindfulness and low self-control.

Workplace ostracism and unethical decision making: The role of emotional exhaustion and hostile attribution bias

- Lei Qi, Shandong University
- Bing Liu, Shandong University
- Di Cai, Shandong University
- Song Chang, Hong Kong Baptist University
- Fengyi Li, Shandong University

Based on affective events theory, we delineate coworkers' ostracism as a relevant workplace affective event that triggers a focal employee's unethical decision making. We propose that employees' emotional exhaustion mediates the relationship between workplace ostracism and subsequent unethical behavior. Moreover, we suggest that employee' hostile attribution bias moderates the effect of workplace ostracism on emotional exhaustion and unethical behavior. Using data collected through multiple waves from 530 nurses in 3 public hospitals in China, we find support for the proposed main effect and mediation hypotheses. Furthermore, employees with high hostile attribution bias are more likely to engage in emotional exhaustion and subsequent unethical behavior in response

to workplace ostracism. In contrast, employees with low hostile attribution bias are less likely to engage in emotional exhaustion and subsequent unethical behavior in response to workplace ostracism.

To be hit or to lead: Coworkers' reactions to proactive work behavior in work teams

- Melody Jun Zhang, City University of Hong Kong
- Kenneth S. Law, Chinese University of Hong Kong
- Lin Wang, Sun Yat-sen University

Proactive work behavior (PWB) refers to employee's self-initiated and anticipatory actions that aim to bring forth positive change in the immediate work environment. We explore the social consequences of employee proactive work behavior (PWB) in work teams from the lens of coworkers. Employing the warmth-competence model, we investigate how coworkers view and react to focal employee's proactivity at work and how team context may play a critical role to make a difference. Analysis of multi-wave, multi-source survey data from 237 employees in 59 work teams demonstrated that PWB is positively related to coworkers' competence perceptions and the focal employee's informal leadership emergence; however, in work teams with low initiative climate, performing PWBs has a negative relationship with coworkers' warmth perceptions of and support to the focal employee.

Glorious or notorious? Coworkers' reactions to peers' unethical pro-organizational behavior: The effect of construal level

- Xue Zhang, Harbin Institute of Technology
- Guang Xu, Harbin Normal University
- Yezhuang Tian, Harbin Institute of Technology
- Chao Ma, Australian National University
- Guyang Tian, Harbin Normal University

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 unethicality) 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 unethicality 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.

June 21 / Session 3.3.5 / 1:00-2:30 PM

Track: Organizational Behavior

Room: Wantilan

GUILT, INCIVILITY, AND ABUSIVE SUPERVISION

Chair: Xiaowan Lin, University of Macau

Stigma associated guilt: Work-family guilt and individual coping strategies adopted by fulltime employed mothers in India

- Sasmita Dash, Xavier School of Management

The present qualitative enquiry investigates different sources of guilt and the coping mechanisms being deployed by employed mothers in India. This is done on 17 employed mothers working in fulltime managerial positions in different private and public sector organizations. Interview techniques and phenomenological research methodology has been employed in the study. From the analysis, the two major sources of guilt were time based work-family conflict and intensive mothering ideology. Participants employed composite coping mechanisms like positive reappraisal, problem focused coping, emotional suppression, religious coping when at workplace. However, they had opted for emotional support seeking when outside work. Stigma is associated with guilt at work, has forced these women to keep their emotions hidden from the rest. Some factors like child's academics, child's health, sense of safety for children and sense of unproductive labour at work has intensified the sense of guilt.

When and how abusive supervision influences social loafing: A moderated mediation model

- Liang Hou, Renmin University of China
- Yue Wang, Renmin University of China
- Wei Wu, Renmin University of China
- Huiyue Diao, Renmin University of China
- Jun Zhong, Hong Kong Polytechnic University

Drawing on the conservation of resources theory, this study examines the boundary conditions and intermediate mechanism in which abusive supervision influences employee's social loafing. Specifically, we proposed a moderated mediation model wherein abusive supervision influences social loafing through the mediating role of employee's humility, with individual face and perceived mobility as the boundary conditions. We collected two-wave data from employees and their immediate supervisors to test this theoretical model (N = 200

matched pairs). The results show that abusive supervision has an indirect effect on social loafing via decreasing employee's humility. The indirect effect of abusive supervision on social loafing via employee's humility is strongest when employee's face and perceived mobility are both low.

Do something or nothing: Third party responses to workplace incivility

- Long W. Lam, University of Macau
- Julie N. Y. Zhu, University of Macau
- Cheris W. C. Chow, University of Macau

This research extends incivility research by investigating how third parties respond to workplace incivility. Building on the affect event theory, we posit that witnessing workplace incivility is associated with emotional experience of anger, and in turn triggers the third parties' retribution toward the offender and support toward the targets. In addition, guided by theories of vigilante justice and appraisal-coping, we further hypothesize that experienced incivility moderates the proposed indirect relationships according to two competing explanations. The findings from a scenario-based experiment support our predictions.

Leaders' moral development and abusive supervision: A multilevel moderated mediation model

- Feng Wei, Tongji University
- Yujie Ma, Tongji University
- Yiwen Zhang, University of Hong Kong
- Guoping Cheng, Tongji University

Previous research has revealed that abusive supervision has various harmful consequences to individuals and organizations. However, the antecedents and mechanisms that explain why abusive supervision occurs are not well understood, especially from the perspective of morality. In this study, we proposed and tested a multi-level moderated mediation model to explore the relationship between the level of moral development and abusive supervision, and the joint effect of psychological capital and corporate ethical values. Using a sample of 109 supervisors and their 436 subordinates from 39 organizations in China, we found that supervisors with higher levels of moral development are less likely to be abusive to their subordinates. Supervisors' psychological capital partially mediates the relationship between their moral development and their abusive behaviors. In addition, corporate ethical values in the workplace moderate the direct effects of supervisors' psychological capital and the indirect effects of their moral development on the extent to which they behave abusively to their subordinates.

Effects of perceived power of supervisors on subordinates' silence: The moderating role of subordinates' personality characteristics

- Ling Z. Zhang, University of Macau
- Xiaowan Lin, University of Macau

Research investigating contextual antecedents of employee silence remains underdeveloped. Drawing from approach-inhibition theory of power, we proposed supervisors' power to be an important antecedent of employee silence. Guided by the perfectionism literature, we developed a moderation model in which conscientiousness and neuroticism were expected to influence the relationship between perceived supervisor power and employee silence behavior. Investigating 177 employees in different organizations, the survey results provided support for most of our hypotheses. We have empirical evidence that perceived supervisor power could have both positive and negative effects on employee silence, and such relationships were found to be stronger among less conscientious and more neurotic individuals.

June 21 / Session 3.3.6 / 1:00-2:30 PM

Track: Entrepreneurship and Innovation

Room: Jembrana

ROUNDTABLE: ENTREPRENEURSHIP AND INNOVATION RESEARCH FRONTIERS

Chair: Saixing Zeng, Shanghai Jiao Tong University

How do firms improve innovation? A resource-based model for antecedents to innovation in the paradigm of open innovation

- Sabeen H. Bhatti, Bahria University Islamabad
- Sundas Azeem, SZABIST Islamabad

Firms all around the world are striving towards improving their innovation performance. Open innovation has improved this quest for excellence especially in developing economies that lack resources and infrastructure capabilities. This research aims to investigate the antecedents and enablers of innovation performance in firms belonging to a knowledge intensive services sector of a developing country. A survey was conducted in the telecom service organizations across the value chain. Hypotheses were tested using partial least squares (PLS) technique. Measurement and structural models were assessed following the recommended two-stage procedure. Results showed that transformational leadership and knowledge sourcing impact the innovation performance of firms with the mediating role of absorptive capacity. This research can help to improve the innovation management practices of the firms belonging to this

important sector and thus enable them to achieve sustainable competitive advantage.

Design leading and innovating organizational performance: A conceptual framework for entrepreneurial ventures

- Ali Iftikhar Choudhary, RMIT University
- Adela McMurray, RMIT University
- Nuttawuth Muenjohn, RMIT University

Entrepreneurs are trouble-shooters, creative thinkers, committed and passionate about their ideas. Entrepreneurial ventures require leaders who can anticipate, create and sustain innovative design solutions to achieve higher organisational performance. This paper provides a conceptual framework on how design leadership and workplace innovation is linked to organisational performance in entrepreneurial ventures across developed and developing countries. It has significantly noted that new, technology-based, innovative ventures play a decisive role in overall sustainability, employability, productivity, and competitiveness of the firm as they introduced new markets, products, and business models. Although leadership and innovation receive significant attention and application in business practices, design leadership and workplace innovation have only received limited traction among business practitioners and researchers. There is a dearth of research in the field of workplace innovation and design leadership while the link between design leadership and organisational performance has not been previously explored by using workplace innovation as a mediating factor. An extensive literature review of workplace innovation, design leadership and organisational performance is discussed prior to exploring how these key concepts are mutually beneficial and interlinked with each other. This study is informed by literature that explicit design leadership and workplace innovation can shape organisational performance as more than a tool of productivity while the participatory processes of organisational performance can aid in expanding the circle of design leadership and workplace innovation.

