

**DYNAMIC CAPABILITY BUILDING THROUGH PARTNERING: AN AUSTRALIAN  
MOBILE HANDSET CASE STUDY**

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### ABSTRACT

Dynamic capabilities are increasingly seen as an organisational characteristic for innovation and are regarded as a source of competitive advantage. In a quest for sustainability, service organisations are partnering with their stakeholders, and subsequently are aptly bringing innovation in services to market. Most of existing empirical research regarding dynamic capabilities seeks to define and identify specific dynamic capabilities, as well as their organizational antecedents or effects. Yet, the extent to which the antecedents of success – in particular dynamic capabilities, contribute to innovation in service organisations remains less researched. This study advances the understanding of such dynamic capability building process through effective collaboration, and highlights the detailed mechanisms and processes of capability building within a service value network framework to deliver innovation in services. Deploying a case study methodology, transcribing interviews with managers and staff from an Australian telco and its partnering organisations, results show that collaboration, collaborative organisational learning, collaborative innovative capacity, entrepreneurial alertness and collaborative agility are all core to fostering innovation in services. Practical implications of this research are significant, and that the impacts of collaboration and the dynamic capabilities mentioned above are discussed in the context of a mobile handset case study.

**Keywords:** dynamic capabilities, service innovation, service value networks, case study methodology, semi-structured interviews.

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### **INTRODUCTION**

Scholars have posited that firms do not operate in isolation, rather, they belong to a larger relationship based network to create value (Agarwal & Selen 2009, 2013; Manolova, Manev & Gyoshev 2010; Walter, Auer & Ritter 2006). This ‘relationship capital’ poses substantial capacity to admit firms into operational networks with appropriate capabilities to create sustainable competitive advantage

(Chisholm & Nielsen 2009; Lages, Silva, Styles & Pereira 2009). Rondeau et al. (2000) concluded that high levels of integration across networks compel greater competitive capabilities. This is due to the fact that networks construct and leverage consummate resources that improve market and firm performance (Anderson 1988; Bonner, Kim & Cavusgil 2005).

A recent empirical study by Agarwal & Selen (2009) identifies several higher-order dynamic capabilities of service value networks (SVN) centred on the tenet of relationship capital. In particular, through a detailed case study the authors unravel dimensions of higher order capabilities – such as organisational learning, innovative capacity, agility, entrepreneurial alertness, and customer engagement in the context of a service value network to achieve service innovation.

Based on the previous study, this research aims to qualitatively outline the process of higher order dynamic capabilities originating from collaboration. A case study method is adopted to analyse interviews with various stakeholders in a service value network, centered around service provision with a mobile handset to identify emerging dynamic capabilities that are deployed to continue to foster service innovation. These capabilities are subsequently analysed for emerging trends and patterns of relationships, and later grouped into different constructs based on existing literature. The qualitative data analysis is facilitated by NVIVO software. The paper concludes with managerial implications, and articulation of areas of future research.

## LITERATURE REVIEW

Dynamic capability refers to a firm's ability to deliberately produce, amplify or transfigure current resources and/or skills (Helfat 2007) to exploit opportunities (Teece, Pisano & Shuen 1997). In order to do this, firms must undergo processes that integrate, reconfigure, gain and release resources to adjust or create market change (Eisenhardt & Martin 2000). Accordingly, Kale and Singh (2007) point out that it is not the resources themselves but it is the ability of the management to invest and utilise resources in the most appropriate manner. Kale and Singh (2007) further suggest these '*higher-order capabilities ... help a firm extend, modify, or improve its ordinary or operational capabilities that are relevant to managing any given task*' (Kale & Singh 2007, p.995).

The importance of collaboration is evident in the extant literature. Welbourne and Padro-del-Val (2009) identified that relationship capital possesses significant strategic advantage for the small and medium sized firms to create strategic advantage, and so did Agarwal & Selen (2009) empirically provided evidence of relationship capital as being core to innovation in services in the context of service value networks. On the other hand, Mahmood, Zhu and Zajac (2011) have found that multinational corporations are increasingly relying on various modes of collaboration to build dynamic capability within their organisations in response to the changes in the external environment. Hawass (2010) identify that inter-firm collaboration plays a positive role in reconfiguring organisational capability in pursuing dynamic capability building. In a similar vein, Martin (2011) emphasises on the role of business groups in building dynamic capability during the time of extensive environmental changes and volatility in markets. Chad, Fawcett, Wallin and Magnan (2011) confirm the association between collaboration and competitive advantage of a firm in a dynamic environment. Finally, Holzweber, Mattsson, Chadi and Raman (2012) provide empirical evidence that service companies are increasingly relying on collaboration with suppliers and top clients to excel the service outcome and deliver unique service experience.

The literatures on dynamic capability building have been developed in various key streams. Teece (2009) emphasises on the organisational capability to identify opportunity, take necessary action to exploit the opportunity through successful reconfiguration of internal and external resources and competencies. Eisenhardt and Martin (2000) on the other hand, emphasise on the importance of resource reconfiguration in building dynamic capability to maintain meaningful relevance of the organisational intangible and tangible resources with the changes in the external marketplace. Another view of dynamic capability focuses on the role of top management in balancing the organisational tension to maintain a equilibrium between exploring opportunities and efficient exploitation (O'Reilly and Tushman, 2008; 2011). In this paper we primarily investigated how a giant telecom company successfully reconfigure internal processes to achieve excellence in service delivery through effective collaboration with external partner.

Dynamic capabilities holistically encompass those capabilities which can be distinguished from ordinary, or mere technical, capabilities. According to Teece (2009, p. 206), dynamic capability

is defined as “*the ability to sense and then seize new opportunities, and to reconfigure and protect knowledge assets, competencies and complementary assets so as to achieve sustained competitive advantage*”. It has been articulated that dynamic capabilities constitute a source of competitive advantage (Teece, Pisano & Shuen 1997), and its importance on firm superior performance in changing markets has been convincingly laid out (Madhavaram & Hunt 2008; Teece 2007). Furthermore, dynamic capability is defined to incorporate concepts of resource configurations (Collis & Montgomery 1998) as theoretically supported by Teece (2009).

Dynamic capability building (DC) requires a holistic and evolving approach in order to foster a range of key capabilities that can synergistically contribute to strategic benefits and firm success. Cepeda and Vera (2007) distinguish between operational (how you earn your living) capabilities and dynamic (how you change your operational routines) capabilities, and clarify the link between the two. Not only that, ordinary capabilities underpin how an organisation can do things well, while dynamic capabilities reflect on an organization’s ability to do the right thing right, at the right time, keeping sight of the external forces and volatility (Teece 2009). Henceforth, the dynamic capability building process combines the development and deployment of both operational and strategic capabilities in the context of service value networks as evidenced from Agarwal & Selen’s (2009) work on innovation in services, denoted in their research as “elevated service offering (ESO)” (see Appendix A for a full definition).

Yet, Kirca et al. (2005) report that there is still a lack of research with regard to practice and implementation of dynamic capability building. Agarwal & Selen (2009, 2011a & b, 2013), based on empirical evidence, have theoretically deduced and validated various dynamic capabilities that collaborating organisations have developed to foster innovation in services. Components of such dynamic capability building include strategic capabilities such as knowledge management and collaborative engagement, as well as operational capabilities like entrepreneurial alertness, organisational agility, customer engagement and capacity to deploy innovation. Yet, research findings could be strengthened with more practical evidence to understand the underlying process of dynamic capability building in a more intrinsic manner in the context of collaboration. This is the area where this research aims at making a contribution to the literature, by analysing a Mobile handset case study

in a collaborating Telco service network from the perspective of various higher order dynamic capabilities.

### **RESEARCH METHODOLOGY**

For this qualitative study, the semi-structured interview method is adopted to build the case study in order to explore, discover and identify how to build key processes and higher-order dynamic capabilities to foster innovative advantage. A case study methodology allows for enhanced reliability and credibility due to the presence of multiple perspectives (Eisenhardt 1989). Cassell (2009, p.503) states that interviews are semi-structured for their purpose and thus give 'in-depth' data which is normative and not 'standardised', and were conducted by a professional and experienced interviewer. This is contrary to quantitative studies where participants' views are solicited in the context of a pre-determined framework. For this research qualitative methods will be better suited to discover new outlooks, qualities and purposes and outcomes in developing higher-order capabilities.

Interviews were conducted with 15 managers and staff employed by a Telecommunications company operating in Australia (Telco) and their trading partner (TPartner), and the average length of each interview was 45 minutes. Interviews were conducted after receiving signed consent, after which they were professionally transcribed. The semi-structured interviews are coded using NVIVO software to identify emerging themes and patterns within the data. Whenever any theme demonstrates higher frequency, that theme is converted into an independent 'Node' having a number of items. We used constructs developed by Agarwal and Selen (2009, 2013) in the context of a service value network to assign names of emergent themes of higher order capabilities from the interview data in order to ensure consistency with existing literature and definitions of different constructs (see Appendix A for full definitions of such constructs). Based on this mapping of the findings of the interviews to well-known dynamic capabilities, a framework is developed to illustrate the dynamic capability building process in the context of a service value network.

### **RESEARH FINDINGS OF THE MOBILE HANDSET CASE STUDY**

*The importance of organisational relationship capital in facilitating Dynamic Capability building*

We consider collaboration/relationship management defined as “*a firm’s set of relationships with other organizations*” (Pérez & Sánchez 2002). The first step that Telco underwent towards implementing a successful relationship with TPartner was to understand the company through a formal due diligence process. The partner company was assessed in terms of “*...the capability, the robustness of the organization, their financial stability. What... are their relationships, what is the expertise of their key people.*” It became evident that partnering with a competent organisation is an important prerequisite for success in turbulent environments. The literature also suggests that relationship capital is a critical firm resource (Chisholm & Nielsen 2009; Lockett, Thompson & Morgenstern 2009; Pollard & Jemicz 2010) which is further viewed as a means to access further resources of value (Deakins *et al.* 2007). In the seminal work, Agarwal and Selen (2009) found that collaboration helps partnering companies to capture sensitive information that enable them to learn and deliver successful innovation within the context of a service value network. Based on the case study interview data we found that organisational relationship capital acts as an important driver through nurturing active relationships with customers, suppliers and partners to learn to innovate through developing entrepreneurial alertness, agility and customer engagement capability, and thus improve their service offerings.

***Building Innovation capacity and learning across partnership is fundamental to DC***

Several empirical studies provide evidence that learning processes within organisations form the basis for developing dynamic capabilities (Agarwal & Selen 2009; Cepeda & Vera 2007; Kale & Singh 2007). One manager states that the evolving relationship between Telco and TPartner enables Telco network to learn and change (innovate) in three ways, namely systems, skills and behaviours. In relation to collaborative partnerships, Kale and Singh (2007, p.985) suggest that knowledge sharing processes “*involve exchanging and disseminating individually and organizationally held alliance management knowledge, which is both tacit and/or codified, through interpersonal interaction within the organization*”. Agarwal and Selen (2009) state that firms learn through many different mechanisms - learning by doing; learning by using; learning from external knowledge - including through hiring, training, and deploying consultants; learning from other’s experiences - vicarious



learning; learning from interacting with suppliers, customers, parent firms; learning from problem solving; and learning by searching- including R&D and more systematic problem solving.

It is stated that TPartner facilitates the necessary change through providing the system's expertise (processes). Furthermore, as TPartner is an external company, their influence to change behaviours faced less resistance due to their position of expertise and Telco's learning orientation. Thus, there was significant change in the behaviours of Telco personnel and processes. All of the above was said to have enhanced Telco processes and elevated the company's talent capabilities:

*“So, I think it is important for people to be taught of the use, or be taught how to think in a different way, or do something that is requiring change managements which can only be started once the portal is up and running, so I think this is to begin as an example. There is still a way to go, but I think this is the expectation so far, so before we get the the portal we cannot start with change management, and without change management we cannot expect the people to change behaviours on their own”.*

***Entrepreneurial alertness: a crucial sensing capability in a competitive environment***

This study also discovered tensions underpinning the dynamic capability theory, in particular between processes, paths and positions- taxonomy (Teece et al, 1997), and the sensing, seizing and transforming- taxonomy required in competitive market environments (Teece 2007, 2009) for firm level competitive advantage. The major influence upon Telco engaging in a partnership with TPartner lies in the fact that the Telco operates within the telecommunications industry, which is highly competitive. According to Yu (2001), there is a need for a strong entrepreneurial alertness system to be always active, where this is not the case opportunities may not be perceived or exploited. Entrepreneurial alertness is important so that enterprises not only adapt to changes but also seek to shape business systems through innovation and collaboration.

Engagement with TPartner provided Telco with access to “needed systems... *We didn't have systems to provide us with the data to be able to do the analysis to make the decisions that we needed to make...*” This enabled the Telco to capture market information which could be integrated with TPartner's information portal, and positioned the Telco in a very strategic and advantageous position. Through such knowledge, the Telco was able to analyse data and make informed decisions allowing

the company to achieve its strategic aim of providing customer-focused offerings. In addition, it provided the Telco with an ability “*to monitor the performance of different suppliers and lead them one against the other or look at different handset performance and compare one hand set against another*” at short notice, which enables Telco to differentiate its competitive service offerings. With this new partnering arrangement, the Telco was able to access detailed competitive information such as ‘*what’s the differentiator, what are all the elements that make up the product...*’ It was also stated by one manager that without TPartner “*we would never have had access to that*” information and possess the ability to make such intelligent decisions at our fingertips.

***Achieving agility: the role of collaboration in building an agile organisation***

Decision making within the Telco was attributed to the lack of alignment between different business units of the Telco, resulting in an inability to initiate change or take operational actions. However, collaboration and goal alignment between the Telco and TPartner enabled Telco to initiate change faster than before, and as a result made the organisation more agile, and increased the speed of delivery, informed decision making, or enhanced resource capacity planning as evidenced by: “*so when you have that kind of intense alignment that allows you to move much faster in bringing about the necessary changes in an organisation*”. The reciprocal processes of responsiveness also allowed Telco to procure the right handset for customers at the right time. Continual monitoring of performance from various perspectives both internal and across collaborating partners allowed Telco to create and customise the final service offering which were more appealing to customers: “*in my mind you continually monitor it for a period of what is happening by fault factor, by calibre, shape, or brand. All those attributes make up a product.*” As a result, partnering not only facilitates the process of managing seasonal demand, but also provides measurement tools to assess Telco’s and TPartner’s performance in meeting customer demand promptly.