The business opportunity identification: An empirical study among undergraduate students in Indonesia

- Dhyah Harjanti, Universitas Kristen Petra (Petra Christian University); Universitas Airlangga
- Tifany Cahyadi, Universitas Kristen Petra (Petra Christian University)

This study aims to analyse the effects of network, self-efficacy, and creativity on the identification of business opportunities for undergraduate students in Indonesia. This study uses quantitative methods with the number of

respondent as many as 396 undergraduate students determined by using purposive sampling. The research data was collected using an online questionnaire and processed using partial least square analysis technique. The results showed that the network and self-efficacy owned by the undergraduate students in Indonesia influence the creativity and identification of business opportunities. While the identification of business opportunity is influenced by the creativity of the students.

Being there: The role of mindfulness in the entrepreneurial process

- Saddam Khalid, Osaka University
- Tomoki Sekiguchi, Kyoto University

The construct of mindfulness has attracted the attention of multiple scientific disciplines. However, research on mindfulness in the field of entrepreneurship remains limited. Research findings suggest that mindfulness through its temporal orientation and wide attentional breadth influences different aspects of cognitions and emotions and is beneficial and cost-effective in a dynamic rather than static environment. Extending these findings to entrepreneurship, we suggest that mindfulness has implications in entrepreneurship because of the environment in which entrepreneurs work and the tasks they usually perform. We propose a theoretical framework for understanding the role of mindfulness in the entrepreneurial process.

Educational entrepreneurs engaging in social innovation

- Carol Yeh-Yun Lin, National Chengchi University
- Se-Hwa Wu, National Chengchi University

Educational innovation is a sub-set of social innovation, as it aims to improve the performance of school and students for developing better human resources for the society. Relevant literature mainly report charter school founders who without previous teaching credential generally focused more on external partnership and changing school structure. Differently, this paper reports four first-line teachers and principals who confronted long-term problems, through utilizing very limited resources, involving students as the co-creators of innovation, engaging in real curriculum and instructional innovation and eventually successfully transformed the schools and students for a better future. They were awarded as GHF (Global Highlight for Future) Innovative Education Fellow in 2017. Our data sources include their award application documents, individual video, various reports and semi-structured interviews. Through our study, an eco-system of educational innovation (ECOEI) was surfaced and proposed. Their courage, persistence and how they broke through the boundary shed some light for the private and

social entrepreneurs. As scholars found that connections between entrepreneurship and education are just beginning to be recognized in the literature yet most of them are conceptual papers, this study enriches the literature with real cases and provides a framework as a template for sustainable educational or social innovations.

June 21 / Session 3.3.7 / 1:00-2:30 PM

Track: Organizational Behavior

Room: Tabanan

ROUNDTABLE: TEAMS AND INDIVIDUAL CHARACTERISTICS

Chair: Yaping Gong, Hong Kong University of Science and Technology?

An alter centric view of network building: How newcomer ability, integrity, and benevolence influence network centrality through tie strength

- Jieqiong Cao, National University of Singapore

Extant studies about social network have prominently treat individual's network as a "treasure" an individual owns, while ignoring the process of how individual gains social capital in organizations. Based on social exchange theory and social resources theory, this study distinguishes the resources newcomer exchanged with leader and co-workers and adopts an alter-centric view of newcomer network formation. Specifically, this study proposes that leader perceived newcomer ability would facilitate tie strength with leader, while co-worker perceived newcomer benevolence and integrity would predict tie strength with co-worker. Both the tie strength with leader and co-workers would further predict newcomer degree centrality. In addition, the positive relationship between perceived newcomer ability and tie strength with leader would be strengthened by newcomer self-monitoring, whereas newcomer authenticity would strengthen the positive relationship between perceived newcomer integrity, benevolence and tie strength with co-workers.

Look back and move forward: A bibliometric review of team literature from 1998 to 2017

- Jia-Hui He, Hong Kong Polytechnic University
- Wen Feng, Zhejiang University
- Chu-Ding Ling, Hong Kong Polytechnic University
- Xiao-yun Xie, Zhejiang University
- Wu Liu, Hong Kong Polytechnic University

With the increase of using teams as basic functional units in contemporary organizations, studies on team or workgroup also flourished in the past two decades and has

become a key research area across organizational behavior, managerial psychology and social psychology. Though prior studies have reviewed team research on a special topic or in a specific journal, a systematic and multidisciplinary review which reflects the holistic landscape of this area is lacking. To address this issue, we conducted bibliometric analyses with 2,825 articles published from 1998 to 2017 and 92,556 associated references in Web of Science. Based on the analyses, we summarized and discussed the general trend of team research over time as well as the key topics, influential work, leading scholars and main research streams in this area. We also provided some directions for future research to advance the theory and methodology in this area.

Conducting studies on person-centered career interest profiles: An illustration example in Hong Kong

- Yan Liu, Wuhan University
- Yina Mao, Nanjing University
- Junbang Lan, Chinese University of Hong Kong
- Chi-Sum Wong, Chinese University of Hong Kong
- Kelly Z. Peng, Hong Kong Shue Yan University

Career interests are important to individuals. Among the approaches to study career interests, person-centered profile approach (i.e., studying the career interest profile of individuals), instead of the traditional construct-centered approach, is gaining more attention in recent years. In our research, we intend to advance our understanding of career interests with the person-centered profile approach and to address some existent important conceptual and methodological issues in previous studies. Based on past research on the cultural contexts of Hong Kong and its changes after the 1997 handover, we proposed four general career interest profiles for Hong Kong high school graduates. Using a sample of senior secondary school graduates who were not admitted by undergraduate programs and their cohort sample of first-year university students, we found support for this hypothesis. This classification system was validated by its correlates with career decisiveness, parents' openness communication style, and life satisfaction.

Team psychological capital as a substitute for transformational leadership and team goal clarity in relation to team performance

- Sunu Widianto, Universitas Padjadjaran
- Hunik Sri Runing, Universitas Sebelas Maret
- Salamah Wahyuni, Universitas Sebelas Maret
- Sinto Sunaryo, Universitas Sebelas Maret

- Celeste P. M. Wilderom, University of Twente

Drawing on substitute for leadership theory, we hypothesize moderated-mediation effects of team-level psychological capital (PsyCap) on the relationships among transformational leadership, team goal clarity and team performance. Based on a survey of 76 teams of 427 nurses from two large hospitals in Indonesia, we hypothesized and found that team PsyCap negatively moderate the mediation of team goal clarity between transformational leadership and team performance, i.e., high team PsyCap dampens this mediation. This evidence shows that team PsyCap is a substitute of the indirect effect of transformational leadership on team performance, through goal clarity. In addition, team PsyCap is found directly related to team performance, while the relationship between transformational leadership and team performance was not significant. In practical terms, transformational leadership appears beneficial for teams with a low degree of PsyCap, because this style provides them with goal clarity which is, in turn, related to team performance. Teams with a high level of PsyCap do already have the necessary goal clarity and do not need transformational leadership to be highly performing.

Agent-based modeling of team dynamics: Team diversity, social processes and the associated effects on team creativity

- Jiun-Yan Wu, Kyoto University
- Tomoki Sekiguchi, Kyoto University

Creativity and innovation are critical to the growth and performance of organizations due to a high demand of creating new business models to adapt and survive in changing business environments. Thus, organizations often rely on interdisciplinary teams to work on projects because such teams are equipped with a diverse pool of expertise, skills or perspectives to be able to incubate creative ideas or novel solutions. The study has a twofold objective: Due to team diversity and the social processes of creativity, how team dynamics unfolds over time and to what extent team creativity is affected. Taking the approach of connecting relevant theories and empirical studies, we undertake an agent-based modeling (ABM)-based computer simulation, which displays how agent-level social interactions may emerge, develop, and manifest the team-level phenomena. We conduct virtual experiments to elaborate team dynamics and measure the team-level conflict as well as the usefulness component of creativity. The study demonstrates (a) nonlinear dynamics of task and relationship conflict over time, (b) the issue of inadequate sampling rates encountered in the field experiments, and (c) the associated impact on team creativity through the interplay of team diversity and conflict.

June 21 / Session 3.3.8 / 1:30-2:30 PM

Track: Entrepreneurship and Innovation

Room: Sunset

THE ROLE OF CONTEXT IN ENTREPRENEURSHIP

Chair: Shirah E. Foy, Ecole Polytechnique Federale de Lausanne

Should I stay or should I go? Job demands' push and entrepreneurial resources' pull in Chinese migrant workers' return-home entrepreneurial intention

- Jinyun Duan, Soochow University
- Juelin Yin, Sun Yat-sen University
- Daoyou Wu, Zhejiang University of Finance and Economics
- Yue Xu, Soochow University

This study explores how the push factor of job demands and the pull factor of entrepreneurial resources influence the intention of Chinese migrant workers to return to their hometown and engage in entrepreneurial activities. Data were collected from 302 Chinese migrant workers working in urban cities. The main findings are as follows: (a) job demands can increase entrepreneurial intention of returning migrant workers through the mediation of job burnout; (b) entrepreneurial resources can positively influence entrepreneurial intention of returning migrant workers through the mediation of entrepreneurial conviction; (c) generation positively moderates the job demands—job burnout—entrepreneurial intention relationship and negatively moderates the entrepreneurial resources-entrepreneurial conviction-entrepreneurial intention relationship. This study reveals the importance of examining push and pull factors concurrently, and emphasizes the intergenerational differences in explaining the entrepreneurial intention of Chinese returning migrant workers.