Telco was able to redefine its sourcing strategy by utilising TPartner’s expertise in this area, and as a result rearranged their strategy and secure better sourcing contracts. Telco could receive and process information from the retail channels and utilise pertinent information in sourcing planning to perform better in terms of meeting customer demand. On the other hand, improvements in warehouse operations also resulted from supply chain outsourcing contracts. One respondent noted “*the supply*

*chain outsource contract was set to be simplified to a point..., that is, it was just running a warehouse more efficiently, but they were not able to get the best prices consistently through the suppliers, that means we need to tell which of the products is worth stocking... which products are not..., so we need to provide information from the shop level, the more information we can provide to these vendors, the better... ”.* Through the sharing of information in relation to both retailers and suppliers, Telco was not only able to gain an edge in warehouse resource utilisation, but also benefited from economies of scale, and improved bargaining power when purchasing the handset in larger volumes and at a better price. The collaboration of the Telco and TPartner has improved its ability to replenish stock at short notice, therefore increased stock availability when needed, and reduced the probability of ‘stock outs’ as evident from the following statement: *“so the day they place the first order and the stock was delivered... People went wild, did TPartner do their job...”*.

The leverage that came along with partnering with TPartner made Telco a more responsive company, with a more focused orientation towards customers as evidenced by: *“alignment ...of supply chain cost... and that is right through from the procurement through the delivery,”* while the respondent also acknowledged the associated cost of achieving this as: *“there are cost and service issues associated with that”*. The cost of supply chain reconfiguration can be realised through making better informed decision about product range and pricing, which eventually improves the strategic and performance aspect of service offerings to the end customers: *“it is to give us the abilities of information ... and a supply chain that we can make better management decisions in terms of product ranging and pricing”*. As a result, the whole collaboration process enabled improved elevated service offerings, defined as a service innovation, an enhanced improvement in productivity and performance (Agarwal & Selen, 2011) of the service value network (Den Hertog 2000; John & Storey 1998; Kandampully 2002; Menor, Tatikonda & Sampson 2002; Tidd, Bessant & Pavitt 2005; Van der Aa & Elfring 2002).

### ***Customer, the epicentre of the SVN role of Customer Engagement***

Competitive actions and innovation can be facilitated through customer engagement by exploring and exploiting new opportunities (Sambamurthy, Bharadwaj & Grover 2003). With this level of contributions made by customers; they, along with their knowledge base, should be perceived as

dynamic operant resources (Lusch & Vargo 2006; Vargo & Lusch 2008). Moreover, Holmstrom (2001) suggests that creating a virtual customer community through the use of information communication and technology (ICT) is a way of achieving customer agility. In our research setting customer engagement relationship channels were redefined by incorporating different tools, enabling stores to better connect with their distribution channels. It was then possible to utilise sensitive customer information among all organisational decision making processes. As a result, the Telco and its partnering organisations were enabled to make dynamic sales decisions through the use of available competitive data: *“my centre manager is comparing to other centre managers that we are capturing the competitive data and we are making dynamic sales decisions”*.

Increased higher degree of customer knowledge can leverage a company with greater capability to meet future demand. TPartner has provided the Telco a ‘supply collaboration portal’ that allowed the suppliers to access the information about the performance of their products, therefore the Telco can work more effectively with partners to meet customers’ demand in a dynamic manner, as evident from the following statement: *“we are also providing a supply collaboration portal.....to access information pertaining to their products and performance of their product in Telco and all these stores”*. The efficient flow of customers’ information in real-time also increases performance visibility across each store and product range. This enabled managers to leverage resources more efficiently and effectively, and as a result enjoy more agility in terms of lowering information discrepancies and improving resource capacity planning, as evident from the following extract *“...Exactly which handset models, [are] in which shops, which of our competitors change and tell you the 10 Internet plans that changed”*.

Customer engagement provides a superior ability to anticipate discontinuity by consolidating inputs from customer preferences from various channels. This richness of information led to a better capacity to perform accurate forecasting: *“There is a forecasting ... where all those different inputs are being consolidated and mapped again together ... i.e. consensus forecast”*. Moreover, greater availability of information of customers’ choices also allows managers to detect future opportunities and enable them to operationally reconfigure to seize the opportunity: *“capture all things, you are going to do..., but very quickly as we move forward is what other opportunities this is going to create*

*for us*". Therefore, the Telco gained the ability to not only identify demand accurately, but offered customers product with higher degree of flexibility and customisation.

Based on the above findings we can see that organisational relationship capital (ORC) acts as a critical driver to foster dynamic capability processes within the organisational boundary. We have discussed the important role of dynamic capabilities, such as entrepreneurship alertness (EA), collaborative organisational learning (COL), collaborative innovation capacity (CIC); collaborative agility (CA) and customer engagement (CuE) within the context of a service value network to deliver improved elevated service offering (ESO). Table 1 summarises our findings based on the frequency table from NVIVO, which show the interrelationships between different themes through generating a matrix table that displays the frequency of overlap between different constructs described above.

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Insert Table 1 here  
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Table 1 clearly shows how important these different dynamic capabilities are and that there is clear evidence showing direct and indirect relationship and dependency between various capabilities eg. Collaborative Agility (CA) has a significant direct association with CIC, COL, CuE, EA and ESO capabilities, except for a very thin relationship with ORC, this indicates that ORC and CA have an indirect relationship via other dynamic capabilities – potentially via COL. This is indicative of how collaboration is important and so is learning and knowledge exchange between partners. Further, using the constructs summarised in Appendix A, and the various direct and indirect associations between various dynamic capabilities, we posit a research framework within the context of collaboration in Figure 1:

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Insert Figure 1 here  
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The framework in Figure 1 is an outcome of in-depth analysis of a single case study, and may be further validated in future studies.

### MANAGERIAL IMPLICATIONS AND AREAS FOR FUTURE RESEARCH

Qualitative analysis of interviews of 15 staff from Telco and TPartner supports the quantitative findings that higher order dynamic capability constructs emanating from collaboration clearly affect the dynamic capability building process. Reorganising, realigning and reframing processes across collaborative organisational boundaries were clearly evident.. The findings of this paper are aligned with the findings of Agarwal and Selen (2009), Manolova, , Manev, and Gyoshev (2010); Johnston and Staughton (2009); Pollard and Jemicz (2010) who also emphasise on organisational network relationship in enhancing organisational capability.

Practical implications of this research are significant. First, managers are made aware that collaboration, collaborative organisational learning, collaborative innovative capacity, entrepreneurial alertness and collaborative agility are all core to fostering innovation in services.

Second, collaboration can initiate and facilitate change; furthermore through collaboration firms can redefine their strategic and operational capabilities through reconfiguring critical resources, assets and capabilities. On the other hand, collaboration will enhance the corporate entrepreneurship alertness skill-set; therefore increasing the chance of improved capability to tap into new business opportunities and also to manage any unforeseen threats.

Third, partnering allows managers to rethink, rearrange and reposition their sourcing strategies which give them an ability to receive, process, and utilize pertinent information in sourcing planning to perform better in terms of meeting customer demand. The leverage that comes along with partnering makes managers more responsive, resulting in the realisation of the cost of supply chain reconfigurations through better informed decision making. This arms managers with a more focused orientation towards customers, and an ability to exceed expectations when delivering service offerings in a timely fashion.

Lastly, through partnering with customers and their ensuing engagement, managers are equipped with superior ability to anticipate discontinuity in customer preferences across channels, and through customer knowledge managers are able to meet future demand expediently.

A key limitation of this paper is that it covers data from a single case study, therefore further study is required to establish a better understanding through cross case analysis across data from

multiple cases, at which time triangulation of findings will be made possible. In addition, future studies may gather empirical data across several service verticals to enhance external validity of the findings. Furthermore, this paper has focused on a number of higher-order constructs centered around the tenet of relationship capital within a service value network (SVN). Future studies may research dynamic capability building around other relevant aspects of SVNs, such as organisational culture, infrastructure management, architecture management, and governance structure. Future studies could also focus on the transfer process of dynamic capabilities from the SVN to partnering companies in different market structures.

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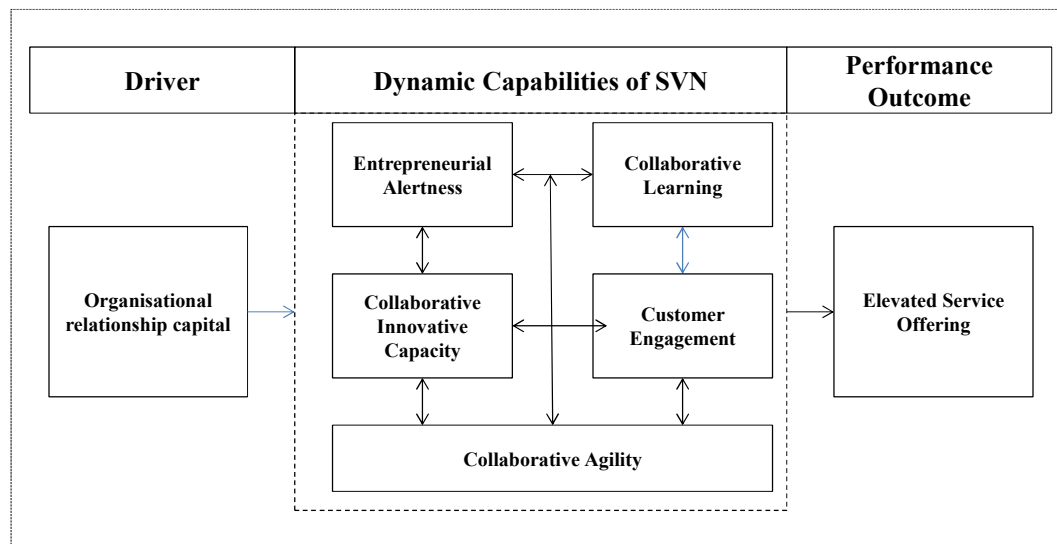
## Appendix A

<b>Organizational relationship capital</b>	Agarwal and Selen (2009) classify <i>organizational relationship capital</i> (ORC) as a higher-order construct, which is made up of three subconstructs: relational capital, employee capital, and prior relationship.
<b>Innovation Capability</b>	Lawson and Samson (2001, p.384) define <i>innovation capability</i> as linking to knowledge management and the transition of knowledge into practice defined as “ <i>the ability to continuously transform knowledge and ideas into new products, processes and systems for the benefit of the firm and its stakeholders</i> ”.
<b>Agility</b>	“ <i>Agility</i> ” encompasses a firm’s capabilities which are related to interactions with customers, orchestration of internal operations and utilization of its ecosystem of external business partners (Sambamurthy, Bharadwaj and Grewal 2003, p.245).
<b>Customer Engagement</b>	<i>Customer Engagement</i> (CuE) is “ <i>the ability of the SVN to encourage customers to participate and engage during the service encounter (face to face or technology mediated) and through the customer’s engaging and learning process, judge and respond to customer’s needs and expectations with agility and innovativeness</i> ”. Agarwal and Selen (2009, p.437)
<b>Elevated Service Offering</b>	<i>Elevated service offering</i> is defined as “ <i>a new or enhanced service offering which can only be eventuated as a result of a collaborative arrangement, one that could not otherwise be delivered on individual organisational merits, and comprises of a new or modified service offering; new client interface/customer encounter; new service delivery system; new organisational architecture or marketing proposition; and/or improvements in productivity and performance through human resource management or capabilities management.</i> ” Agarwal and Selen (2011a, p.1172)

Table 1: Evidence of nodes and association via the NVIVO Frequency Table

	CA	CIC	COL	CuE	EA	ESO	ORC
CA	175	29	16	20	17	45	7
CIC	29	86	11	9	19	19	4
COL	16	11	129	4	12	23	9
CuE	20	9	4	59	11	14	1
EA	17	19	12	11	86	9	2
ESO	45	19	23	14	9	136	5
ORC	7	4	9	1	2	5	45

Figure 1: Dynamic Capability building Framework through partnering



# MANAGING ON THE *EDGE*

## HOST



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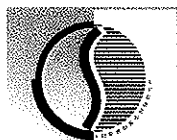
This booklet contains abstracts of the competitive and interactive papers, keynote addresses and workshops which have been accepted for the ANZAM 2013 Conference.

All papers have been subject to a double-blind peer reviewing process. Full papers for the oral presentations are available on the Conference USB.

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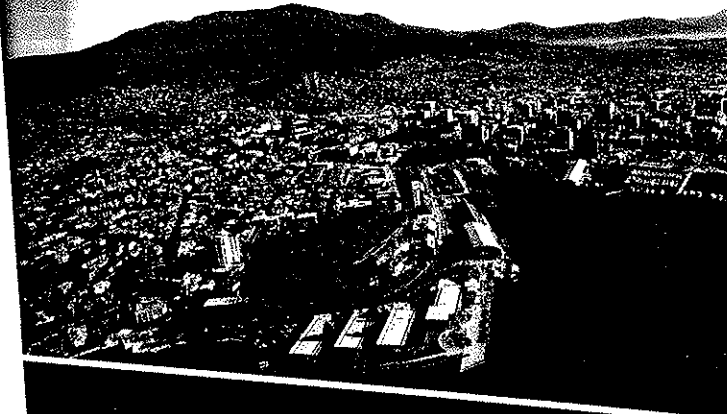
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## CONFERENCE INFORMATION

WELCOME	3
SPONSORS	4
ANZAM BOARD MEMBERS	6
KEYNOTE SPEAKERS	6
CHAIRS	8
STREAM CHAIRS	9
MEET THE EDITORS	9
GENERAL INFORMATION	10
DELEGATE ENTITLEMENTS	12
SOCIAL PROGRAM	12
EXHIBITORS	13
REVIEWERS	14
CONFERENCE STREAM BEST REVIEWERS	16
PROGRAM	17
ABSTRACTS OF KEYNOTES	32
COMPETITIVE PAPER ABSTRACTS	33
INTERACTIVE PAPER ABSTRACTS	83
WORKSHOP AND RESEARCH	
SYMPOSIA ABSTRACTS	106
INDEX	114

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- Professor Mustafa Ozbilgin** British Journal of Management



## WELCOME

There is always a mix of trepidation and excitement, probably in equal measures, when one agrees to host an ANZAM Conference. The trepidation is obvious – the Conference is the biggest event that ANZAM hosts in any given year and holds a key place in the life of the management discipline in the Asia-Pacific region, and the long history of successful Conferences means that there is a lot to live up to for a new Chair! The excitement – which is fairly clear as well – comes from the opportunity the Conference provides to showcase the best of what we do in our discipline, and also in our case, to share what the wonderful State of Tasmania has to offer.

This year, the Conference theme – *Managing on the Edge* – was chosen to encourage delegates to look to the thresholds of management. As management academics and professionals, we have to be ready to stand at the edge of our discipline and be open to, and engage in, new ideas. *Managing on the Edge* is about taking what we do in management that extra step. It is about being prepared to try new things, to experiment, to be different, and to look beyond the precipice!

In keeping with the theme, we have an exciting array of keynote speakers who are all 'on the edge'. The Conference opens with an address by Dr Bob Brown, former leader of the Australian Greens and Tasmanian resident, who asks how we can sustainably manage a planet on the edge. Prof David Guest and Prof Phyllis Tharenou tackle topics on the edge of HRM in performance and employment, and Prof Jonathan West looks at why innovation often does not go over the edge and into reality. Dr Rob Wooding, from the Australian Antarctic Division, rounds out the keynote speakers with a presentation on what it is like managing in the Antarctic, on the edge of everything.

We have organised an exciting academic and social program. This year, as well as the normal competitive paper sessions, we are introducing 'interactive paper' sessions. These have the aim of providing more opportunity for discussion about the research presented and the themes that emerge within the session, as well as allowing more personal interaction with fellow presenters and participants. We had over 430 paper submissions across 15 Conference streams, and have, for the stimulation of delegates, approximately 240 competitive papers and 105 interactive papers being delivered. On top of this there are 18 workshops/research symposia. In terms of the social program, the Governor of Tasmania, His Excellency, The Honourable Peter Underwood AC, generously offered to host a welcome reception at Government House, and we have a concurrent reception at the Conference venue, the Hotel Grand Chancellor (HGC). The Conference dinner at the HGC features well-known Hobart cover band, 'Basil the Rat'! Farewells and final networking happen at the closing happy hour drinks.

As with any endeavour of this magnitude, there are a host of people who have generously given their time and effort to make it all possible. The chairs for the Conference streams have worked very hard to manage the double-blind paper review process and to ensure that the required standard of academic rigour has been met. I am very grateful for their conscientiousness. I would like to thank all of the reviewers (some of whom took on more than their fair share), the session and keynote chairs, and my fellow ANZAM Board members for their constant encouragement. The ANZAM Board is very appreciative of the contribution made by sponsors and exhibitors, without whom the Conference could not operate. Thanks are due to my colleagues from the newly-minted Tasmanian School of Business and Economics, and for the sponsorship provided by the Dean, Prof Gary O'Donovan.

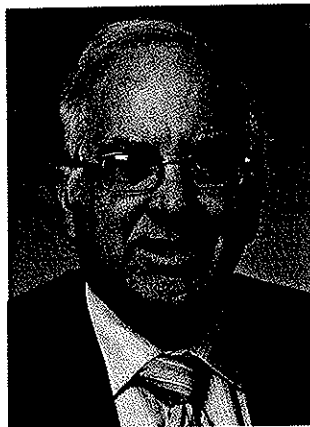
I would like to extend a special thanks to our new conference organisers, Greg Vickers and Mandy Winter from Conference Solutions. They have come on board very quickly for the Conference this year, and have been a pleasure to work with. Thanks to the inestimable Anne Anderson, ANZAM Academy Manager, for constant support and good humour. And in prime place, a multitude of thanks to the organising team – Rob Hecker and Louise Grimmer – without whom there would be no Conference.

Welcome to Hobart and to Tasmania! While you are here, I hope you get a chance to stay on and explore all that we have to offer – enjoy our cool-climate wine and epicurean delights, visit Salamanca, tour MONA, or visit our magnificent World Heritage listed wilderness. And have an exciting and stimulating Conference *on the edge*!

2013 ANZAM Conference Chair

Associate Professor Martin Grimmer  
University of Tasmania

# MANAGING ON THE *EDGE*



## PRESIDENT'S WELCOME

Welcome to Hobart!

ANZAM is delighted to be back in Hobart for our Conference, with the support of the University of Tasmania. Many thanks to A/Prof Martin Grimmer and his team for putting together such an excellent program of presentations and social events.

We are looking forward to an excellent week of meeting old friends, building new research and teaching partnerships, and engaging with stimulating presentations. There are some excellent keynotes that should provoke our interest. Our engagement will be increased as this is the first year of interactive papers – an excellent innovation for our Conference.

Enjoy your Conference. And please find time to enjoy the best of Hobart and the delights of Tasmania.

Associate Professor Bruce Gurd

University of South Australia

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# MANAGING ON THE *EDGE*

## CHAIRS



### ASSOCIATE PROFESSOR BRUCE GURD

Bruce is PhD Director in the International Graduate School of Business supporting 60 PhD students in Asia and Australia. As an Associate Director of the Australian Centre for Asian Business he leads research

in the areas of cross-cultural management and accounting and governance research in Asia. Bruce is a researcher and educator in management control systems. His main research interests are in performance measurement systems especially the balanced scorecard. Current research projects include the link between risk and innovation and Japanese Management Control Systems with Meiji University.



### PROFESSOR CHARMINE E. J. HÄRTEL

Professor Charmine Härtel is Fellow and Past President of the Australian and New Zealand Academy of Management (ANZAM), Fellow of the Australian Institute of Management (AIM), and

Fellow of the Australian Human Resources Institute (AHRI). She is currently serving as the Division Chair Elect for the Gender and Diversity in Organizations Division of the U.S. Academy of Management. Professor Härtel has substantial experience in senior management roles including Head and Deputy Head of Management, Director and Associate Dean roles, and almost 30 years of experience working in the public and private sectors including consultancies in Australia, Europe, Asia and the U.S. Her work as an organizational researcher has been recognized with numerous national and international awards, including five awards for innovation in organizational practice and 12 best paper awards. She is recipient of nearly \$3million in Australian Research Council funding as well as numerous research contracts from the private and public sectors. She has published a considerable number of books, various government and industry reports, over 60 book chapters, and some 100 refereed articles in leading international journals such as Academy of Management Review, Journal of Management, British Journal of Industrial Relations, Journal of Applied Psychology, and The Leadership Quarterly. She is also Co-Editor of the Research on Emotion in Organizations book series. Professor Härtel's contributions to research training have been recognized with a number of awards including supervisor awards from two Australian universities and the prestigious U.S. Academy of Management Janet Chusmir Service award (for supervision and mentoring). She is also a highly recognized management educator, serving as Associate Editor on Academy of Management Learning and Education, Co-Editor of the AMLE special issue on cross-cultural management education (2013), and recipient of the U.S. Academy of Management's Management Education Division's Global Forum Best Symposium Award.



### PROFESSOR PETER JORDAN

Peter Jordan is a Professor of Organizational Behaviour and the Deputy Director of the Work Organization and Wellbeing Research Centre at the Griffith Business School, Griffith University. He gained his PhD in Management at the

University of Queensland. Peter's current research interests include emotional intelligence, emotions in organizations, team performance and toxic emotions in organisations. Peter has published extensively in this field in leading international journals and has been awarded over \$1,000,000 in Australian Research Council funding for research in the area of emotional intelligence. He has been also invited to deliver presentations to business groups across South East Asia. Prior to entering academia he worked for the Commonwealth Government in a strategic and operational planning role.



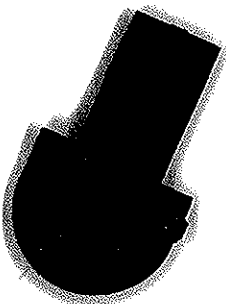
### DR ANGELA MARTIN

Angela is a Senior Lecturer in Management at the University of Tasmania. She has a PhD in Psychology from Griffith University. Angela's research interests broadly relate to employee health and wellbeing, including a focus on managerial attitudes and capabilities related to workplace health. She

leads an Australian Research Council Linkage Project (with partners beyond blue, Workcover Tasmania and the Tasmanian Chamber of Commerce and Industry) known as the 'Business in Mind Project'. This project relates to the management of mental health issues in small to medium enterprises. She also provides a management perspective as a collaborating investigator on two National Health and Medical Research Council partnership projects 'Partnering Healthy @ Work' and 'An integrated approach to mental health in the workplace'.

Angela is currently leading an ANZAM-funded learning and teaching project involving the development of learning resources that aim to develop MBA student capabilities for managing employee mental health issues. Her contribution to student learning, specifically for 'developing interpersonal skills and psychological capital in current and future managers', has been recognised by an award from the Australian Learning and Teaching Council.

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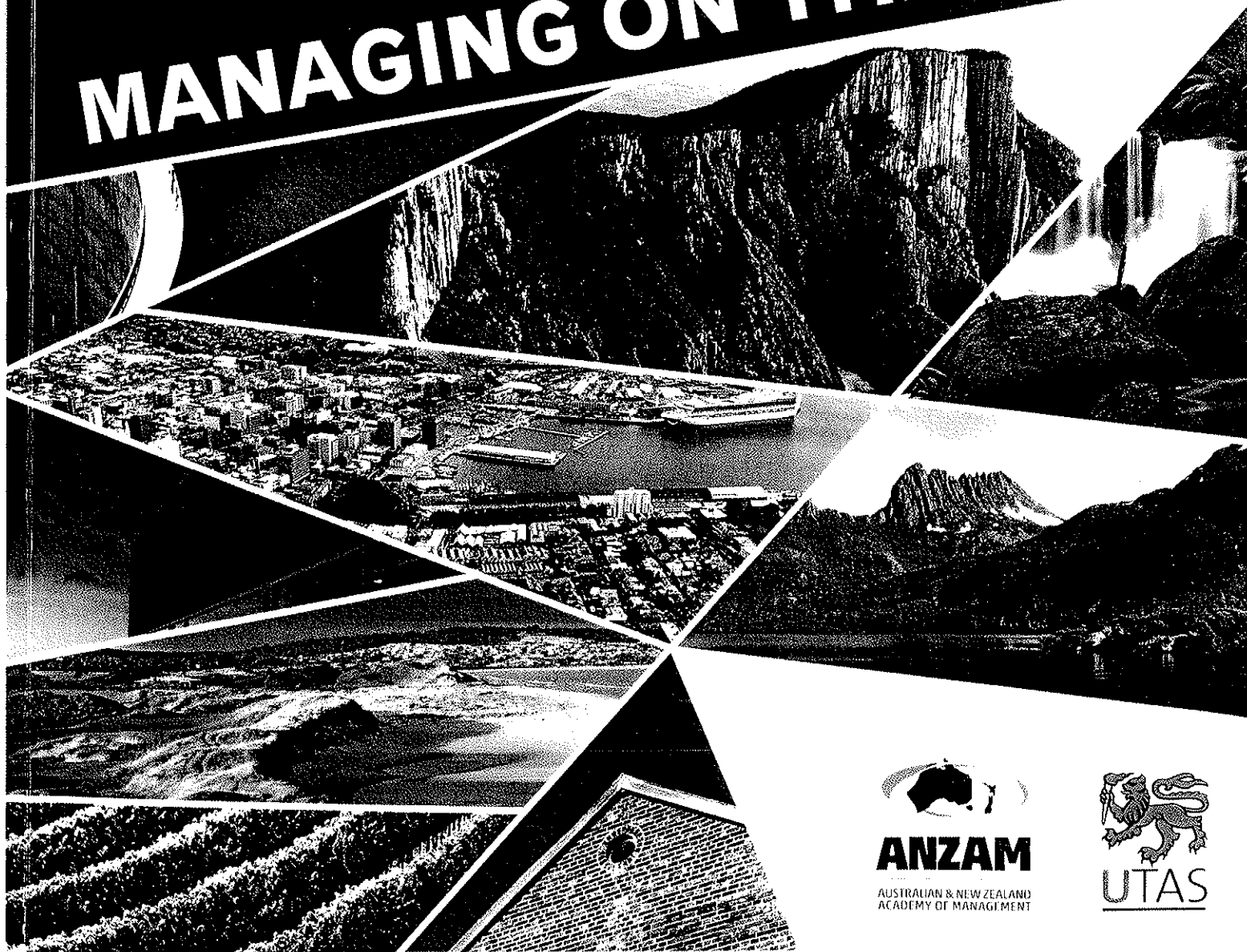