Non-family CEOs' perspectives on their involvement in family business conflicts: An exploratory study

- Komala Inggawati Efendy, Satya Wacana Christian University
- Artemis Chang, Queensland University of Technology
- Roxanne Zolin, Australian Institute of Business

Third parties often become involved in and influence the dynamics of family business conflicts. Despite their important roles, little is known about the roles of non-family CEOs (NFC) in family business conflicts. This qualitative study was performed to obtain NFCs' experiences and perspectives on their involvement in family business conflicts. By analyzing 63 unique and

detailed incidents reported by 28 NFCs of 24 privately held family firms in Indonesia, this study has found that NFCs are often involved in conflicts because they are invited by the conflict parties, affected by the conflicts, or take an initiative to intervene. Various roles of NFCs are identified and grouped into five categories: conflict avoiders, messengers, peacekeepers, settlement agents, and yes-men.

Under the Eastern sun: Expanding the horizons of founder identity research

- Shirah E. Foy, Ecole Polytechnique Federale de Lausanne

Founders' identities have a profound effect on their approach to firm creation (e.g., Fauchart & Gruber, 2011). Our present understanding of founder social identity, based on Western conceptualization and meaning of entrepreneurship, does not carry over into all other contexts (Sieger, Gruber, Fauchart & Zellweger, 2016). This qualitative, inductive study of Taiwanese founders investigates how and why founder identity varies from East to West. Emerging findings suggest that founder social identity is more complex in the East, with conceptualizations of "community" carrying more nuance and additional salient dimensions. We provide explanations as to why we may see different types of entrepreneurship in different countries.

Factors influencing innovation in Emirati women-owned small and medium enterprises

- Fauzia Jabeen, Abu Dhabi University
- Huda Al Matroushi, Abu Dhabi University

This study explores the innovation characteristics, challenges and factors influencing innovation in the Emirati female-owned nascent, start-up, and established SMEs. The study is based on the case study methodology. A total of ten female owned UAE based SMEs were chosen. Research findings reveal that all the ten respondents believe that a strong vision, qualified education background and risk taking attitude are the necessary characteristics imbedded in an innovative entrepreneur, whereas new technology adoption, networking, implementation of new or improve product, process, marketing and organizational innovation will help the innovative entrepreneurs to commercialize their business idea. The findings will help policy makers and associations such as business women's councils to identify the specific inhibitors and facilitators linked to innovation and hence will help in developing various effective policies to promote innovation among Emirati women-owned SMEs.

Is political party participation a spear or shield? A study of corporate monetary donation of Chinese entrepreneurial firms

- Yuan Lin, University of Macau
- Minyi Zhong, University of Macau

For entrepreneurial firms in emerging markets, what factors shape organizational strategies for monetary donations as part of corporate social responsibility (CSR) programs? To reveal this riddle, we draw data from nationwide entrepreneurial firms operating in China from 2010 to 2012 to investigate the relationship between political party participation and monetary donation. Integrating the instrumental and political perspectives of CSR, we find that individual political party participation has a negative effect on entrepreneurial firms' monetary donations, while collective political party participation has a positive effect. We also find that such effects are strengthened by entrepreneur's government appointment.

COFFEE BREAK 2 / June 21 / 2:30-2:45 PM / Pre Function Room I

June 21 / Session 3.4.1 / 2:45-4:15 PM

Track: TAOM Chinese

Room: Denpasar Ballroom 1

團隊

Chair: 陳淑貞, 銘傳大學

團隊安全氣候與員工安全行為之關聯：社會影響理論之觀點

- 熊欣華(Hsiung, Hsin-Hua), 國立東華大學
- 胡宛仙, 鹽城師範學院

團隊任務衝突、團隊資訊精緻化與團隊交融記憶系統：團隊關係衝突的伴隨效果

- 黃瓊億(Huang, Chiung-Yi), 元智大學
- 李嘉慧, 元智大學

團隊差序幅度與團隊效能：自己人成員的調節效果

- 廖婉穎(Liao, Wan-Ying), 元智大學
- 黃敏萍, 元智大學
- 黃瓊億, 元智大學

追求和諧還是避免分裂? 團隊和諧價值觀類型與團隊效能之研究

- 黃敏萍(Huang, Min-Ping), 元智大學
- 鄭昱宏, 國立臺灣大學
- 鄭伯璩, 國立臺灣大學

探討團隊工作玩興與員工團隊適配對新世代員工創意行為與幸福感之影響

- 陳淑媛(Chen, Shu-Yuan), 聯合大學
- 吳家儀, 聯合大學
- 張文華, 聯合大學
- 陳家蕙, 聯合大學
- 鍾旻芳, 聯合大學

June 21 / Session 3.4.2 / 2:45-4:15 PM

Track: Human Resource Management

Room: Denpasar Ballroom 3

STRATEGIC HRM

Chair: David Guttormsen, BI Norwegian Business School

Variability of HPWS-practices and its effect on unit performance: A multilevel mediation approach

- Muhammad Ali, Tongji University
- Khalid Mehmood, Tongji University
- Hina Rehman, National University of Modern Language
- Mubbsher Munawar Khan, University of the Punjab
- Muhammad Mansoor Asghar, Beijing Institute of Technology

The influence of high-performance work system (HPWS) on organizational performance has attracted considerable research attention over the last two decades. However, existing studies have primarily focused on the macro-level HRM architecture, limiting our understanding about the cross-level origin of performance outcomes. Moreover, little research has been done to determine how implemented HPWS affect employees' perceptions of them and their impact on performance outcomes. The purpose of this research is to focus on the influence of implemented high-performance work system (HPWS) practices on unit-performance while concerning mediating roles of human capital at the unit level and perceived HPWS practices at the employee level. In this study, branch managers and their subordinates of the largest state-owned banks in China will be targeted. To address a much-needed multi-level mediation, our framework will incorporate a multilevel mediational technique of analysis through MPlus to formulate a two-level structural equation modeling (SEM) model that fully encompasses the relationships.

Contextual influence on HRM system: An inductive inquiry

- Varun Elembilassery, Xavier School of Management

This paper explores the contextualist nature of HRM system in an Indian context. A detailed review of relevant literature is done to understand the need and relevance of

the research question being probed in this paper. The contextual factors associated with an HRM system are explored in this paper. The state of theory development in this area and the nature of research question are taken as the two criteria to select an appropriate methodology. A multiple retrospective case study method is found to be the most suitable for this research question. A detailed case study protocol, which includes details about data collection and data analysis, is prepared to ensure reliability and validity. The findings from the case study are discussed and with respect to the existing body of knowledge. The findings present contextual factors in three categories: need, stimulus and rationale. A recursive logic is used for data analysis.

Global expatriate mobility and talent management: A within-case study of unexpected competitive factors and intervening obstacles within a geocentric Norwegian MNE

- David Guttormsen, BI Norwegian Business School
- Jakob Lauring, Aarhus University

This paper interfaces three areas of scholarly investigation which traditionally have been studied separately within the disciplines of international business and international human resource management: intra-MNE global mobility, global talent management and managing international expatriate assignments. The qualitative and multimethod within-case study investigates the global mobility programme within a Norwegian geocentric multinational enterprise. The multi-level research design features 141 in-depth semi-structured interviews of expatriates, spouses, local staff, third country staff in addition to senior, middle and non-management levels, which were conducted across organisational levels, business segments as well as head-quarter and sub-units in Brazil, Cambodia, China, Egypt, Hong Kong, Indonesia, Italy, Malaysia, Myanmar, Norway, South Korea, Thailand, Turkey, United Arab Emirates and United Kingdom. Through applying an interdisciplinary and innovative theoretical framework comprised of Peng and colleagues' institution-based view and Luo's competition model from international business; Lee's push-pull theory from migration studies; in addition to Bourdieu's forms of capital, the paper offers one of the few empirical studies in the aforesaid cross-over area.

Impacts of HR bundles on employee burnout: The mediating role of goal orientations

- Mijeong Kim, Korea University
- Johnngseok Bae, Korea University

To integrate the competing arguments on the impact of HR on employee burnout, this study suggests a sub-dimensional approach in investigating HR system with two decomposed HR practice bundles—the investment HR

bundle and the expectation HR bundle. Drawing on the social exchange theory, this paper explores how each bundle affects job resources and demands perceived by individual employees, which consequents employee burnout. The investment HR bundle increase job resource in the long-term social exchange relationship between an employer and employee, while the expectation HR bundle characterized as short-term economic exchange enhancing practices puts more emphasis on the demands for employees. Furthermore, we suggest goal orientations as mediators in the relationship between each HR bundle and burnout such that learning goal orientation driven by the high investment HR bundles decrease burnout. In contrast, the expectation HR bundles stimulate performance goal orientation with specified performance requirements so that employees under the expectation HR bundle more likely experience burnout. These new attempts to embrace the competing perspective and to find alternative explanations on the role of HR will contribute to both the HR studies and the burnout literature.

Recruitment discrimination against immigrants, out-group trust, and voluntary association activity: Evidence from thirty-nine countries in East and West

- Morgan X. Yang, Hang Seng Management College
- Irina Y. Yu, Hong Kong Baptist University
- Henry Fock, Hong Kong Baptist University
- Haksin Chan, Hang Seng Management College
- Ruobing Li, Chinese University of Hong Kong

This research addresses an important global issue—recruitment discrimination against immigrants (RDI). To our knowledge, this is the first empirical test capturing employers' RDI across cultures. Using data on 2,534 employers from 39 countries, we find that employers' voluntary association activity can enhance their out-group trust and in turn reduce their RDI. Moreover, we find that the beneficial effects of voluntary association activity on out-group trust are more pronounced in individualist (vs. collectivist) countries. Our paper contributes to human resource management research by illuminating the underlying mechanisms and the cultural boundaries of voluntary association activity on reducing RDI. It also provides practical guidance for reducing discrimination against immigrants in recruitment process.

June 21 / Session 3.4.3 / 2:45-4:15 PM
Track: International Management
Room: Denpasar Ballroom 5
CAPABILITIES IN INTERNATIONAL CONTEXTS
Chair: Qian Gu, Georgia State University

The appropriation of absorptive capacity: A cross-country analysis on the role of institutions

- Lance Cosaert, Erasmus University
- Tatjana Schneidmuller, Erasmus University
- Henk W. Volberda, Erasmus University

Three decades after the seminal paper by Cohen and Levinthal, 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. Applying an institutional perspective, we theorize and empirically test how formal and informal institutions serve as exogenous constraints, moderating absorptive capacity appropriation. Our meta-analytical assessment supports this argument. We make several contributions; most notably, we draw on political ideology to proxy informal institutions.

CEO-chairman family relationship and financial performance: Evidence from an emerging economy

- Koji Kojima, Kwansai Gakuin University
- Ranjan Kumar Mitra, University of Dhaka
- Bishnu Kumar Adhikary, Bangladesh Institute of Bank Management

Despite voluminous literature on the link between CEO duality (i.e., chief executive officer, the CEO, also serves as chairman of the board) and corporate performance, there is scant research on the link between CEO-chairman family relationship and firm performance, whereby CEO and chairman of the board are individually different persons but come from the same family. We fill this gap by hand-collecting necessary data from the annual reports of non-financial firms listed in Dhaka Stock Exchange (DSE), Bangladesh, covering the period 2010-2014 employing multivariate regression analysis (OLS and two-way clustered standard error). We find that CEO-chairman family connection has a significant negative influence on firm performance, as measured by return on assets (ROA) and return on equity (ROE). This relationship holds even after controlling board ownership and institutional ownership. This finding is consistent with the prediction of agency theory, which suggests that the CEO-chairman family relationship can make the CEO more powerful and render the board ineffective in monitoring managers leading to unbridled managerial opportunism and deteriorating firm performance.

How to catch up with developed multinational enterprises? The functional diversity of top management team and emerging economy firms' unconventional FDI portfolios

- Yi Li, University of Sydney

- Lin Cui, Australian National University
- Yoona Choi, Australian National University
- Xizhou Tian, Chongqing Technology and Business University

As a competency enhancing strategy, various types of unconventional foreign direct investment (FDI) are adopted by emerging economy (EE) firms to catch up with global market leaders. In this study, we investigate the effect of EE firms' top management team (TMT) functional diversity on their choice of an (1) exploratory and (2) ambidextrous FDI portfolio against other types of FDI. Meanwhile, we also examine how this effect is moderated by the industrial environments that affect the extent to which TMT members exchange and integrate their complementary knowledge. Through testing the panel data of Chinese outward investing firms, we find empirical support for the hypothesized effects of TMT functional diversity on the choice of an (1) exploratory and (2) ambidextrous FDI portfolio, as well as its industrial contingencies.

Offshoring capability

- Oli Mihalache, VU University Amsterdam
- Mashiho Mihalache, University of Amsterdam

In contrast to the rapid rise in popularity of offshoring business processes and the purported economic benefits, research shows that the outcomes of offshoring initiatives are highly uncertain. In order to advance understanding of what drives the performance of offshoring initiatives, we develop a capability perspective of offshoring. By building theory using case studies of Dutch IT organizations, we uncover what constitutes an offshoring capability and how organizations develop it. We find that offshoring capability comprises coordination competency, relationship development, relationship design, and organizational identity development. Furthermore, we find that to develop their offshoring capability, organizations need to actively monitor the performance of offshoring initiatives, engage in reflexivity, and set up organizational learning mechanisms.

[DISTINCTION] IM Track Best Paper

Competitive disadvantage and internal R&D of local firms in emerging economies: A threat-catch-up perspective

- Jun Xia, University of Texas at Dallas
- Qian Gu, Georgia State University
- Marshall S. Jiang, Brock University
- Zhouyu Lin, Fuzhou University

Intangible resources are often regarded as a competitive advantage of foreign firms in emerging economies, but our

knowledge is limited on how local firms deal with competitive disadvantage through internal research and development (R&D). Our study advances a threat-catch-up perspective to argue that intangibility gap, which is defined as the difference in intangible asset intensity between industry-frontier foreign firms and local firms, imposes competitive threats to local firms, thereby affecting their R&D effort. Using a sample of manufacturing firms in China, we find that intangibility gap has an inverted U-shaped relationship with the internal R&D intensity of local firms. Moreover, the results also show that export intensity and state ownership of local firms serve as two boundary conditions under which the proposed relationship above becomes less and more pronounced, respectively.

June 21 / Session 3.4.4 / 2:45-4:15 PM

Track: Organizational Behavior

Room: Gianyar

POWER AND POLITICS

Chair: Grace M. Y. Poon, Chinese University of Hong Kong

The buffering effect of political skill on the relationship between patient mistreatment and nurses' career withdrawal intention

- Fengyu Li, Shandong University
- Di Cai, Shandong University
- Bing Liu, Shandong University
- Lei Qi, Shandong University

Drawing on conservation of resources theory, this study explores whether interpersonal mistreatment from patients toward nurses is positively related to nurses' career withdrawal intention, and whether political skill has a buffering effect on this relationship. Based on data collected from 277 nurses in three hospitals and a two-waved time-lagged research design, the results reveal that patient mistreatment is positively related to nurses' job burnout and that this relationship is negatively moderated by political skill. When nurses have higher levels of political skill, they have lower levels of job burnout after being mistreated. The results also indicate that burnout mediates the positive relationship between patient mistreatment and nurses' career withdrawal intention. This study enriches the theories of mistreatment and career withdrawal theory, and provides practical implications for enterprises from a political skill perspective.

Silence is golden? The dual effects of silence on career success in political workplace

- Yi Li, Shanghai University
- Feng Wei, Tongji University

- Steve Si, Bloomsburg University of Pennsylvania

While a growing body of employee silence research has confirmed the damaging effects of withholding opinions and concerns about organizational matters on the organizational performance, little progress has been made in interpreting the motives as to why individuals so often remain silent. Moreover, a limited number of studies on the effects of silence on individual outcomes got conflicting results. We examine the dual effects of employee silence on career success under perceptions of organizational politics from the Fit theory perspective with 385 pairs of multi-source data collected over two time periods from 37 companies in China and find: perceptions of organizational politics (1) moderates the relationship between acquiescent silence and career satisfaction positively; (2) moderates the relationship between defensive silence and career satisfaction negatively; (3) moderates the relationship between acquiescent silence and salary level negatively; and (4) moderates the relationship between acquiescent silence and salary levels positively.

Personal strategy and leader behavior in a large emerging Asian country: An exploratory conceptualization

- Rameshan Pallikara, Indian Institute of Management Kozhikode

This paper introduces a novel concept, "personal strategy", to explain the source of leader behaviour and its impact on organizations' outcomes in the context of a large emerging Asian country. The paper defines personal strategy as a leader's personal action framework to achieve his personal goals in the leadership role through organizational actions. Personal goals evolve from a leader's personal setting; they are conditioned by the organizational setting. Using exploratory observation method and a review of literature, the paper derives several propositions and proposes a conceptual model of interaction between personal strategy and leader behaviour. The paper infers that visible characteristics, styles and organizational actions of each leader are outcomes of his conscious personal strategy; therefore, the option sets used by a particular leader in successive organizations and circumstances might be highly predictable. Further, the paper recognizes the importance of developing functional models to predict organizational/leader outcomes of personal strategy, based on relevant explanatory factors identified from a detailed analysis.

Effect of power loss: Exploration from three perspectives

- Grace M. Y. Poon, Chinese University of Hong Kong
- Dora C. Lau, Chinese University of Hong Kong

The extant literature rarely examines the effect of power loss, though leaders can lose interpersonal power easily when they have an increase dependence on others for resources. In this paper, we explore how power loss would influence leaders' interpersonal behavior towards their power gaining dyadic partner. We also investigate whether power loss in a dyadic relation would also influence how leaders treat third parties such as their subordinates. We examine the effect of power loss using three theoretical perspectives: (1) approach/inhibition theory of power (Keltner et al. 2003), (2) literature from 'relational identification' (Sluss & Ashforth, 2007) and 'identity spillover' (Kistruck, Sutter, & Smith, 2013), and (3) social identity theory (Tajfel & Turner, 1986). Each of these perspectives tells a self-coherent story, but offers us divergent hypotheses. Findings from our experiment revealed that power loss reduced leaders' relational identification with their dyadic partner, and subsequently decreased their willingness to help partners. We also found that the effect of power loss in a dyadic relation could spillover to affect how leaders interact with subordinates.