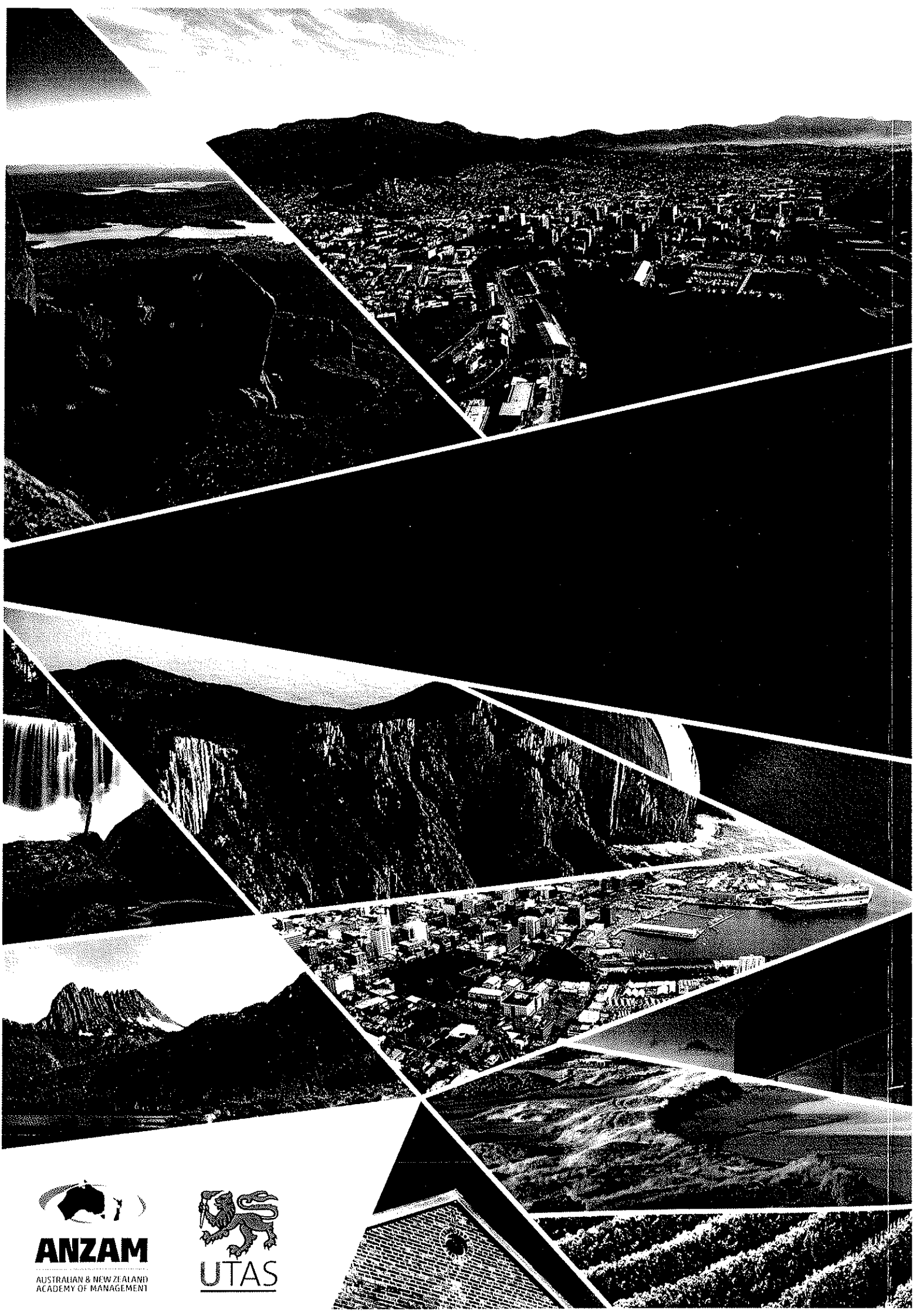


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ANZAM-2013-004.R1	<a href="#">Employee petty theft: Not so petty for managers and organisations!</a>	Bradley, Stacey; Crossman, Joanna	Organisational Behaviour
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ANZAM-2013-111.R1	The role of managerial preferences for business sustainability and managers' perception of stakeholder claims for sustainable operations management. From literature review towards a conceptual model	Benkert, Julia; Samson, Daniel; Bhakoo, vikram	Sustainability and Social Issues in Management
ANZAM-2013-115.R1	"To Prosper with the Nation": The Social Capital that Bridges CSR Programs with Corporate Sustainability in a Developing Country"	Bhinekawati, Risa	Sustainability and Social Issues in Management
ANZAM-2013-122.R1	Sick and disengaged? Examining predictors and moderators of presenteeism and engagement	Seah, Jasmine; Luksyte, Aleksandra	Human Resource Management
ANZAM-2013-126.R1	Organizational Stretch Goals: A Rule for Riches for the Few	Yang, Miles; Gary, Michael; Yetton, Phillip	Organisational Behaviour
ANZAM-2013-131.R1	International HRM as an enabler in human capital development: A Saudi Arabian case study	Hecker, Rob; Almutairi, Satam; Holland, Peter	Human Resource Management
ANZAM-2013-132.R1	An Exploratory Study of Factors Influencing the Participation in Training and Development of Engineers in Small Businesses	Susomrith, Pattanee; Coetzer, Alan	Human Resource Management
ANZAM-2013-142	Control rights and assets protection in R&D alliances	Delerue, Helene	Strategic Management
ANZAM-2013-143.R1	Adoption of Social Media by Biotechnology Firms: Formal and Informal Network Effects	Cronje, Tom; Delerue, Helene	Technology, Innovation and Supply Chain Management
ANZAM-2013-144.R1	Safety Culture in Australian (New South Wales) Universities	LYONS, Michael	Human Resource Management
ANZAM-2013-146	A Diagnostic Model of Learning: Three Case Studies	McLean, Peter; Pio, Edwina; Jayashree, Payyazhi	Management Education and Development
ANZAM-2013-149.R1	Small business prosperity and wellbeing: An alternative measure for success among small business owners	Campton, Jenna; Sawang, Sukanlaya	Entrepreneurship, Small Business and Family Enterprise
ANZAM-2013-151.R1	Sustainability and Reputation Risk	Sandhu, Sukhbir; Cavalieri, Sergio; Pinto, Roberto	Sustainability and Social Issues in Management
ANZAM-2013-153.R1	The Relationship between Human Capital and Social Capital in Professional-Client Relationships	Suseno, Yuliani	Organisational Behaviour
ANZAM-2013-155.R1	Risk Management for Climate Change	Sandhu, Sukhbir; Cavalieri, Sergio; Pinto, Roberto	Managing on the Edge

Paper Number	Paper Title	Author Names	Conference Stream
ANZAM-2013-157.R1	Signals from human resource (HR) job advertisements in New Zealand	Ho, marcus; Nguyen, Diep; Lo, Karen; McLean, Cameron; Teo, Stephen	Human Resource Management
ANZAM-2013-169.R1	R&D and Open and Closed Innovation	Robertson, Paul; Arundel, Anthony	Technology, Innovation and Supply Chain Management
ANZAM-2013-171	INTERPRETATION OF EMERGING FIRM PERFORMANCE INFORMATION IN CEO REPLACEMENT DECISIONS	Kim, Young	Leadership and Governance
ANZAM-2013-180.R1	Some speculations on the origins and role of the Associative-Supportive motivation to volunteer	Treuren, Gerry	Health, Public Sector and Not-For-Profit
ANZAM-2013-183.R1	THE PROOF IS IN THE PUDDING! ACCESS TO VERSUS USE OF SOCIAL CAPITAL IN ENTREPRENEURIAL INTENT	van de Vrande, Vareska; Hynes, Niki	Entrepreneurship, Small Business and Family Enterprise
ANZAM-2013-187.R1	When is a joke not a joke? The dark side of organizational humour	Plester, Barbara	Organisational Behaviour
ANZAM-2013-188.R1	A new paradigm? Indigenous leaders exercising influence and working across boundaries	Stewart, Jenny; Warn, James	Managing on the Edge
ANZAM-2013-193.R1	Could On-the-job Embeddedness Help Bind FIFO Workers to Their Jobs?	Scott, Glenda; Sitlington, Helen; Brown, Alan; Susomrith, Pattanee	Human Resource Management
ANZAM-2013-197.R1	Generational Differences and Fly-In-Fly-Out (FIFO) Employee Turnover	Susomrith, Pattanee; Brown, Alan; Scott, Glenda; Sitlington, Helen	Human Resource Management
ANZAM-2013-198.R1	Examining organisational characteristics of SMEs that offer work-life balance practices	Jenkins, Stacey; Bhanugopan, Ramudu; Mathews, Pamela	Human Resource Management
ANZAM-2013-202.R1	Perceptions of precariousness and employment strain: The role of the manager	Archer, John; Pajo, Karl; Lee, Louise	Human Resource Management
ANZAM-2013-207.R1	Survival of the fittest! Impact of psychological ownership on organisational resilience – Evidence from New Zealand	Ahmed, Hafsa; Radford, Jack; Addison, Ramzi	Managing on the Edge
ANZAM-2013-209	The impact of positive thinking and other techniques on transition experiences from work to home situations for reducing work-family conflict	Molineux, John; Fraser, Adam; Carr, Rodney	Gender, Diversity and Indigeneity
ANZAM-2013-211	From othering to being in relationship: Reflexively reframing the use of intercultural theories.	Bouten Pinto, Carolina	Critical Management Studies
ANZAM-2013-213.R1	Place branding influences on strata titled property in Australia	Altmann, Erika	Marketing and Communication
ANZAM-2013-214.R1	There's many a slip 'twixt the cup and the lip': Leadership capabilities and change management in the Australian Public Service	Schmidtchen, David; Cotton, Tony	Organisational Change and Development
ANZAM-2013-219.R1	Converging configurations: developing a taxonomy of management and human resource practices in Australian and New Zealand accounting firms	Sykes, Matthew; Heys, Andrew	Human Resource Management
ANZAM-2013-220.R1	Understanding Relationships in the Psychological Contracts of Indonesian Academics	Lambey, Linda; Waterhouse, Jennifer; Boyle, Brendan	Organisational Behaviour
ANZAM-2013-229.R1	Leader and Follower Psychological Capital: Direct and Crossover Effects towards Work Engagement: A Study of New Zealand Teams	Haar, Jarrod; Roche, Maree	Organisational Behaviour
ANZAM-2013-234	Exploring the effect of empathy, attributional complexity and cognitive style on adaptive selling behaviour	Dimascio, Rita	Marketing and Communication
ANZAM-2013-236.R1	What is happening just below the CEO: Social and cultural needs of executives.	Densten, Iain	Leadership and Governance
ANZAM-2013-241.R1	Exploring corporate governance in Chinese-controlled subsidiaries in Australia	Huang, Xueli (Charlie); Staples, Warren; Tam, On	International Management
ANZAM-2013-243.R1	The relationship between perceived job alternatives, employee attitudes and leaving intention	Treuren, Gerry	Organisational Behaviour
ANZAM-2013-248	Through the patient's eyes: Strategic insight derived from patient narratives	Schembri, Sharon	Marketing and Communication
ANZAM-2013-249.R1	Developing managerial and professional talent: their embeddedness and retention	Bambacas, Mary	Human Resource Management
ANZAM-2013-251.R1	Insecurity, Complexity and Uncertainty: Investigating psychological contracts during the economic crisis	Shaffakat, Samah	Managing on the Edge
ANZAM-2013-252.R1	Expanding Sales and Operations Planning using Sentiment Analysis: Demand and Sales Clarity from Social Media	Wood, Lincoln; Reiners, Torsten; Srivastava, Hari	Technology, Innovation and Supply Chain Management
ANZAM-2013-253	Strategically aligning a culture of 'open innovation' in organizations	Randhawa, Krithika; Agarwal, renu; Josserand, Emmanuel	Strategic Management
ANZAM-2013-255	Coworking: locating community at work	Butcher, Tim	Critical Management Studies
ANZAM-2013-257.R1	DYNAMIC CAPABILITY BUILDING THROUGH PARTNERING: AN AUSTRALIAN MOBILE HANDSET CASE STUDY	Agarwal, renu; Selen, Willem; Sajib, Shahriar; Scerri, Moira	Strategic Management
ANZAM-2013-259	The influence of resource dependency on collaboration in the construction supply chain	Donato, Matteo; Ahsan, Kamrul; Shee, Himanshu	Technology, Innovation and Supply Chain Management
ANZAM-2013-262	Pathways for 21st century leadership: Exploring the convergence of servant and Māori leadership	Ruwhiu, Diane; Elkin, Graham	Gender, Diversity and Indigeneity



Paper Number	Paper Title	Author Names	Conference Stream
ANZAM-2013-263.R1	Value propositions for non-elite business schools in a post GFC world: Reflections on business school values	Ryan, Suzanne	Sustainability and Social Issues in Management
ANZAM-2013-273.R1	EDUCATION AND COMPETENCE - AN EDGE IN TRANSITION?	Westelius, Alf; Lundmark, Erik	Managing on the Edge
ANZAM-2013-279.R1	Managing Risks in Offshore Outsourcing of Software Testing Services: A Systems Thinking Approach	Muraleedharan, Parvathy; Elias, Arun	Technology, Innovation and Supply Chain Management
ANZAM-2013-282.R1	Post-war Reconstruction: Developing Project Quality Management Plans	Earnest, James; Dickie, Carolyn	Strategic Management
ANZAM-2013-288.R1	THE USE OF RECOGNITION OF PRIOR LEARNING (RPL) IN AUSTRALIAN HRM CONTEXTS	Cameron, Roslyn	Human Resource Management
ANZAM-2013-290.R1	Employee Voice in Australia: Directions for Further Research	McWilliams, Alan	Human Resource Management
ANZAM-2013-293.R1	A Cognitive Model of Executives' Knowledge Acquisition: Implications for Resource-Based View	najmaei, arash	Strategic Management
ANZAM-2013-294.R1	Attachment and Birth Family Contact for Children In The New South Wales Child Protection System	Rajan, Rejani; Sloan, Terry	Health, Public Sector and Not-For-Profit
ANZAM-2013-296.R1	Innovation Governance and Innovation Leadership in Different Contexts	Andersson, Tage	Technology, Innovation and Supply Chain Management
ANZAM-2013-300.R1	The Relationship between Employee Satisfaction, Customer Satisfaction, and Financial Performance: An Examination in the Japanese Hospitality Industry	Suzuki, Kenichi; Matsuoka, Kohsuke; Gurd, Bruce	Technology, Innovation and Supply Chain Management
ANZAM-2013-309	Motivational Language Theory and Japanese Expatriates' Coping Strategy	Okamoto, Kazue	International Management
ANZAM-2013-310.R1	A Live Case Study Approach to Management Education	Schonell, Stuart; Macklin, Rob	Management Education and Development
ANZAM-2013-313	Social Identity and Extreme Work	Yu, Kyoung-Hee	Critical Management Studies
ANZAM-2013-315.R1	Managing Complexity in the New Zealand software industry	Spill, Holger; Mason, David	Managing on the Edge
ANZAM-2013-318.R1	Product returns management for environmentally conscious manufacturing and sustainability in a supply chain	Kuik, Swee; Nagalingam, Sev	Technology, Innovation and Supply Chain Management
ANZAM-2013-327.R1	Who Are the Salient Stakeholders? A Perspective from the Chilean Mining Industry	Viveros, Hector; benn, suzanne	Sustainability and Social Issues in Management
ANZAM-2013-328.R1	Do workplace safety practices influence safety compliance behavior? Evidence among nurses in Malaysia	Subramaniam, Chandrakantan; Mohd Shamsudin, Faridahwati; Md. Zin, Mohd Lazim; Mad Lazim, Halim	Human Resource Management
ANZAM-2013-329.R1	Developing a Consensus Definition of CSR	Yadlapalli, Aswini; Rahman, Shams	Sustainability and Social Issues in Management
ANZAM-2013-331.R1	The Complex Edge of Talent Management: A cross-disciplinary approach	Chapman, Geoffrey; Gould, Ryan	Managing on the Edge
ANZAM-2013-333.R1	Diversity in measuring different dimensions of diversity: A literature review	Manoharan, Ashokkumar; Yanadori, Yoshio	Gender, Diversity and Indigeneity
ANZAM-2013-335.R1	An analysis and review of mixed methods research designs utilised in the study of the relationship between HRM and Performance	Bainbridge, Hugh; Lee, Ilro	Human Resource Management
ANZAM-2013-341.R1	Organisational Culture in New Zealand District Health Boards: Influence and Performance Implications	Looi, Evelyn; Greatbanks, Richard; Everett, Andre	Health, Public Sector and Not-For-Profit
ANZAM-2013-343	Market Turbulence, Temporal Orientation and Firm Performance	soo, christine; Tian, Amy Wei; Cordery, John; Kabanoff, Boris	Strategic Management
ANZAM-2013-345.R1	Affective Events Theory, Institutional Theory, and Feral Systems: How do they all fit?	Kent, Stacey; Houghton, Luke; Kerr, Donn	Technology, Innovation and Supply Chain Management
ANZAM-2013-348.R1	A positive approach to selection	Fishwick, Simon	Human Resource Management
ANZAM-2013-349	Telework: The role of social support	Dawson-Howard, Heather; Standen, Peter; Omari, Maryam	Organisational Behaviour
ANZAM-2013-352.R1	The tipping point: management and leadership development in Tasmanian health and human services	Shannon, Elizabeth; Van Dam, Pieter	Health, Public Sector and Not-For-Profit
ANZAM-2013-354	De(constructed) and reconstructed images of the workplace: a case from the edge of Tasmania.	Barton, Ruth	Critical Management Studies
ANZAM-2013-355	Top Management Team Entrepreneurial Behavior: Insights from Team Process	sadeghinejad, zahra; najmaei, arash	Entrepreneurship, Small Business and Family Enterprise
ANZAM-2013-365.R1	A workplace comparison of virtual and face-to-face project teams: Functioning, practices and performance	Scott-Young, Christina	Organisational Behaviour
ANZAM-2013-367.R1	Operations Strategy Processes: How Significant Are They?	Kiridena, Senevi; Jagoda, Kalinga; Lin, Howard	Technology, Innovation and Supply Chain Management
ANZAM-2013-370.R1	New Public Management, privatisation and corporatisation - effects on 'street level' public servants: Institutional theory perspectives	Bilney, Chris; Pillay, Soma	Health, Public Sector and Not-For-Profit

Paper Number	Paper Title	Author Names	Conference Stream
ANZAM-2013-378.R1	MANAGING ON THE EDGE: A MULTI-PARTY VIEW ON THE SOCIAL COMPLIANCES OF READY MADE GARMENT INDUSTRY IN BANGLADESH	Talukder, Fahema; Meshram, Kanika	Managing on the Edge
ANZAM-2013-379	Capturing Location Information in a Measure of Internationalisation	Alday, Sandra	International Management
ANZAM-2013-380.R1	Co-operative Enterprise in a Systems Context	Mazzarol, Tim; Reboud, Sophie; Clark, Delwyn; Simmons, Richard; Mamouni Limnios, Elena	Strategic Management
ANZAM-2013-381.R1	Managing in times of constraints: new challenges for the Italian Civil Protection System	Bongiovanni, Ivano	Health, Public Sector and Not-For-Profit
ANZAM-2013-390	The challenges of evaluating clinical redesign programs: Lessons learnt	Samaranayake, Premaratne; Dadich, Ann; Fitzgerald, Anneke; Zeitz, Kathryn	Health, Public Sector and Not-For-Profit
ANZAM-2013-409.R1	Enabling of Sustainable Supply Chain Management with Lean Thinking – A Study on Manufacturing Firms in Kyoto Protocol Signatories	So, Stuart	Technology, Innovation and Supply Chain Management
ANZAM-2013-416.R1	PERFORMANCE OR LEGITIMACY? AN EXPLORATORY STUDY OF AACSB ADOPTION IN SOUTH KOREA	Cordier, Jason; Stablein, Ralph	Management Education and Development
ANZAM-2013-421	Network Governance by Victorian Local Governments: a case study of Kindergarten Cluster Management in Victoria	Horiguchi, Hikaru	Leadership and Governance
ANZAM-2013-422.R1	Systemic and institutional barriers to core sustainability: Tackling the elephant in the room.	Skringar, Elizabeth; Makris, Peri; Williams, Stewart	Sustainability and Social Issues in Management
ANZAM-2013-423.R1	Exploring the Link between Work-Life Balance and Employee Performance: A Review for Future Research	Talukder, A K M	Human Resource Management
ANZAM-2013-425.R1	Conflict and willingness to co-operate at work: The role of apology and forgiveness	Ayoko, Oluremi; Paterson, Rebecca	Organisational Behaviour
ANZAM-2013-427.R1	Exploring the Intention-Behaviour Gap in Pro-environmental Consumer Behaviour	Willows, Amy; Grimmer, Martin	Marketing and Communication
ANZAM-2013-429	LET THE PEOPLE DECIDE! AN ENDOGENOUS / MĀTAURANGA-A-IWI RESEARCH APPROACH	Warriner, Virginia; Kamau, Rawinia; Tinirau, Rawiri	Gender, Diversity and Indigeneity
ANZAM-2013-437.R1	Change in HRM processes and clinical performance in Australian hospitals: The influence of accreditation as a motivator.	Lawrence, Sandra; Greenfield, David; Kellner, Ashlea; Townsend, Keith; Wilkinson, Adrian	Health, Public Sector and Not-For-Profit
ANZAM-2013-438.R1	Design Thinking and Management Education: Benefits for Problem Framing and Problem Solving	Matthews, Judy	Management Education and Development

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Designed by Before Creative

----- Original Message -----

From: <[renu.agarwal@uts.edu.au](mailto:renu.agarwal@uts.edu.au)>

To: <[renuagarwal@bigpond.com](mailto:renuagarwal@bigpond.com)>

Sent: Monday, August 12, 2013 12:03 AM

Subject: 27th ANZAM Conference 2013 - Decision on Manuscript ID ANZAM-2013-257

11-Aug-2013

Dear Dr. Agarwal:

Following a process of double-blind peer review, I am pleased to advise that your manuscript entitled "DYNAMIC CAPABILITY BUILDING THROUGH PARTNERING: AN AUSTRALIAN MOBILE HANDSET CASE STUDY" has been accepted as a Competitive paper for the 27th ANZAM Conference 2013, subject to you addressing the REVISIONS recommended by the reviewers and included at the foot of this letter for your reference. Paper revisions are due on or before Monday 14 October 2013.

Guidelines to assist you with the preparation of your oral presentation are available at [www.anzamconference.org/call-for-submissions/under](http://www.anzamconference.org/call-for-submissions/under) the 'Paper Guidelines' tab.

To confirm your acceptance to present at the ANZAM Conference 2013, authors are required to register by Monday 14 October 2013. Authors are required to register by this date to secure inclusion in the Conference Program. If you experience difficulties in registering by this date please contact Conference Managers or you risk being removed from the Conference Program. Note that early bird registration closes on 30 September 2013.

Please visit the conference website to register - [www.anzamconference.org/registration/](http://www.anzamconference.org/registration/)

To revise your manuscript, PLEASE FOLLOW THE STEPS BELOW:

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Thank you for your contribution. On behalf of the 27th ANZAM Conference 2013, we look forward to receiving your revised paper.

Sincerely

Dr. Renu Agarwal  
Stream Chair, 27th ANZAM Conference 2013

27th ANZAM Conference 2013

Email: [anzam@con-sol.com](mailto:anzam@con-sol.com)

Website: [www.anzamconference.org](http://www.anzamconference.org)

Reviewer(s)' Comments to Author:

Reviewer: 1

Significance/Importance of the Topic : 4-Above Average

Reviewer: 1

Conceptual Foundation / Building on Relevant Literature : 3-Average

Reviewer: 1

Development of research questions/aims and objectives: 3-Average

Reviewer: 1

Methodology (may not be relevant for a conceptual paper): 3-Average

Reviewer: 1

Quality of Analysis/Coherence of Argument : 4-Above Average

Reviewer: 1

Relevance of Findings for Theory/Policy/Practice: 3-Average

Reviewer: 1

Clarity/Readability: 4-Above Average

Reviewer: 1

Overall Evaluation as a contribution\*: 3-Acceptable

Reviewer: 1

Strengths of this Paper: : Congratulations on an interesting paper, specifically suited to the telecommunication industry. The constructs that led to elevated service offering were appropriate but need further rethinking and strengthening. The paper is well written and has the potential for being accepted as a competitive paper if strengthened.

Reviewer: 1

Suggestions for Improving this Paper: Some thoughts for improvements:

Researchers have pointed out that the long-term success of firms depends on their ability to simultaneously exploit existing competencies and explore new opportunities whilst building dynamic capability (Duncan, 1976, Gibson and Birkinshaw, 2004, Tushman and O'Reilly III, 1996). Exploitation supports the refinement and use of existing knowledge, whereas exploration enables the creation of new knowledge (Levinthal and March, 1993, March, 1991).

A suggestion would be to divide your constructs as follows:

Current organization research introduced the concept of organizational ambidexterity as a viable solution to reconcile internal tensions and conflicting demands in an organization's task environment. The literature distinguishes two approaches: structural and contextual ambidexterity. Structural ambidexterity is achieved by creating separate units or divisions for exploration and exploitation respectively (Duncan, 1976, Tushman and O'Reilly III, 1996). These units are dedicated to pursue either activity exclusively. Accordingly, their learning routines, resources and outcomes differ. Organizational separation overcomes the trade-offs from balancing exploration and exploitation (Duncan, 1976, Lavie et al., 2011, Raisch et al., 2009). Research provides evidence of a positive relationship between organizational ambidexterity and organizational performance outcomes (Raisch and Birkinshaw, 2008).

Some current research references to assist improve the research are as follows:

Strategic Reconfigurations: Building Dynamic Capabilities in Rapid Innovation-based Industries (2010)

Edited by Stuart Wall, Carsten Zimmermann, Ronald Klingebiel and Dieter Lange: Chapter 10: The Power of Fixed Mobile Convergence: The Changes in the Telecommunications Industry and the Role of Dynamic Capabilities  
Stefanie Düker, Silvia Boßow-Thies, Philipp Zimmermann and Dieter La

Dynamic capabilities, collaborative network and  
business model: An empirical analysis of Taiwan HTC Corporation Chi-Ho Chiou

<http://www.academicjournals.org/ajbm/pdf/pdf2011/18Jan/Chiou.pdf>

Please note structure and resources are constructs not to be missed in a case for building dynamic capability:

[http://druid8.sit.aau.dk/acc\\_papers/4jfvrnk451bobujcvumlg6tm3br9.pdf](http://druid8.sit.aau.dk/acc_papers/4jfvrnk451bobujcvumlg6tm3br9.pdf)

Literature review needs updating and a few more quotes from interviews would have been nice.

# MANAGING ON THE *EDGE*

## COMPETITIVE PAPER ABSTRACTS

Please note: Abstracts for papers are shown here in the stream for which they are scheduled in the program

### 1. MANAGING ON THE EDGE

267

#### **EDGING CLOSER: MODELLING OUR WAY TOWARDS PROJECT SUCCESS**

*Alexander, James*

*Ackermann, Fran*

Projects continue to be reported as over budget, late, and at times don't deliver what was ordered. This is clearly problematic in today's challenging economic environment. Organizations in striving to ensure project success see the adoption of good project management methods fundamental. Whilst the field of project management has come a long way, it is clear from the number of project failures that more work is required. Thus to begin to determine where research effort could be best expended, it is time to reflect on current practice and what this suggests for future research and practice. This literature review thus aims to identify and discuss some of the key issues relating to project management and recommend some future directions.

331

#### **THE COMPLEX EDGE OF TALENT MANAGEMENT: A CROSS-DISCIPLINARY APPROACH**

*Chapman, Geoffrey*

*Gould, Ryan*

The field of Human Resource Management (HRM) has traditionally been focused on conflict resolution to the detriment of positive factors. Because of this, HRM has a reputation for being negative, and is thus perceived quite negatively. This paper draws on complexity thinking to combine similar, yet distinct academic fields in order to realise benefits for both researchers and managers. Talent management represents an emerging trend within HRM that is beginning to focus more on positive factors, while positive organisational behaviour presents an excellent opportunity to apply theory to the field of HRM, traditionally criticised for a lack of theoretical support. The methodological tool of appreciative inquiry is suggested as an effective and practical way to facilitate this cross-disciplinary approach.

13

#### **ON THE EDGE OF TIME: MULTIPLE TEMPORALITIES DEBUNK 'OLD WINE IN NEW BOTTLES'**

*Dawson, Patrick*

The transforming and fluctuating social and material conditions of existence present changing realities that are continuously reconstituted. Making sense of these dynamics often takes the form of new theories and philosophies that both derive from and influence the lived experiences they explain. These mutually shaping dynamic processes are evident in the way conceptions of time shift across historical contexts and are reflected within changing temporal consciousness. It is to furthering our understanding of time in the study of organizations that a discussion of the science and philosophy of time is presented and then grounded in the case of temporal experience and boutique wine.

31

#### **PROJECT RISK MANAGEMENT IN WAR-TORN SOCIETIES: AN EMPIRICAL ASSESSMENT**

*Earnest, James*

*Dickie, Carolyn*

The international community and its local partners face many strategic challenges in the planning and execution of projects. Managing post-conflict projects after the conflict in Kosovo has proven more than challenging to the international organisations and the local communities. Project planning and design must be informed by the accurate analysis of the post-conflict environment driven by local conditions. Sound preparation, execution and monitoring are vital for efficient and effective use of donor funds to ensure that resources are utilised for the intended purpose and, more importantly, to achieve long-term goals. Due to the complex environment in a post-conflict society deeply affected by continuing periodic violence, the community and project team may not put together a project life-cycle risk management plan.

32

#### **'COMMUNITY', 'COORDINATION' AND 'COMMUNICATION' IN POST-CONFLICT RECONSTRUCTION AND DEVELOPMENT: TRIPLE 'C' LESSONS FROM PROJECTS IMPLEMENTED IN KOSOVO**

*Earnest, James*

*Dickie, Carolyn*

The international community and its local partners face many strategic challenges in the execution of projects, including weak communication, poor coordination and lack of community participation at various stages of a project life cycle. In a post-conflict society deeply affected by continuing periodic violence, a comprehensive strategic communication plan is vital given the complexity and politically sensitive nature of project implementation. Under these circumstances, while emphasising the importance of strategic communication and coordination, it is critical to develop processes and practices in a coherent and cohesive manner to promote and support reconstruction and development of projects used by the beneficiary community.

# MANAGING ON THE *EDGE*

65

## USING THE HYBRID MODEL OF LEARNING IN PERSONALITY TO PREDICT WORKPLACE MAVERICKS

*Gardiner, Elliroma*

*Jackson, Chris*

Maverickism is the tendency of an individual to be socially-competent, creative, goal-focused, risk-taking and disruptive. We contrast the Five Factor Model (FFM) with Jackson's (2005) hybrid model of learning in personality (HMLP) in the prediction of maverickism. We use 490 workers to compare descriptive and process oriented models of personality in the prediction of maverickism. From the FFM, extraversion, openness and low agreeableness were significant predictors of maverickism. From the HMLP, all but conscientiousness significantly predicted maverickism. Our results show that the HMLP not only explains more variance than the FFM, but also explains the functional and dysfunctional learning processes underlying maverickism. Managers interested in developing the maverick potential of their employees will find this study useful.

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53

## TURBULENT ECONOMICS, CHANGING INDUSTRIES: SELF-INITIATED EXPATRIATES IN CHINA

*Makkonen, Paula*

This study is addressing the importance of perceived employability and its dynamic yet relative nature in the context of self-initiated expatriates. In this empirical qualitative research 23 western self-initiated expatriates with diversified career backgrounds were interviewed focusing on their subjective employment experience in China in the Chinese organisations retrospectively underlining the emerging heterogeneity of the current SIE population in the global labour markets. The findings revealed phenomena of perceived employability erosion and contextual employability traps in the context of employability dilemma. This study is increasing our understanding of the dynamics of perceived employability particularly of those SIE individuals in China that are solely responsible for the development and outcomes of their careers

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346

## AN ANALYSIS OF THE ROLE OF MANAGEMENT IN DISASTER EVENTS IN NUCLEAR AND OIL CRITICAL INFRASTRUCTURE ORGANISATION

*Novak, Jeremy*

*Brunetto, Yvonne*

*Brown, Kerry*

Since 1907 there has been over 280 major energy accidents in the coal, oil, natural gas, hydroelectric, renewable, and nuclear sectors resulting in approximately 200,000 deaths and \$41 billion in damages. While there is some evidence that combination of human fallibility including poor organisational culture, human error and inappropriate management practices have been a contributing factors both in man-made and natural crisis and disaster events, there is a dither of research in this area. This paper helps add to the literature by utilising Leximancer software to examine the role of management in three nuclear energy and three oil disasters and the associated academic literature and official reports as these organisations are an important concern for society, analysts and policymakers alike.