Leader humility and employee voice: The mediating role of trust and felt trust

- Dan Yang, Chinese University of Hong Kong
- Kenneth S. Law, Chinese University of Hong Kong
- Lin Wang, Sun Yat-sen University

The leader plays a critical role in affecting employee voice behavior. Drawing on social exchange theory, we investigated how leader humility affects employee voice through the mediating effect of trust and felt trust. We found that leader humility is positively related to employee voice through the mediating effect of trust. Moreover, we also found that felt trust partially mediates the relationship between leader humility and trust in leader. Overall, our results illustrate that leader humility could not only make the employees feel trusted but also induce more trust from employees, thus increasing employees' willingness of voice.

June 21 / Session: 3.4.5 / 2:45-4:15 PM
Track: Organizational Behavior
Room: Wantilan
AFFECT AND COGNITION
Chair: Julie N. Y. Zhu, University of Macau

When and why positive affect may be harmful: A perceptual contrast perspective

- Randy Lee, National University of Singapore
- Ke Michael Mai, National University of Singapore
- Feng Qiu, University of Oregon
- Remus Ilies, National University of Singapore

Is "getting high" at work always a good thing? In this study, we draw from perceptual contrast theory to explore how activities that aim to induce positive affect in employees could be detrimental when employees experience a subsequent negative event. A field experiment with 139 customer service employees showed that engaging in a positive affect-inducing activity before being mistreated by a customer is associated with more depletion than employees who did not do so. This depletion in turn predicted a stronger feeling of customer mistreatment during interactions with other customers throughout the day. However, we found that perceived organizational support could help to mitigate this effect. Taken together, our investigation suggests that pursuing positive affect through various means at work may not always be desirable.

Doing good, feeling good? The roles of helping motivations and citizenship pressure

- Katrina Jia Lin, Hong Kong Polytechnic University
- Krishna Savani, Nanyang Technological University
- Remus Ilies, National University of Singapore

Drawing on self-determination theory and the hierarchical model of motivation, this research investigates whether the motivations behind employees' helping behaviors influence employees' positive affect and their subsequent help provision, and whether citizenship pressure moderates this process. A recall-based experiment and an experience-sampling study capturing helping episodes among fulltime employees found that when employees helped coworkers from autonomous (controlled) motivation in a helping episode, they experienced higher (lower) positive affect, thus had stronger (weaker) helping intentions and helped coworkers more (less) subsequently. We further found that high citizenship pressure was associated with lower autonomous motivation and higher controlled motivation across helping episodes. Additionally, citizenship pressure enhanced the positive relationship between episodic autonomous motivation and positive affect. Overall, the results challenge the universality of the "doing good-feeling good" effect, and explicate the joint roles of

citizenship pressure and helpers' episodic autonomous motivation in shaping employees' positive affect and influencing their subsequent helping behaviors.

[DISTINCTION] OB Track Best Paper

Where there is light, there is dark: The dual process model of workplace status and knowledge hiding

- Yan Liu, Wuhan University
- Julie N. Y. Zhu, University of Macau

Status is a ubiquitous phenomenon in the workplace. The extant literature portrays a picture that status is desirable with positive outcomes. However, little is known about its potential negative consequences. We propose that workplace status has both bright and dark sides regarding employees' feelings and behavior. We collected data from 227 employees in various industries at two time periods. Data analyses reveal that workplace status is associated with knowledge hiding through two opposite mechanisms, i.e., felt obligations to share knowledge and feeling envied. Our results contribute to the literature on status and knowledge hiding by providing a more objective view of status and a status perspective of knowledge hiding.

Self control and financial behavior in Millennial Generation: Does religiosity matter?

- Yohana Tamara, Universitas Sebelas Maret
- Muh Juan Suam Toro, Universitas Sebelas Maret
- Sinto Sunaryo, Universitas Sebelas Maret

Heterogeneity of individual behavior poses a challenge to the development of the theory of financial behavior. Several previous studies have paid attention to examine how individual characteristics affect financial behavior but only emphasized on the influence of cognitive factors, such as financial literacy. Therefore, further development related to the role of non-cognitive factors in financial behavior is necessarily needed. One of these is self-control. In general, self-control is determined by one factor, namely religiosity. With the limited research about the role of non-cognitive factors in determining financial behavior, this study aims to analyze how self-control affects financial behavior by considering the role of religiosity in Millennial Generation. To control the bias, this relationship model will be applied to Moslem bankers, who were born between 1980 to 2000, and live in urban areas. In line with the behavioral life cycle hypothesis, this study proved that self-control has a positive effect on financial behavior in general. This study also proved that religiosity has a significant effect on financial behavior in general. Finally, this study proved that religiosity affects the relationship between self-control and financial behavior in general.

Checking without telling: Impacts of uninformed monitoring on employees' affect, cognition, and negative word-of-mouth

- Iris Zhang, University of Macau
- Long W. Lam, University of Macau
- Cheris W. C. Chow, University of Macau

This study investigates the impacts of uninformed monitoring on employee negative word-of-mouth through affective response (i.e., anger) and cognitive response (i.e., blame attribution). We further propose a moderated mediation model to test the moderating effect of moral identity on the above relationships. Findings from an experiment conducted with 160 participants suggest that uninformed monitoring increased negative word-of-mouth, with anger and blame attribution mediated such effect. In addition, individuals with high moral identity were more likely to feel angry and engage in subsequent deviance in response to uninformed monitoring.

June 21 / Session 3.4.6 / 2:45-4:15 PM

Track: Business Policy and Strategy

Room: Jembrana

ROUNDTABLE: MANAGING CORPORATE SOCIAL RESPONSIBILITY

Chair: Brian Pinkham, Erasmus University

Examining purchase intention toward green-packaged products among young consumer in emerging market: Does convergence matter?

- Tuwanku Arie Auliandri, Universitas Airlangga
- Andhy Setyawan, Universitas Surabaya

Using green packaging is one of the most viable attempts to reduce risk of environmental damage due to packaging waste. Choosing green-packaged product among young consumer becomes one of the most important issues in sustainable marketing field. Young consumers are huge potential market and play important roles to take responsibility for maintaining environmental sustainability. This research mainly aims to discover factors influencing young consumers' purchase intention toward green-packaged products. The factors encompass attitude, subjective norm, perceived behavioral control, product's attribute, and packaging's convenience. This research involved 270 young consumers in Surabaya, Indonesia, who participated as research respondents. Findings showed that packaging's convenience have the largest influence on young consumers' purchase intention for green-packaged products, compared to subjective norm and product's attribute. However, attitude and perceived behavioral control have no significant influences on young

consumers' purchase intention for green-packaged products.

The development of corporate social responsibility (CSR) in multinational corporations (MNCs): Evidence from Vietnam

- Lan Do, RMIT Vietnam University
- Charlie Huang, RMIT University
- Adela McMurray, RMIT University

This study examines the black box of CSR developments by multinational companies in developing countries over time. Using a unique emerging market case study of a multinational subsidiary operating in the Vietnamese dairy industry, we make a theoretical contribution by developing a typology to describe the forms and types of CSR activities, thereby enabling us to examine the impact of CSR activities on societies and on the development of competitive advantages for businesses. In addition, the study extends the current CSR literature development by providing a novel CSR development model that integrates CSR typology and implementation dimensions (CSR perception, strategic alignment, stakeholder engagement and structure). The findings indicate that institutional, stakeholder and organizational factors drove the CSR development trajectories from informal to formal, implicit to explicit and from discretionary to strategic CSR activities. Our extensions highlight the role of multinational businesses in addressing social and environmental problems in host countries and balancing economic and social value activities to gain social legitimacy, business efficiency and sustainable development.

Stakeholder involvement in performance measurement as an organizational response to institutional complexities

- Ego Onwuka, RMIT University
- Adela McMurray, RMIT University
- Sam Tavassoli, RMIT University

With the growing turbulence in the global environment such as increased societal upheaval, environmental degradation and weak regulatory infrastructures, businesses are increasingly tasked to demonstrate leadership to ensure sustainable development. However, multinational enterprises must contend with institutional complexities in their strategic decision-making for corporate sustainability. Responding to multiple institutional logics results in high degree of tension and conflict between an organisation's expectations and socio-cultural forces of the environment where their business operation is. Integrating views of stakeholders to organisational performance provides context to decisions made by the organisation to retain competitive advantage. Through an empirical qualitative study, we gauged the role

of stakeholder involvement in performance measurement, as a strategic response of an organisation to competing institutional logics. Data is collected by conducting semi-structured interviews with participants from 7 multinational enterprises operating in developing countries of Asia-Pacific. We found that, for corporate sustainability, organisational response to institutional complexities is through the use of identity as a filter.