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27

## ON THE EDGE, WORKING THE 'SEAM': USING CONTEMPORARY NOVELS TO INFORM THEORY ABOUT THE WORK OF THEORY BUILDING

*Pick, David*

Theory is a central concern in management research. In the debate about theory building little attention has been paid to opportunities presented by engaging with literary novels. The aim of this paper is to present how contemporary literary novels can be used to develop new theory about the work of theory building. To achieve this, lay reading techniques are employed to interpret seven novels through a management scholarship lens. In doing so, three new temporal patterns and three new causal patterns are identified. The temporal patterns are: (1) enfolding, (2) cascade and collapse, and (3) sinuous. The causal patterns are: (1) meshing, (2) separation, and (3) orbiting. I conclude by outlining the implications of this to management research and theory.

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207

## SURVIVAL OF THE FITTEST! IMPACT OF PSYCHOLOGICAL OWNERSHIP ON ORGANISATIONAL RESILIENCE – EVIDENCE FROM NEW ZEALAND

*Radford, Jack*

*Addison, Ramzi*

*Ahmed, Hafsa*

The two major earthquakes impacting Christchurch in New Zealand amounted to an estimated cost of US\$34 billion. Small and medium enterprises (SMEs) play a crucial role in the New Zealand economy and research has highlighted that 67 per cent of SMEs in the region were adversely affected by these earthquakes. Those SMEs which survived were truly resilient as they not only managed the unexpected but managed on the edge. Through a multiple case study approach we examine SMEs that were impacted by the earthquakes and found an interesting relationship between psychological ownership and organisational resilience. Our findings provide insight into different aspects relating to the concept of psychological ownership and offer directions for future research.

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# MANAGING ON THE *EDGE*

155

## RISK MANAGEMENT FOR CLIMATE CHANGE

*Sandhu, Sukhbir*

*Cavalieri, Sergio*

*Pinto, Roberto*

This paper commences with a brief explanation of climate change. This is followed by a discussion of risks that climate change poses to businesses. The paper then examines risk management for climate change in business organizations. This discussion includes inside-out and outside- in strategic framework for managing risks associated with climate change. We argue that climate change risk is a newer form of business risk and involves managing on the edge – especially because of regulatory and market uncertainty. Managers need to develop a strategic tool kit to deal with climate change risks. We conclude with a discussion of the international policies for dealing with climate change risks, with a particular focus on the Australian Government's framework.

.....

315

## MANAGING COMPLEXITY IN THE NEW ZEALAND SOFTWARE INDUSTRY

*Spill, Holger*

*Mason, David*

New product development (NPD) needs specialized management. This is especially true for software products. This study sampled successful New Zealand technology companies to establish how they manage their NPD processes and to determine the influence of innovation complexity on management style.

The study found that while there is considerable variation in how NPD is managed, the level of innovation complexity largely determined the approach. Companies with complex innovation challenges had more iterative software development; flexible internal processes; nimbleness in decision-making and re-prioritisation. Companies with lower levels of complexity in innovation had more formal and sequential approaches; less reviewing of process and less product experimentation.

.....

188

## A NEW PARADIGM? INDIGENOUS LEADERS EXERCISING INFLUENCE AND WORKING ACROSS BOUNDARIES

*Stewart, Jenny*

*Warn, James*

Many Indigenous Australians who are also leaders live in two worlds. They work in 'white' organisations, but retain their indigenous identity, sense of community and cultural background. They are truly managing 'on the edge'. In exercising influence in these situations, they operate quite differently from white leadership models. Indigenous leaders must legitimate themselves by showing where they come from, and who their families are. They draw personal strength from family and from country. Australian indigenous leaders work with and through networks and communities, using collective identity as a resource. Knowledge, confidence and peer group support are critical to overcoming a legacy of self-doubt and hardship.

.....

378

## MANAGING ON THE EDGE: A MULTI-PARTY VIEW ON THE SOCIAL COMPLIANCES OF READY MADE GARMENT INDUSTRY IN BANGLADESH

*Talukder, Fahema*

There have been multiple calls to examine the issues surrounding exploitation of workers in Ready Made Factories in Bangladesh in their own right. In response to their call this study presents a preliminary exploration into the social compliance system within RMG factories by taking support of the compliance theory established in management literature. In-depth interviews and observations of 50 workers and managers from three large RMG factories are used in the study. An initial guiding framework for social compliance system is developed to assess the capabilities and commitment of RMG workers and managers and suggests managerial implication to RMG firms on ways to socially comply with fair work practices in their factories.

.....

273

## EDUCATION AND COMPETENCE – AN EDGE IN TRANSITION?

*Westelius, Alf*

*Lundmark, Erik*

We explore how the competence edge that tertiary education used to provide, may be getting blunt and challenged by self-study and practice-based training. Online educational resources (OERs) provide easy access to training material for those who know how to find and use it. Combined with settings in which to apply the skills and knowledge thus acquired, OERs can appear as an attractive alternative even to those who have the alternative of attending prestige university programs. Relying on interviews and discussions with young people on the traditional university path, those on the alternative path, and with people of different ages with a university degree, we assess the viability of a major shift in favour of the alternative path, and management implications.

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# MANAGING ON THE *EDGE*

## 2. CRITICAL MANAGEMENT STUDIES

161

### **BROKEN PROMISES: CONSEQUENCES OF CONTINUOUS EXTENSION OF INVOLUNTARY TEMPORARY EMPLOYMENT STATUS**

*Ahmed, Ezaz*

*D'Netto, Brian*

*Fein, Erich*

Given increasing uncertainty in the global business environment, the use of temporary employment in organizations has increased significantly in the last decade in the Europe, North America and Asia. Adopting a 'psychological contract perspective', we examined the attitudinal and behavioural consequences when the promises of permanent employment to temporary employees are broken repeatedly. Past research has focused mainly on the organizational benefits of using temporary employees. In contrast, the results of our empirical study indicated that continuous extension of involuntary temporary status resulted in lower self-reported and co-worker-rated organizational citizenship behaviours, higher self-reported and co-worker ratings of job neglect, and increased turnover intentions. The implications of psychological contract breach in terms of managing a temporary workforce are discussed.

354

### **DE(CONSTRUCTED) AND RECONSTRUCTED IMAGES OF THE WORKPLACE: A CASE FROM THE EDGE OF TASMANIA.**

*Barton, Ruth*

*Cairns, George*

In this paper, we explore the different ways in which a former industrial complex at the heart of a remote community is remembered and represented both to the community members and to visitors. In considering the different modes through which memories are constructed, communicated, understood and valued, we posit that they transcend notions of singularity and linearity in space and time respectively.

211

### **FROM OTHERING TO BEING IN RELATIONSHIP: REFLEXIVELY REFRAMING THE USE OF INTERCULTURAL THEORIES.**

*Bouten Pinto, Carolina*

In this paper, I reflexively engage with a number of established intercultural models and explicate why these models, rather than facilitate the development of meaningful, respectful and inclusive intercultural relations, perpetuate static and essentialised notions of culture. From this reflexive engagement, rather than discarding these models altogether, I propose and provide examples of how these models can be reframed to contribute to reflexive, dialogical and relational processes as informants. I conclude by suggesting these processes to be underpinned by principles and skilful practices and aided by the reframed models as informants when required, we move into the open space of co-creation.

255

### **COWORKING: LOCATING COMMUNITY AT WORK**

*Butcher, Tim*

Coworking is a contemporary phenomenon that has caught the eye of many in search of 'the future of work'. Its lead protagonists purport to offer innovative opportunities through collaborative communities, which appeal to those who have lost faith in conventional organisations' and traditional institutions' ability to lead positive change in society. Through critical ethnographic narrative, I aim to make sense of the function of community symbolism in coworking. Using critical social theory, I find organisational influences on community to identify coworking as a key structural component of contemporary social conservatism.

192

### **THE CHALLENGE OF BRIDGING FRAGMENTED UNDERSTANDING: LEVERAGING KNOWLEDGE FOR BEST PRACTICE IN DEMENTIA CARE**

*Daniel, Lisa*

*Neale, Lisa*

*Isaacs Sodeye, Lola*

*Landinez Gomez, Lina*

This research explores knowledge sharing among health care professionals in aged care Facilities. It aims to identify how diverse knowledge from the range of professionals involved in the care of Dementia patients can be integrated, coordinated and cultivated in such a way that it can be leveraged toward best practice care. Fundamental challenges to effective knowledge sharing were revealed relative to power, position and professional transience in the care environment. Results indicate the shared agenda of patient well-being is insufficient as a common ground for comprehensive knowledge sharing. By understanding the knowledge dynamics among collectives of care professionals working with Dementia we can more effectively identify constructive and sustainable knowledge sharing approaches towards best practice care.

432

### **UNDOING INSCRIPTION? A FOUCAULDIAN EXAMINATION OF THE TRANSITION EXPERIENCE OF DEFENCE FORCE PERSONNEL TO CIVILIAN LIFE**

*Douglas, Fiona*

This paper draws on small-scale research undertaken in 2012. It is a detailed qualitative study examining the transition experience of personnel from the Australian Defence Force to civilian life. Using a Foucauldian analysis to examine the influence of disciplinary technologies and the resultant inscription processes on this group, it finds the attachment to the military is so strong that a lifeline is retained through membership of the Reserve Forces, or civilian work in a military environment. Despite resettlement into civilian employment, no 'de-inscription' process occurs to assist emotional detachment to the Force. The officers focus the 'normalising gaze' of the military regime their civilian workplaces and perceived them as lacking in both purpose and efficiency.

# MANAGING ON THE *EDGE*

374

## COMPETING IN A HIGH STAKES GAME: CLAIMS AND COUNTER CLAIMS TO KNOWLEDGE IN THE AREA OF EMERGING TECHNOLOGIES: A CRITICAL REVIEW

*O'Shea, Michelle*

This paper critically examines claims to knowledge in the context of biotechnology organisations, in particular, the agricultural biotechnology (agri-biotech) industry. Strong claims and counterclaims have been made in the field with regards to risk ('bio-safety'), the alleviation of human poverty, 'bio-serfdom', and 'bio-feudalism'. A Foucauldian perspective on the relationship between power, knowledge and discourse is used as an analytical and critical framework to examine this contest.

334

## TRANSFORMATIONAL LEADERSHIP – A CRITIQUE

*Phillips, Isabelle*

Transformational Leadership (TL) dominates contemporary approaches to leadership development. TL theory provides an important and useful framework to understand the current challenges faced by local and global organisations, however, limitations in scope and conceptual weaknesses within the framework pose risks to leaders and those who wish to develop them. This paper outlines five major points of criticism in regard to TL theory. They include 1) overemphasis on dyadic process, 2) overly narrow focus on leadership as communication, 3) potentially dangerous emphasis on charisma, 4) neglect of the damage to whole-of-organisation outcomes and 5) lack of clarity around desired leadership behaviours. The paper offers suggestions for mitigating the risks related to these conceptual weaknesses for the purposes of leadership development.

313

## SOCIAL IDENTITY AND EXTREME WORK

*Yu, Kyoung-Hee*

This paper aims to add to recent literature that has explored why workers might accommodate, accept, or even embrace extreme work. Most work in this vein has found that workers enjoy the psychological—constantly being challenged, working with highly competent peers—and financial benefits of extreme work. By contrast, this study focuses on how the social identity roles of workers influence their attitudes towards extreme work. Two aspects of social identity roles are examined here—membership in low status and marginalized groups, and identification with work as a calling. Findings suggest that willingness to take on extreme work has clear boundaries that arise from subjective value. Workers are sophisticated about assessing the conditions under which extreme work enables the pursuit of identity-motivated goals.

## 3. ENTREPRENEURSHIP, SMALL BUSINESS AND FAMILY ENTERPRISE

149

### SMALL BUSINESS PROSPERITY AND WELLBEING: AN ALTERNATIVE MEASURE FOR SUCCESS AMONG SMALL BUSINESS OWNERS

*Campton, Jenna*

*Sawang, Sukanlaya*

This study investigated the influences of business prosperity on small business owners' wellbeing with gender as a moderator. A sample of 687 Australian small business owners from the Household, Income and Labour Dynamics in Australia Survey (HILDA) from 2008 to 2010 was utilised. Findings suggest that procedural utility contributed to small business owners' wellbeing over economic utility. Procedural utility was significantly related to small business owners' wellbeing for males and females. However, economic utility contributed only to male small business owners' wellbeing. In order to increase the understanding of these findings it is suggested that more theoretical work regarding gender differences in procedural and economic utility should be carried out.

234

### EXPLORING THE EFFECT OF EMPATHY, ATTRIBUTIONAL COMPLEXITY AND COGNITIVE STYLE ON ADAPTIVE SELLING BEHAVIOUR

*Di Mascio, Rita*

This pilot study examines the role of empathy, attributional complexity and cognitive style on adaptive selling behavior. The findings show that that empathy and attributional complexity are positively related to adaptive selling behavior. Salespeople who prefer an intuiting style of information-intake have higher levels of attributional complexity than those who prefer a sensory style. Salespeople who prefer a feeling style of information-processing have higher levels of empathy than those who prefer a thinking style. Finally, for salespeople who have a low learning orientation (in a selling situation), incremental increases in empathy and attributional complexity have a greater impact on adaptive selling behaviours than incremental increases for those salespeople with higher learning orientation.



# MANAGING ON THE *EDGE*

430

## **SMALL RETAILER PERFORMANCE: A RESOURCE-ADVANTAGE THEORY PERSPECTIVE**

*Grimmer, Louise*

*Miles, Morgan*

Using Resource-Advantage Theory, this study examined the relationship between firm resources (e.g. financial, physical, human, organisational, informational, and relational resources) and levels of performance in small, independent retailers; and whether performance was moderated by retailers' perception of the level of environmental hostility, as well as by their entrepreneurial orientation. Surveys were mailed to small, independent retailers throughout Tasmania, Australia. It was expected that retailers' use of resources would predict performance. Expectations were partially supported; responses (N=384) showed that the resources related to performance were access to financial capital, and human and organisational resources. Environmental hostility and entrepreneurial orientation did not moderate this relationship. However, the impact of entrepreneurial orientation on performance was moderated by environmental hostility.

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87

## **FAMILY BUSINESS, THE SELF-SUFFICIENT ENTITY: DO THEY SEEK ADVICE?**

*Reddrop, Alan*

The paper, based on a recent thesis using mixed methods, examines the widely-believed reluctance of family business (FB) people to engage external advice on FB challenges. These include threat of closures during generational transfer, with potential harm to the economy when many owners retire. Cost is found to deter use of professional advice; also dissatisfaction with some advisers' 'soft' skills. Skill formation is therefore examined. Clients take as given advisers' technical knowledge; empathy and listening skills are the discriminants of successful practice. Yet advice-seeking is found to be greater than assumed because of an unexpected resort to peers through networking. Certain formal networks are found to be effective, particularly in eliciting tacit knowledge, opening up new insights into knowledge creation.

.....