Revisiting the inverse U-shaped relationship between corporate philanthropy and financial performance: The moderating role of foreign ownership and domestic institution

- Mengmeng Shan, Shanghai University
- Jianxin You, Tongji University
- Lu Zhen, Shanghai University

This study argues that there exists an inverse U-shaped relationship between corporate philanthropy and financial performance. In addition, it posits that the inverse U-shaped relationship is moderated by foreign institutional ownership, either in terms of international joint ventures (IJVs) or foreign wholly-owned firms, the type of the firm and the regional development of formal institutions. To be specific, the inverse U-shaped relationship would be more pronounced for firms with higher levels of foreign institutional ownership and for state-owned firms. For firms located in regions of higher level of the formal institution development, the inverse U-shaped relationship would be less pronounced. Using a large sample of 2,479 listed firms in Chinese A-share market and 14,468 firm-year observations over the 2007-2014 period, we find strong support for these arguments.

CSR disclosure against boycotts: Evidence from Korea

- Jiwon Yang, Korea University
- Jay Hyun Rhee, Korea University

While corporate behavior is greatly influenced by the institutional environment, research on corporations' socially unacceptable behavior in the context of Asian countries remains relatively scarce. Furthermore, how the public reacts against corporations' bad deeds may vary across regions. Using a sample of 1,023 boycott events with 93 targeted firms in Korea over the period 2006-2016, we investigate whether the public's use of boycotts affects the targeted organization's CSR disclosure speed. We also examine whether the effect of boycotts on CSR disclosure speed may vary depending on the magnitude of the potential loss resulting from failing to act or from reacting too slowly in response to such boycotts. We find that boycotts positively affect CSR disclosure speed and that this relationship is moderated by the business

environment. Taken together, this study reveals CSR disclosure as a risk-reduction mechanism against boycotts.

June 21 / Session 3.4.7 / 2:45-4:15 PM

Track: Business Policy and Strategy

Room: Tabanan

ROUNDTABLE: COMPETING IN CHINA, INDIA, AND INDONESIA

Chair: En Xie, Tongji University

Governance reforms and corporate transparency in business groups

- Mueen Ahmed, Indian Institute of Management Tiruchirappalli
- K. S. Manikandan, Indian Institute of Management Tiruchirappalli

This study builds on existing research on corporate transparency in emerging markets to examine the effect of governance reforms on the relationship between business group affiliation and corporate transparency in India. We measured corporate transparency using equity analysts' forecast error and dispersion. Between the time period of 2004-2016, our results indicate that business group affiliated firms are less transparent than unaffiliated firms due to their reliance on internal capital markets as posited by earlier studies. However, our results also indicate that governance reforms help in improving the transparency of group affiliated firms. A higher level of transparency in business groups is also directly related to the extent of the groups' participation in the external capital market. Our results suggest that there is a need for further strengthening of the governance regime through hard and soft regulations in order to improve the corporate transparency of emerging economies.

Attending to then, now and tomorrow: TMT temporal attention and corporate entrepreneurship

- Jianhong Chen, University of New Hampshire

I investigate the relationship between top management team (TMT) temporal focus (the extent to which a TMT as a whole characteristically devotes its attention to past, present and future) and corporate entrepreneurship (CE). Drawing on the attention-based view (ABV), I argue that TMT past, present and future focus individually and interactively influence CE. I tested my hypotheses using a sample of 346 TMT members from 110 high-tech small and medium enterprises in China. I found that TMT present focus and future focus were positively related to CE, whereas TMT past focus had an inverted U-shape relationship to CE. Moreover, TMT present focus moderated the relationships of TMT past focus and future focus to CE. By highlighting the unique individual and

interactive effects of TMT past, present, and future focus, my study presents an attentional explanation of a firm's CE activities and underscores an important but under-researched domain of attention—temporal focus.

Does diversification and executive compensation affect corporate values in family firm: Indonesia case

- Habiburrochman, Universitas Airlangga
- Wahyu Inayatul Fadilah, Universitas Airlangga

Free trade in the Asia-Pacific region (AFTA) and Southeast Asia (MEA) becomes a challenge for family firms in developing their business activities. Strategies that can be taken by family firms to cope with existing market pressures can be pursued by implementing a diversification and compensation strategy. This study analyzes the influence of diversification in related models, diversification on unrelated models, and executive compensation to firm value. In this study the population taken is a family firm in the manufacturing sector listed on the Indonesia Stock Exchange during the year 2012-2016. An important finding is that the diversification in the related model has no significant effect on firm value, the diversification on the unrelated model has no significant effect on firm value, the executive compensation in the related diversified company has a significant negative effect on firm value, then the executive compensation on the unrelated diversified company has a significant positive effect on the value of the company.

A reflective in postmodern marketing: Perspectives of theory and evidence of Indonesia case

- Musnaini, Universitas Jambi
- Giyanto, Universitas Airlangga
- Erminati Pancaningrum, Universitas Airlangga
- Nur Indra Perbawa, Universitas Widya Mandala
- Daniel Tulasi, Universitas Airlangga
- Badri Munir Sukoco, Universitas Airlangga

Some theoretical models used in postmodern marketing may lack explanatory power and consistency because of their failure to provide an adequate means of marketing for contextual and situational factors which influence competitive advantage of corporations, especially family corporates. The framework of competitive dynamics, the resource-based view (RBV), theory of means-end-chains, and theory of planned behavior addresses these problems for important new areas of postmodern marketing research by theorizing fourth of the most critical models, as framework also clarifies the function and meaning of building and maintenance family corporate in theoretical models. In this paper, the origins and prior uses of the

framework are presented, its components and structure are explained, its purpose in the constellation of postmodern marketing theories is discussed, theoretical and practical justifications for its use in family corporate competitive dynamic research are presented, and recommendations are offered.

Bancassurance and bank performance in Indonesia

- Windijarto, Universitas Airlangga

This research analyses the influence of Bancassurance (policy to combine bank and insurance company) towards the performance (profitability and market performance) of banks, which are listed in Indonesian Stock Exchange (IDX) from 2011 to 2016. Using multiple regression with a sample of 25 banks, we find out that Bancassurance does affect the bank profitability performance which is measured with return on asset (ROA) and market performance measured (Tobin's Q). This research shows us that the policy in combining bank with Insurance company will increase the performance of the bank.

June 21 / Session 3.4.8 / 2:45-4:15 PM

Track: TAOM English

Room: Sunset

INTERNATIONAL BUSINESS/STRATEGIC MANAGEMENT

Chair: Mei-Chi Hu (胡美智), National Tsing Hua University

Consumer animosity, local dominance, and international joint ventures

- Chang Hsing-Hua (張馨化), National Sun Yat-sen University
- Fong Cher-Min, National Sun Yat-sen University
- Chung Chao-Cheng, Tajen University
- Ho Hsiao-Hui, Tajen University

Technological collaboration in higher education: Development of collaborative relationships between Chinese universities and industry

- Tseng Fan-Chuan (曾繁絹), National University of Tainan
- Huang Mu-Hsuan, National Taiwan University
- Chen Dar-Zen, National Taiwan University

Social enterprises' performance and social entrepreneurship orientation

- Lin Hsing-Er (林杏娥), National Sun Yat-sen University
- Lu Jeng-Jie, National Sun Yat-sen University

- Wang Chih-Yuan, National Sun Yat-sen University

An ambidextrous view on supply chain flexibility and its impact on alliance formations

- Huang Yi-Fen (黃怡芬), Dayeh University
- Lu Lin-Hua, National Taipei University of Technology

A multilevel examination of entrepreneurial orientation and corporate entrepreneurship: The joint impact of unit-level social capital and firm-level transformational leadership

- Chang Yi-Ying (張譯尹), National Taiwan University of Science and Technology
- Chang Che-Yuan, National Taiwan University of Science and Technology
- Chang Shu-Ying, Chang Gung Medical Hospital

Predictive and non-predictive strategies for international opportunity development: Implications for firm performance

- Masoud Karami, Queenstown Resort College
- Ben Wooliscroft, University of Otago
- Lisa McNeill, University of Otago

COFFEE BREAK 3 / June 21 / 4:15-4:30 PM / Pre Function Room I

June 21 / Session 3.5.1 / 4:30-6:00 PM

Track: TAOM Chinese

Room: Denpasar Ballroom 1

工作動機與態度

Chair: 史習安, 國立成功大學

為「誰」辛苦為「誰」忙? 職場中「個我取向成就動機」與「主管取向成就動機」之構念釐清、量表建立及中介效果驗證

- 簡忠仁(Jian, Zhong-Ren), 國立臺灣大學
- 張智傑, 國立臺灣大學
- 鄭伯璦, 國立臺灣大學

內外向性格者於離職傾向之探討: 以工作意義、社會支持及工作抱怨為調節變項

- 謝亦泰(Seih, Yi-Tai), 國立臺灣科技大學
- 莊智榮, 國立臺灣科技大學

施比受更有福? 雙薪配偶同理心的外溢與跨越效果

- 汪美伶(Wang, Mei-Ling), 淡江大學

- 李俊賢, 國立高雄師範大學

探討影響員工建設性偏差行為之關鍵因素
陳淑媛 (Chen, Shu-Yuan), 聯合大學

- 侯宇祥, 聯合大學
- 張紹禹, 聯合大學
- 蕭見榮, 聯合大學
- 顧臻鈺, 聯合大學

探討指導他人對工作倦怠與工作滿意度之影響：以心理資本為中介變項、正念為調節變項

- 謝孟紋 (Hsieh, Meng-Wen), 國立交通大學
- 李慧婷, 國立交通大學
- 高國揚, 國立交通大學
- 蘇威聞, 國立交通大學

June 21 / Session 3.5.2 / 4:30-6:00 PM
Track: Entrepreneurship and Innovation
Room: Denpasar Ballroom 5
ENTREPRENEURIAL ACTIVITIES AND SOCIAL ISSUES
Chair: Jintong Tang, Saint Louis University

Embedded entrepreneurship within the context of BOP: A systematic review of the literature and directions for future studies

- Amber Y. Chang, Chinese University of Hong Kong
- Yalan Xu, Chinese University of Hong Kong

What is the role of entrepreneurship for population living in bottom of the pyramid (BoP)? How could entrepreneurship make a difference in reducing poverty? What factors drive entrepreneurial activities in the BoP context? To answer these questions, we conduct a systematic review of literature on entrepreneurship studies within BoP context in the past three decades. We identified three main influential factors of entrepreneurship in BoP: institutional environments, entrepreneurial characteristics, and organizational resource management. We also reviewed social impacts of entrepreneurial activities in BoP.