137

## **CONCEPTUALISING VENTURE CAPITAL MARKET DEVELOPMENT AND GOVERNMENT'S ROLE**

*Ruscoe, Saskia*

*Callagher, Lisa*

*Smith, Peter*

Politicians and policy-makers recognise the importance of government participation in venture capital market development, but remain somewhat uncertain about the efficacy of different policy approaches (Lerner, 2009). Conceptualising and evaluating three dominant approaches, we offer three contributions towards venture capital market development. First, we define venture capital development; secondly we summarise main features of the Direct, Indirect and Timed approaches. Third, we evaluate each approach, finding the Timed approach the most comprehensive in regards to government's role in venture capital market development. Also, we discuss the implications for decision-makers seeking to develop innovation ecosystems that support high-growth entrepreneurship, and suggest future research opportunities to analyse the Timed approach given its relative novelty as a venture capital model.

.....

355

## **TOP MANAGEMENT TEAM ENTREPRENEURIAL BEHAVIOR: INSIGHTS FROM TEAM PROCESS**

*Sadeghinejad, Zahra*

*Najmaei, Arash*

Integrating insights from the upper echelons perspective with entrepreneurship literature, this study argues for the importance of TMT (top management team) processes in understanding of their entrepreneurial behaviour. The implications of this discussion and possible extensions are presented in the concluding section.

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8

## **DETERMINANTS OF BUSINESS NETWORKING BEHAVIOUR OF WOMEN IN SMALL BUSINESSES**

*Sharafizad, Jalleh*

*Walker, Beth*

*Brown, Alan*

The purpose of this study was to investigate the association between the networks and networking behaviour of women small business owners (SBOs) and business/owner characteristics including: industry sector, industry experience, educational background, and family responsibilities. These are some of the most common factors influencing women's businesses as identified by the literature. The chosen methodology was case study, which included a variety of data sources: observations, questionnaires, and interviews. Initial analysis of the data from the interviews and observations has shown that industry sector, industry experience, and family responsibilities directly impacts types of networks and networking behaviour of women SBOs. Whereas education or training programs in the same field as the participant's business, does not directly influence their networking behaviour.

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# MANAGING ON THE *EDGE*

362

## CEO SUCCESSION AND PERFORMANCE OF FAMILY BUSINESS: AN EMERGING ECONOMY PERSPECTIVE

*Sharma, Kamal*

*Dadhich, Harsh*

Researchers in the field on strategic management have explored the relationship between executive succession and organizational performance. Hambrick and Mason (1984) proffered the Upper Echelons theory to suggest that organizations are a reflection of their top managers. Our research tries to take forward the upper echelons theory by looking at instances of CEO succession in firms listed on an Indian stock exchange during the period 1991–2012, and any change in performance of the firm associated with it by using panel data analysis. We take our central topic forward by exploring whether the effect of CEO change is more different in firms where the incoming CEO is an outsider or an insider; and whether ownership of the firm influences the effect.

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226

## ACADEMIC ENTREPRENEURSHIP AT THE EDGE: RESISTANCE AS AN ENABLER AND INHIBITOR

*Shepherd, Deb*

Academic entrepreneurship is gaining further attention as pressure on academic institutions to be more entrepreneurial increases. Emphasis has historically been on the technology transfer and commercialisation of research. We offer a broader definition of academic entrepreneurship allowing for exploration of a wider range of academic entrepreneurial activities. In this paper we consider the importance of competing logics underpinning academic entrepreneurial activities and consider the role of resistance. Drawing on Schumpeter's theory of entrepreneurship, in particular the combining and recombining of resources, an illustrative case study of one entrepreneurial academic venture is offered. We argue that resistive tension by the case organisation effectively contributed to its success by both enabling and restraining innovation.

.....

183

## THE PROOF IS IN THE PUDDING! ACCESS TO VERSUS USE OF SOCIAL CAPITAL IN ENTREPRENEURIAL INTENT

*van de Vrande, Vareska*

*Hynes, Niki*

This study explores the relationship between an individual's social network, cognitive biases, and entrepreneurial intent. The paper extends previous work by examining the difference between social networks and elements of social capital; access to and use of resources. Using empirical data from Masters students, the results shows clear links between the perceptions of an individual's social network, their ability to use this when starting a business and certain cognitive biases. A contribution is made by linking the different outcomes of social networks in terms of access to and use of social capital, cognitive biases and decision-making.

.....

373

## RISK-TAKING PERSISTENCE PREDICTS ENTREPRENEURIAL INTENTIONS AND THE DARK TRIAD TRAITS OF PSYCHOPATHY AND MACHIAVELLIANISM

*Walker, Benjamin*

*Jackson, Chris*

Entrepreneurs often persist in risk-taking, despite market conditions that suggest they should adopt a more conservative approach. Using 605 participants across three experimental laboratory studies, we examine whether disinhibition (persistence in risk-taking during adversity) is a basic mechanism underlying entrepreneurial intentions as well as the Dark Triad traits of psychopathy, Machiavellianism and narcissism. Results support the hypothesis that disinhibition underlies these behavioural outcomes, with the exception of narcissism. These studies contribute to the emerging evolutionary psychology literature that the mechanism underlying the Dark Triad can have positive or negative outcomes.

.....

177

## BEYOND BUSINESS AS USUAL: A NEW RESEARCH AGENDA TO ENGAGE SMES IN ENVIRONMENTAL SUSTAINABILITY PRACTICES

*Wolfram Cox, Julie*

*Redmond, Janice*

*Curtis, Jim*

*Kirk-Brown, Andrea*

*Walker, Beth*

A lack of SME engagement in environmental sustainability practices has caused stakeholders to advocate several different approaches to encourage organisational change. While much program investment and research has been dedicated to developing and implementing external drivers, at least two internal factors have not been given sufficient research attention when it comes to the uptake of environmental sustainability initiatives among SMEs. These are: the strength of embedded habits and routines, and whether or not a business is indeed ready to embrace change. We take these factors into account and extend a habit discontinuity approach to the organisational level as a way of mapping out a process to foster greater engagement and uptake of environmental sustainable initiatives among SMEs.

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# MANAGING ON THE *EDGE*

210

## RESISTANCE AND CHALLENGE: THE SHAPING OF INDIGENOUS ENTREPRENEURSHIP, A MAORI CONTEXT

*Woods, Christine*

A theoretical gap remains in understanding the role of culture in indigenous entrepreneurial leadership (Lindsay, 2005). To address this gap, Tapsell and Woods (2008a, 2010) draw on a Schumpeterian perspective to explore indigenous entrepreneurship and social innovation. They suggest social change can usefully be thought of as a double spiral of innovation, takarangi, where new combinations arise through the interaction of opportunity and heritage. In this paper we wish to develop our understanding of takarangi by drawing again on Schumpeterian underpinnings of entrepreneurship; in particular by exploring in an indigenous Māori setting key leadership roles and the notion of resistance. Resistance in this setting can be seen in the context of challenges, which we argue, are also opportunities.

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## 4. GENDER, DIVERSITY AND INDIGENEITY

286

## BARRIERS TO SAUDI ARABIAN WOMEN'S LABOUR FORCE PARTICIPATION

*Alfarran, Abeer*

*Stanton, Pauline*

*Buttigieg, Donna*

Saudi Arabia has low female labour participation rates. The government's support for women's entry into the private sector through the Nitaqat policy is facing considerable barriers in the form of culture, religion, and women's expectations. This paper explores the gap between fulfilment of government employment policies for women and broader institutional barriers. The paper explores gender issues in the Saudi workplace from the viewpoints of: government and unemployed Saudi women. The findings are that whilst the participants view the government's labour participation policies as positive, the considerable social and regulatory barriers of a conservative society are strong impediments to female employment.

.....

84

## IT'S PART OF THE JOB, BUT ... THE DIFFERENT WAYS MEN AND WOMEN HEALTH SERVICE MANAGERS EXPERIENCE EMOTIONAL LABOUR.

*Boucher, Carlene*

This study aimed to examine the employment by managers of a valuable resource (emotional labour) and the value of this work to health service organisations. Data was generated through unstructured interviews with 49 health service managers and was analysed using thematic analysis. Women health managers were more likely to see their main role in interactions involving emotional labour as providing emotional support (rather than solutions to problems). It is suggested that four significant aspects of these women leaders' emotional labour – their gender, the frequency of the activity, the extent to which they identify with their leadership role, and their interactions with senior staff contribute to a greater propensity for them to experience job stress and burnout.

.....

39

## LABOUR MARKET EXPERIENCES & OUTCOMES FOR SPOUSES OF SKILLED MIGRANTS

*Cameron, Roslyn*

*Pfeiffer, Linda*

Skilled migration is important for Australia's economy due to ageing workforces, skill shortages and competitive global labour markets. Many skilled migrants arrive with their spouse and children. The labour market participation of spouses is a crucial consideration in retaining skilled migrants and assists with their integration into Australian society. Research has reported barriers faced by migrants in the labour market which leads to skills wastage and underemployment. This paper reports data from labour market program participants coordinated by a multicultural association in Central Queensland. The majority of participants were female spouses of skilled migrants attracted to the region's employment opportunities. The findings point to a successful labour market program to assist migrants gain employment and integrate into the wider community.

.....

433

## THE MEDIATING EFFECTS OF WORK-LIFE BALANCE SELF-EFFICACY ON THE RELATIONSHIPS BETWEEN WORK-TO-FAMILY CONFLICT AND JOB SATISFACTION

*Chan, Xi Wen*

*Kalliath, Thomas*

The present study extends prior research by incorporating work-life balance self-efficacy as a mediator and the multidimensionality of work-family conflict (time-based, strain-based, and behaviour-based) to capture the interaction between work-to-family conflict and job satisfaction. Based on data (N = 972) obtained from four different organisations in Australia, the model was tested using structural equation modelling. Confirmatory factor analyses showed that there was better fit for a 5-factor measurement model than a 3-factor or 1-factor model. Subsequent tests of the structural model showed that the proposed model was a good fit to the data (CFI = .981; RMSEA = .047), providing support to the hypotheses and a general framework which integrates previous research findings. Theoretical and practical implications are further discussed.

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# MANAGING ON THE *EDGE*

47

## TRICKLE-DOWN EFFECT: THE IMPACT OF FEMALE DIRECTORS ON FEMALE EXECUTIVE REPRESENTATION

*Gould, Jill*

*Kulik, Carol*

*Sardeshmukh, Shruti*

Organisational strategies to achieve gender diversity have focussed on bottom-up approaches such as mentoring or leadership training. However, women's representation at senior organisational levels remains well below men's. This study investigates the trickle-down effect where an increase in female representation at a senior level is expected to result in an increase in female representation at a lower level of management. Data for 1,356 organisations listed on the Australian Securities Exchange were collected for the period 2001–2011. Higher levels of female representation at board level had a positive impact on subsequent female representation at executive level. Results provide support for the trickle-down effect suggesting that organisations should consider top-down strategies for increasing women's representation in senior roles.

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11

## INEQUALITY REGIMES AND GENDERED LABOUR MARKET DISADVANTAGE WITHIN THE NEW ZEALAND FILM INDUSTRY

*Handy, Jocelyn*

*Rowlands, Lorraine*

Acker's concept of inequality regimes is used to analyse gendered labour market disadvantage within the Wellington film industry. Interviews with twelve female and eleven male production workers suggest that structural conditions, industry norms and collective practices within the industry mean that workers need to show total flexibility and commitment. This creates difficulties balancing work and family. This issue affects women disproportionately as cultural norms emphasise women's childcare responsibilities. The dilemma facing women with children adversely affects the employment prospects of all women. Childless women need to prove their reliability and loyalty by dedicating themselves to the industry to a greater degree than their male colleagues. Consequently, inequality regimes are perpetuated by the actions of both male and female workers.

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80

## IS THERE REALLY A POSITIVE CLIMATE FOR DIVERSITY IN NEW ZEALAND ORGANISATIONS?

*Houkamau, Carla*

*Boxall, Peter*

This paper uses data drawn from a 2010 telephone survey of 500 New Zealand workers to demonstrate that Māori and Pacific respondents perceive their organisations as less supportive of diversity than do their European/Pākehā counterparts. Research linking employees' perceptions of diversity climate to favourable business and employee outcomes is outlined. The Māori and Pacific populations combined will comprise nearly 30% of New Zealand's working age population in 2026 (EEO Trust, 2006). We argue it is critical for organisations to understand the factors that promote feelings of inclusion for these groups in order to fully leverage the benefits they offer. Suggestions are provided for creating a positive climate for diversity recognising the specific needs of Māori and Pacific employees.

.....

98

## INNOVATION AND GENDER: WHY ARE WOMEN NOT REWARDED FOR INNOVATIVE WORK BEHAVIORS?

*Luksyte, Aleksandra*

*Unsworth, Kerrie*

*Avery, Derek*

Building on role congruity theory, we predict that similar to other prototypically masculine behaviors such as leadership, innovative work behaviors are stereotypically ascribed to men than to women. Because of this bias, female innovators may not receive favorable performance evaluations, whereas innovative men will reap the benefits of being innovative. We conducted two experiments to test these questions. The results of Study 1 (N = 238) revealed that innovative work behaviors are stereotypically associated with men, not women. In Study 2, by experimentally manipulating innovative work behaviors (N = 232), we found support to our proposed differential evaluation of innovative men and women in that favorable performance evaluations were given to innovative men but not to innovative women.

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# MANAGING ON THE *EDGE*

333

## DIVERSITY IN MEASURING DIFFERENT DIMENSIONS OF DIVERSITY: A LITERATURE REVIEW

*Manoharan, Ashokkumar*

*Yanadori, Yoshio*

Although organizational researchers have shed light on the topic of diversity and its performance outcomes, literature has not exclusively studied the various dimensions of diversity researched and the different ways these dimensions have been operationalized. The present paper reviews diversity literature focusing on diversity and organizational performance outcomes from twenty one top-tier journals. We identify the different diversity dimensions researched, the way it has been operationalized and methods used to aggregate these diversity dimensions in the literature. The findings of the review indicate that predominantly studies have used single dimension compared to multiple dimensions, and gender, race and age were the top three dimensions researched. Three future research directions are discussed to increase the diversity research.

.....

209

## THE IMPACT OF POSITIVE THINKING AND OTHER TECHNIQUES ON TRANSITION EXPERIENCES FROM WORK TO HOME SITUATIONS FOR REDUCING WORK-FAMILY CONFLICT

*Molineux, John*

*Fraser, Adam*

*Carr, Rodney*

This paper outlines an experimental research intervention using positive psychological techniques designed to assist workers with developing personal strategies to reduce work-life conflict. Results indicate that following such interventions there has been some change in the behavior of people who decided to take action following the workshops.

.....

110

## WORK-FAMILY BALANCE IN HIGHER EDUCATION -CROSS-CULTURAL PERSPECTIVES OF ROLE, WORK AND FAMILY

*Pillay, Soma*

The article examines different types of work-family pressures amongst people working within the Australian higher education sector. We were specifically interested in work-family experiences between domestic and migrant Australians. Among the major findings, domestic Australians experience greater levels of work-family imbalance across most of the measures used. The implications of the findings for research in cross-cultural studies were discussed.

.....