Can entrepreneurial environment's impact be handled? A study on the role of regional entrepreneurial environment from social cognition perspective

- Jing Li, Soochow University
- Yuhua Cao, Soochow University

Based on an interaction model adapted from social learning theory, this study explores the effect of regional entrepreneurial environment on entrepreneurship. The structural equation modeling method is used to analyze

the questionnaire data. The results show that the regional entrepreneurial environment has both direct and indirect impact on entrepreneurial activity, and indirect effect is through the intermediary role of entrepreneurial efficacy. The results enrich the theoretical connotation of interaction among cognition, behavior, and environment, which provides a useful idea for exploring entrepreneurial cognition and regional entrepreneurial environment.

Family endowment or personal effort? The effects of equality of opportunity on firm philanthropy and growth

- Zhi Tang, Rochester Institute of Technology
- Jintong Tang, Saint Louis University

How do entrepreneurs with unequal opportunities (at the start of their business) view and engage in social responsibilities? How does equality of opportunity (EOP) affect the growth of their business? With the soaring income gap in major economies, the answers to these questions bear important theoretical and practical implications. Integrating EOP, entrepreneurship, and philanthropy literatures and relying on the data from 2,503 Chinese entrepreneurial firms, we found that entrepreneurs with a higher level of individual effort are more likely to engage in philanthropic activities, but the individual effort further reduces the contribution of philanthropy to firm growth. No significant effect related to family circumstance was found.

Bribery in the new venture creation process

- Jintong Tang, Saint Louis University
- Zhi Tang, Rochester Institute of Technology
- Yuli Zhang, Nankai University
- Jun Yang, Nankai University

We extend bribery research toward entrepreneurial theory and practice by examining how bribery impacts new venture disbanding. Contradicting conventional wisdom that bribery may enhance firms' competitive advantage, we propose that firm bribery activity hurts new ventures by increasing the hazard of venture disbanding. Further, guided by resource dependence theory, we examine how local economic development and organizing activity moderate the relation between bribery and disbanding. Data from Chinese entrepreneurs support the majority of our hypotheses.

A short scale to measure responsible innovation

- Stephen Zhang, University of Sydney
- Afreen Choudhury, University of Sydney
- Liangxing He, Nankai University

The concept of responsible innovation is spreading, however the literature on responsible innovation remains

stymied by the lack of a validated measure of responsible innovation. To enable empirical works on responsible innovation, we aim to develop a short measurement scale that is handy for practitioners and researchers interested in assessing responsible innovation at the organizational level. Such a measure was developed based on the theory of responsible innovation and validated based on standard scale development protocols. Subject-matter experts examined the content validity of the measure, and we assessed the other validities via a sample of professionals working in companies that innovate. We discuss how this new measure of responsible innovation scale serves as a groundwork for researchers and practitioners to further our understanding of responsible innovation.

June 21 / Session 3.5.3 / 4:30-6:00 PM
 Track: Organizational Behavior
 Room: Gianyar
EMPLOYEE PERFORMANCE
 Chair: Mladen Admovic, University of Melbourne?

Explaining the relationship between age dissimilarity and task performance: The roles of justice and value dissimilarity

- Mladen Admovic, University of Melbourne

Due to the increase of the retirement age and better healthcare, age dissimilarity becomes more important in the workplace. Past age dissimilarity research usually drew on the social identity perspective and predicted negative age dissimilarity effects on workplace outcomes. However, past research often did not confirm its negative theoretical predictions and suffers from inconsistent findings. To expand age dissimilarity research, we integrate it with organizational justice research. We investigate in teams the mediating role of injustice perceptions for the relationship between age dissimilarity and task performance. By adapting the categorization-elaboration model to the context of age dissimilarity, we propose competing hypotheses for the relationship between age dissimilarity and injustice perceptions. We further expect that value dissimilarity plays a key role to determine the direction of age dissimilarity effects and therefore investigate its moderating role. To test our hypotheses, we conducted a three-phase survey study. The results show that age dissimilarity is negatively related to injustice perceptions, contradicting the social identity perspective. Reduced injustice perceptions further mediate the positive indirect relationship between age dissimilarity and task performance. This indirect relationship becomes non-significant when employees perceive value dissimilarity.

The effect of job routinization on employees' motivation and performance: The moderating role of safety climate

- Mengsang Chen, Sun Yat-sen University
- Haibo Wu, Sun Yat-sen University
- Xiaohui Wang, Sun Yat-sen University

Drawing on the self-determination theory, the current study explores the influence of job routinization on employees' emotional exhaustion and task performance through work motivations. In addition, group-level safety climate moderates the relationship between job routinization and controlled motivation. Multilevel analyses of a multi-wave survey of 579 high school teachers revealed that group-level job routinization relates positively to employees' emotional exhaustion and task performance via controlled motivation and autonomous motivation. The analyses also showed that, in the groups with higher levels of safety climate, job routinization relates negatively to employees' emotional exhaustion through controlled motivation of job routinization and attenuate job routinization's negative effect.

Understanding when misfit employees stay and harm the organization: The moderating roles of job/community sacrifice and performance-rewards contingency

- Nai-Wen Chi, National Sun Yat-Sen University
- Ling-Juan Lu, National Sun Yat-Sen University

Based on Hom, Mitchell, Lee and Griffeth's (2012) proximal withdrawal states model, we attempt to identify the conditions under which employees' demand-ability (D-A) misfit and need-supply (N-S) misfit might lead to "dysfunctional retention". Specifically, we propose that employee job sacrifice (JS)/community sacrifice (CS) and performance-rewards contingency (PRC) are important forces that determine employees' responses to misfit. Employing a multisource and multiphase research design, we collected data from 327 supervisor-employee pairs from diverse industries in Study 1, and from 218 supervisor-employee pairs from high-technology industries in Study 2. Across two studies, the results of the hierarchical linear modeling show that: (a) D-A misfit increases employee retention intentions and work avoidance behaviors (WABs), and reduces task performance when JS is high and PRC is low. However, these relationships are attenuated when JS and PRC are both high. (b) N-S misfit reduces employee retention intentions and task performance, and increases WABs when CS is high and PRC is low. However, these relationships are attenuated when CS and PRC are both high. Our findings suggest that it is important to consider employees' JS/CS and perceived performance-rewards contingency in order to mitigate the harmful effects of employees' person-job misfit.

[DISTINCTION] OB Track Best Paper

Affective mechanisms linking team voice to performance in work teams: The moderating role of team reflexivity

- Chu-Ding Ling, Hong Kong Polytechnic University
- Melody Jun Zhang, City University of Hong Kong
- Wu Liu, Hong Kong Polytechnic University
- Xiao-Yun Xie, Zhejiang University

The impact of team-level voice has begun to raise attention in organizational research. In this study, drawing on affective event theory and the dynamic view of team affect, we propose a second-stage moderated mediation model in which positive and negative team affective tone operate as mediating mechanisms between team voice and team performance and team reflexivity functions as a moderator amplifying or attenuating the indirect relationships. With two samples of multiple-wave and multiple-source survey data, we found that team positive affective tone mediated the positive relationship between promotive team voice and team performance and team reflexivity accentuated this mediating effect. Moreover, we further found that team negative affective tone conditionally mediated the positive relationship between prohibitive team voice and team performance; the mediating effect occurred only when team reflexivity was high.

Does procedural justice make employees thrive? The mediating role of organizational identification and moderating role of psychological empowerment

- Alice J. M. Tan, University of Macau
- Xiaowan Lin, University of Macau
- Raymond Loi, University of Macau
- Lida L. Zhang, University of Macau

This study examines thriving at work as an outcome of procedural justice. Building on the group engagement model of procedural justice and the socially embedded model of thriving, we hypothesize that procedural justice shapes employees' organizational identification, which in turn leads to thriving. We further predict that psychological empowerment strengthens this indirect relationship. We conducted a three-phase online survey with a sample of 407 Chinese working adults. Our findings support our hypotheses and imply that organizations should provide procedural justice and empower employees to make them thrive at work.

June 21 / Session 3.5.4 / 4:30-6:00 PM
Track: Organization and Management Theory
Room: Jembrana

ROUNDTABLE: ORGANIZATION THEORY RESEARCH FRONTIERS

Chair: Zhongfeng Su, Xi'an Jiaotong University

Revisiting the concept of institution in a changing global economy

- Daniel Etse, RMIT University
- Adela McMurray, RMIT University
- Nuttawutch Muenjohn, RMIT University

The purpose of this paper is to examine the concept of institution in a changing global economy. Using the theory of historical institutionalism and literature review as its method, this paper explores the underlying elements of the concept of institution and related relationships, as well as the response of institutions to changing conditions in their environment. The findings suggest that institutions are undergirded by four major elements: culture, political actors, regulative factors, and historical events; these influence the formation and development of institutions, and institutions in turn regulate these underlying factors. Moreover, institutions respond to changing conditions in four major ways: resistance, adaptation, evolution, and fading-away.

The strategies for sustainable development among small and medium sized firms in China—Empirical evidence and implications

- Ji Li, Shenzhen University
- Yanghong Hu, University of Aberdeen
- Qi Song, Southwestern University of Finance and Economics
- Min Liu, Southwestern University
- Fangbai Song, Dongbei University of Finance and Economics

Collecting data from small and medium sized entrepreneurial firms in China, we compare the effect of three dimensions of sustainable strategy adopted by the Chinese firms, i.e., economic, environmental and social sustainable ones. It is argued that all these strategies may influence a firm's CSR legitimacy and consequent performances. Analyzing data from 187 entrepreneurial firms, we find that the social dimension of sustainable strategy is the most effective at influencing firms' legitimacy in the China. This legitimacy, in turn, has a positive effect on the firms' performances, including marketing new products, entering new geographic markets, and improving operation efficiency.

Observing ownership structure from a lifecycle angle: The evidence from China

- Yongyuan Ma, Nanjing University of Aeronautics and Astronautics

- Peng Wang, City University of Hong Kong; Xi'an Jiaotong University
- Ao Shen, Xi'an Jiaotong University; National University of Singapore

Ownership structure (i.e. ownership concentration and ownership control) is often claimed to be related to performance in the finance literature. In this study, from the perspective of firm life cycle, we explore how ownership structure influences firm performance, and examine the relationship between ownership structure and performance variability in China. We test our hypotheses using secondary data in China from 2007 to 2012. The results generally support our hypotheses. Our research contributes to a reconciliation of prior inconsistent findings and calls further attention to the relationship between ownership structure and the effects of corporate governance in different stages of life cycle in China.

Founding members' status and firm performance: A study on China's rich list

- Liang Wen, University of Sydney
- Gracy (J. Y.) Yang, University of Sydney
- Wei Liu, University of Sydney

This paper examines whether and how the status of an entrepreneur brings benefits or burdens to his/her firm. By analyzing the well-known Hurun Rich List in China, we develop a two-stage framework to reconcile the debate of the status's effect: "status acts as a benefit" and "status acts as a burden". In the first stage, we find that firms whose founding entrepreneurs are included in the Rich List generally perform better than those without any members listed in the Rich List. However, if only comparing among the firms whose founding entrepreneurs are listed in the Rich List, their ranking tends to present an inverted-U shape with firm performance. This finding suggests that the status of entrepreneurs (as indicated by the ranking frequency) can create benefits to their firms and increase the firm performance at a decreasing rate; in the meantime, the status also imposes burdens that can decrease the firm performance at an increasing rate. Using 275 entrepreneurs who are included in the Rich List as the top 100 wealthiest persons in China between 2008 and 2016, and their associated 723 publicly listed firms in China, we find empirical support for our main argument.

June 21 / Session 3.5.5 / 4:30-6:00 PM

Track: International Management

Room: Tabanan

ROUNDTABLE: INTERNATIONAL MANAGEMENT RESEARCH FRONTIERS

Chair: Sari Wahyuni, Universitas Indonesia

The who you know or what you know? Service sector subsidiary performance

- Sven Dahms, Asian Institute of Management

We investigate the performance determinants of foreign-owned service sector subsidiaries located in Taiwan. We focus in particular on the dimensions of intra- and inter-organizational networks (who you know) and subsidiary competencies (what you know). Data has been collected via a large scale questionnaire survey of managing directors and analyzed using structured equation modelling and fuzzy set qualitative comparative analysis techniques. This research provides more fine-grained insights into the nature and impact of competencies and networks than previous studies in distinguishing between various sub-dimensions of business and non-business networks as well as primary and supportive subsidiary competencies. While our results confirm the importance of intra-organizational network strength as a key determinant of for subsidiary performance, we also show that combinations of interorganizational network strength and competencies can determine performance in a number of subsidiaries in our sample.

Achieving employee adjustment success overseas

- Nurullaily Kartika, Universitas Airlangga

This study examines complexity in expatriate adjustment, both its antecedents and consequences. Prior studies about expatriate's adjustment have explained that family, individual and organizational factors are all significantly related to expatriate adjustment. But these studies do not integrate the antecedents and consequences of expatriate adjustment into a more comprehensive research model. Therefore, a research framework is proposed that integrates the expatriate adjustment into various theoretical constructs, such as innovative work behavior, expatriate performance, and knowledge transfer. A meta-analytic review is adopted in this study. The 102 studies related with expatriate adjustment state that family factors, individual factors and organizational factors all have significant influences on expatriate adjustment. Furthermore, expatriate adjustment influences expatriate innovative behavior, expatriate performance and knowledge transfer.

Managing risks and costs from "forced" technology transfer in emerging markets: The case of China

- Dan Prud'homme, Leonard de Vinci Pole Universitaire; University of Oxford; Tongji University
- Max von Zedtwitz, Tongji University; Kaunas University of Technology

As multinational corporations (MNCs) concentrate more activities from their value chains in emerging markets, they are increasingly exposed to new challenges in terms of appropriability risks and transaction costs. One understudied yet increasingly impactful source of these challenges is the ability of host markets to strategically extract technology from foreign MNCs via what we call “state-leveraged technology externalization” (SLTE): when a state imposes sizeable transaction costs on a firm for internalizing valuable knowledge assets in a way that pressures it to externalize those assets. SLTE upends MNCs’ ability to rely on classic internalization strategies to mitigate risks and limit transaction costs. China is a hotspot for SLTE, often taking the form of so-called “forced” technology transfer policies. Based on a survey of foreign MNCs, interviews with foreign MNCs, and a short case study, we analyze MNCs’ strategic responses to SLTE in China within the framework of transaction cost economics (TCE) and the resource-based view (RBV). We conclude that even though MNCs face growing constraints on internalization strategies when doing business in emerging markets, certain TCE and RBV strategies, albeit costly, can help fill the void.

Cultural barriers in counter-urbanization: A study of workers with urban backgrounds in remote areas of Australia and China

- Pi-Shen Seet, Edith Cowan University
- Janice Jones, Flinders University
- Tim Acker, Tracker Development
- Michelle Whittle, Flinders University
- Uma Jogulu, Edith Cowan University

Intensive rural-urban internal migration in Australia and China has led to increasing competition for jobs in major cities as well as key skill shortages in more remote areas. Government incentives, reinforced by individuals’ changes in lifestyle preferences for a ‘sea change’ or ‘tree change’ to escape stress, congestion and pollution, has resulted in ‘counter-urbanisation’ with many urbanites seeking opportunities in more rural and remote settings. However, many people who relocate face significant issues coping with and adjusting to their new settings, particularly individuals with an urban upbringing and background. Hence, this paper explores the challenges these people experience when they move to and work in remote parts of the country. This study is based on primary research in

Australia among urbanite managers who had moved to remote Aboriginal and Torres Strait Islander communities and secondary research among Chinese workers, including those with non-governmental organisations (NGOs) living and working in interior parts of China. Several cultural competence challenges were identified among these workers with individuals from the Australian and Chinese contexts differing along four dimensions.

June 21 / Session 3.5.6 / 4:30-6:00 PM

Track: TAOM Chinese

Room: Sunset

人力資源管理

Chair: 黃家齊, 國立政治大學

初探「在家族企業工作」的相關信念：一個質性研究

- 王妙如(Wang, Miao-Ju), 國立中山大學
- 許書瑋, 國立臺灣師範大學

員工分紅措施對組織創新之影響 — 分紅費用化前後比較

- 劉念琪(Liu, Nien-Chi), 國中央大學
- 盧書媛, 國立中央大學
- 林鈺欽, 國立中央大學

應試者順序 應試者順序 及表現 對結構化 面試結果之面試結果之影響

- 吳祉芸(Wu, Zhi-Yun), 東海大學
- 楊文芬, 國立中正大學
- 游佩菁, 國立中興大學
- 陳乃維, 東海大學

好公民會獲得青睞嗎？以印象管理觀點探討好公民推銷戰術對面談評價之影響

- 黃敦群(Huang, Tun-Chun), 國立彰化師範大學
- 李柏翰, 力成科技

人力培訓體制下的師徒制電子化發展研究

- 賴志樑(Lai, Chih-Chien), 國立師範大學
- 蔡錫濤, 弘光科技大學
- 葉慧君, 國立臺灣師範大學

June 21 / 6:00 PM / AAOM CONFERENCE ADJOURN

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