125

## LINE MANAGING NEURODIVERSE EMPLOYEES IN THE UK TRANSPORT INDUSTRY: AN EXPLORATORY STUDY

*Richards, James*

*Sang, Kate*

*Marks, Abigail*

*Gill, Susannah*

A tenth of the working population have a hidden disability, yet there is little consideration of such issues in the current HRM literature. Through semi-structured interviews with line managers from the UK transport industry the paper unearths the consideration for workplace practices and support mechanisms required in organisations that make serious commitments towards equal opportunity employment. The paper draws attention to the implications for employees, but also for line managers responsible for the day-to-day aspects of equal opportunity employment. A key issue to emerge from the study is that line managers appear keen and feel capable of supporting employees with a neurodiverse condition, yet in another sense are constrained in such actions by many wider factors out of their control.

.....

262

## PATHWAYS FOR 21ST CENTURY LEADERSHIP: EXPLORING THE CONVERGENCE OF SERVANT AND MĀORI LEADERSHIP

*Ruwhiu, Diane*

*Elkin, Graham*

The world has become a turbulent space for leaders and organisations. Leadership scandals and failures have changed societal views on leadership behaviour. Consequently, there is increased demand for more ethical leadership, inspired by ideas of human-ness, and care of the well-being of all stakeholders. This paper offers our conceptualisation of servant and Indigenous Māori leadership respectively, as emerging domains within leadership theory that offer alternative approaches to those that are firmly embedded with Western leadership rhetoric. We propose there is a strong resonance between the two leadership domains and discuss the implications for leadership and organisation studies.

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# MANAGING ON THE *EDGE*

323

## **GENDER AND THE ENGINEERING WORKFORCE: GLOBAL CHALLENGE, GLOBAL OPPORTUNITY**

*Wallace, Michelle*

*Sheldon, Neroli*

Engineering expertise is critical to the economic innovation and productivity of nations. However, in some parts of the world, including Australia, there is a looming engineering skills shortage. Increasing the number of women in the profession has been identified as a major avenue to address the skills shortage. However, there remains an under-representation of women in engineering, especially in English-speaking countries. This paper examines the gender dimensions of the global engineering workforce, theories that might help explain women's general absence from this segment of the workforce and experiences of girls and women in science, technology and engineering (STEM) education and workplaces. The paper also reports on gender initiatives to attract and retain women in the engineering profession.

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429

## **LET THE PEOPLE DECIDE! AN ENDOGENOUS / MĀTAURANGA-A-IWI RESEARCH APPROACH**

*Warriner, Virginia*

*Kamau, Rawinia*

*Tinirau, Rawiri*

The focus of this paper is on the methodology that Te Tupunga Māori and its team of iwi researchers utilised in their attempt to answer What is Māori Economic Development? and What are the critical success factors for Māori Economic Development to occur? In engaging with iwi, researchers were able to identify certain critical success factors and what works best for Māori aspirations and their iwi. Whilst this project's process was based on openness, flexibility and trust this paper will convey that managing multiple accountabilities involving iwi, hapū and whanau members, iwi rūnanga, university funders as well as other interest groups set up many challenges for this research team.

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## **5. HUMAN RESOURCE MANAGEMENT**

202

## **PERCEPTIONS OF PRECARIOUSNESS AND EMPLOYMENT STRAIN: THE ROLE OF THE MANAGER**

*Archer, John*

*Pajo, Karl*

*Lee, Louise*

Growth in non-standard employment has prompted researchers to investigate the implications for workers most at risk – those in precarious employment. Limited attention has focused on the employment relationship and particularly the role of the immediate supervisor as a potential source of employment strain for those in precarious work. Drawing on a model of employment strain this study uses data from in-depth interviews with casual employees to examine how managers influence elements of the employer-employee relationship and affect casual employees' experiences of precariousness. Overall, the study found that the employee-supervisor relationship plays a critical role in creating a workplace environment that can lessen or accentuate casual workers' perceptions of employment strain.

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14

## **RISK BLINDNESS AMONG TEMPORARY MIGRANT WORKERS**

*Bahn, Susanne*

Workers can suffer from risk blindness in that they fail to recognise workplace hazards or their severity, thereby jeopardising their health and safety and their organisation's performance. This problem is exacerbated in organisations who employ temporary migrant workers because not only do 'home country' cultural factors influence the way they understand and see risks; more critically the temporary nature of their work contract can reduce their commitment, and perceived responsibility, to acknowledge risk. The result of which could expose temporary migrant and domestic workers to increased incidents of work-related injury, disease and fatalities. This paper presents this problem through the lens of institutional theory to explain uneven power differentials between temporary migrant workers and managers that lead to risk blindness.

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# MANAGING ON THE *EDGE*

335

## AN ANALYSIS AND REVIEW OF MIXED METHODS RESEARCH DESIGNS UTILISED IN THE STUDY OF THE RELATIONSHIP BETWEEN HRM AND PERFORMANCE

*Bainbridge, Hugh*

*Lee, Ilro*

In this paper, we review HRM research with specific attention to mixed methods research designs. Our specific research objectives are: i) to define mixed methods for HRM researchers, ii) to identify the advantages of mixed methods, iii) to outline key mixed methods design considerations, and iv) to illuminate these with examples from HRM research. Mixed methods are examined via a review of articles published in top tier management journals and field specific human resource management journals between 2000 and 2011. Results indicate a preference for mixed methods research that is complementarity oriented, has a greater weight placed on the quantitative component, that is sequentially implemented and that follows a QUAN → qual design. Implications of these findings are presented.

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249

## DEVELOPING MANAGERIAL AND PROFESSIONAL TALENT: THEIR EMBEDDEDNESS AND RETENTION

*Bambacas, Mary*

This study explores development practices for middle, and lower management and professional groups in manufacturing plants in China, Indonesia and Malaysia. Overall, for each country sample the middle management group received more opportunities for development, were more embedded and had less turnover intentions than the lower management and professional groups. Comparison across country samples, demonstrated little significant difference between the developmental opportunities, job embeddedness (JE) and turnover intentions (TI) of the lower management and professional groups. The results suggest that organisations hoping to embed professional in pivotal positions and deter their intentions of leaving may experience the greatest success by increasing developmental opportunities.

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147

## DEVELOPING A NEW FRAMEWORK FOR HIGH PERFORMANCE

*Blackman, Deborah*

*Buick, Fiona*

*O'Flynn, Janine*

*O'Donnell, Michael*

*West, Damian*

The achievement of a High Performance Organisation (HPO) has been predicated upon the implementation of core High Performance Work Practices (HPWPs) of which performance management is one. However, the positive effects of adopting HPWPs remain elusive. This paper argues that the role of performance management needs to be reassessed when developing an HPO. Using cases undertaken in the Australian Public Service, this paper outlines a set of principles and foundation elements which underpin a new performance management framework designed to support the attainment of high performance. We argue that it is the interplay of the principles and foundation elements which will enable the implementation of a performance system which will support the attainment of the characteristics required for high performance.

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288

## THE USE OF RECOGNITION OF PRIOR LEARNING (RPL) IN AUSTRALIAN HRM CONTEXTS

*Cameron, Roslyn*

Recognition of prior learning (RPL) is a key element of Australia's Qualification Framework (AQF), however, the utility and value of RPL is not confined to educational application. The purpose of this paper is to broaden the utility of RPL by identifying the multitude of uses of RPL within human resource management (HRM) contexts. RPL can assist in addressing some of the big human capital issues impacting the Australian economy: aging workforces; skill shortages; global labour markets and; need for labour mobility. There has been very little research on the use of RPL within HRM contexts in Australia and internationally. This paper discusses three exemplars of RPL in HRM contexts before presenting a framework for mapping RPL utility within HRM.

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# MANAGING ON THE *EDGE*

269

## COMPARING SIMPLIFIED REGRESSION ANALYSIS AND STRUCTURAL EQUATION MODELLING OF UNDERGRADUATE MANAGEMENT STUDENTS' PERCEPTIONS OF FEEDBACK

*Cavana, Robert*

*Ahimbisibwe, Arthur*

*Retna, Kala*

A previous paper presented the results of a survey based on a large sample of undergraduate students on management courses in a New Zealand university, exploring students' perceptions of feedback given to them on their formative assessments. A factor analysis and simplified regression analysis were undertaken with the collected data. In a subsequent paper, we discussed a more advanced statistical analysis of this data involving Structural Equation Modelling. The results and insights from both these previous statistical analyses will be discussed in this paper.

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167

## LIVING ON THE EDGE: PRECARIOUS EMPLOYMENT AND EMPLOYEE WELLBEING AMONG COMMUNITY AGED CARE WORKERS.

*Clarke, Marilyn*

The demand for community based aged care is increasing at a rapid rate due to the number of older Australians requiring extra support and the shift in government policy towards in-home care. This paper reports findings from a study of community care workers which explored the key issues of attraction, retention and wellbeing. The study found that employees are attracted to community care by ease of entry, flexible hours and the opportunity to make a difference but that wellbeing is often compromised by job pressures and lack of income security.

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37

## IT'S NOT YOU, IT'S US: THE BUFFERING EFFECT OF RELATIONAL ATTRIBUTIONS ON THE LAYOFF- PERFORMANCE ASSOCIATION

*Cregan, Christina*

*Kulik, Carol*

*Bartram, Tim*

This research examines the impact of layoffs on performance in workplaces characterized by four configurations of employment practices: Collaborative or soft Strategic Human Resource Management (HRM); Calculative or hard Strategic HRM; Traditional HRM; and NonHRM. We hypothesized that both Strategic HRM systems are associated with high performance. We also hypothesized that layoffs weaken the employment relationship in Calculative workplaces relative to Collaborative workplaces. We examined longitudinal data collected in 1998 and 2004, consisting of survey responses from managers in more than 1,000 UK workplaces. We employed cluster analysis and hierarchical regression. Workplaces characterized by Strategic HRM were associated with high performance. But, following layoffs, only Calculative workplaces experienced lower performance levels in 1998 and also 2004.

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40

## ENHANCING INDIVIDUAL AND COLLECTIVE PERFORMANCE: DEVELOPMENT OF A MULTILEVEL PSYCHOLOGICAL CAPITAL INTERVENTION MODEL.

*Dawkins, Sarah*

*Martin, Angela*

Research has demonstrated that Psychological Capital (PsyCap) is impactful on employee functioning and open to development, via training interventions. While research examining a collective version of PsyCap has demonstrated positive associations with desirable team outcomes; research to date has not explored the potential for developing team-level PsyCap. Given recent multilevel research findings indicating manifold benefits of team-level PsyCap in terms of both employee and team functioning, we explore the potential for a multilevel intervention model. We discuss the theoretical basis for such a model and extend the individual-level PsyCap intervention approach for delivery as a multilevel intervention targeting both individual- and team-level outcomes. Propositions designed to stimulate team-level PsyCap research and promote its application in human resource development are provided.

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348

## A POSITIVE APPROACH TO SELECTION

*Fishwick, Simon*

This paper discusses applying positive organisational behaviour to selection of managerial level positions using the themes of being dynamic, outcomes focussed, contextual, holistic, transparent, and that selection be a positive experience for applicants and recruiters. The paper introduces the concepts of a dynamic view of merit and critical success factors in supporting a positive process. Illustrative data from interviews with HR managers where responses pointed at a positive approach have been used. Challenges for HR managers in obtaining support to develop and implement positive approach to selection are highlighted.

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205

## ORGANISATIONAL ADOPTION OF SOCIAL RECRUITING TECHNOLOGIES: A QUALITATIVE STUDY

*Hadji Abootorab Kashi, Kia*

*Molineux, John*

Despite the growing popularity of using social network websites as recruitment tools in organisations, very little theory-driven research is available to improve our understanding of the adoption of these technologies by Australian organisations. Using the technology, organisation, and environment (TOE) framework, this study attempts to identify key determinants of the organisational adoption of social recruiting technologies based on qualitative evidence from 15 interviews across 12 Australian organisations. Our results indicate that TOE can provide useful insights for explaining the low adoption rate of social recruiting technologies among Australian firms. Contextual factors that affect the adoption of social recruiting technologies were also explored and discussed in detail.

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# MANAGING ON THE *EDGE*

157

## **SIGNALS FROM HUMAN RESOURCE (HR) JOB ADVERTISEMENTS IN NEW ZEALAND**

*Ho, Marcus*

*Nguyen, Diep*

*Lo, Karen*

*McLean, Cameron*

*Teo, Stephen*

Human resource (HR) competencies for HR professionals have been implicated as an indicator of organisations' pursuit of human resource management (HRM). Utilising Signalling Theory, this paper evaluates the literature on HR competencies and contrasts these with the signals given by organisations in the recruitment of HR professionals in New Zealand. Using Leximancer and frequency analysis, we contrast the academic literature with the signals that organisations recruiting HR professionals give in their job advertisements. Findings indicate that the literature has progressed to more strategic concerns and focused on the management of competencies by organisations. In contrast, signals by organisations appear to emphasise functional rather than strategic competencies. Implications for theory and practice are discussed.

222

## **OHS ON THE EDGE; SAFETY TRAINING AND INDUCTION FOR TEMPORARY AND AGENCY WORKERS**

*Hopkins, Benjamin*

In keeping with the conference theme of Managing on the Edge, this paper investigates the management of a group of workers who can be seen as being on the edge of the employment relationship – temporary and agency workers. In addition to a weak attachment to the workplace owing to their contractual status, a number of these workers can be considered to be further on the edge of the employment relationship as they are also migrant workers. Using a qualitative approach, this paper investigates the particular case of the food manufacturing sector in the UK to examine the induction and OHS training of low skilled workers and finds varying levels of safety induction for workers on different types of contract.

198

## **EXAMINING ORGANISATIONAL CHARACTERISTICS OF SMES THAT OFFER WORK-LIFE BALANCE PRACTICES**

*Jenkins, Stacey*

*Bhanugopan, Ramudu*

*Mathews, Pamela*

This study examines work-life balance (WLB) practices in Australian small and medium enterprises drawing on survey responses from 219 firms. It seeks to identify the organizational characteristics associated with the adoption of four groups of WLB practices using a causal model. Of three models tested, the final model supports a conceptual framework that is inclusive of four domains: flexible work options, leave programs, support benefits, and care arrangements. The findings suggest that organizational characteristics viz. industry type and geographic location impact on WLB practices. Implications for theory and practice are discussed and suggestions for future research are presented.

1

## **SUSTAINABLE HUMAN RESOURCE MANAGEMENT: ANOTHER WAY OF CONCEPTUALIZING MANAGING PEOPLE?**

*Kramar, Robin*

During the last decade a new term for HRM has emerged. Sustainable HRM is an approach which seeks to link HRM and sustainability. This paper outlines the major characteristics of Sustainable HRM and outlines the features which differentiate it from strategic HRM. Writers on Sustainable HRM emphasize the importance of human and social outcomes, explicitly identify negative as well as positive effects of HRM on a variety of stakeholders, pays further attention to processes of implementation and acknowledges the tensions in reconciling competing organisational practices.

36

## **THE HR COMPETENCY REQUIREMENTS FOR STRATEGIC AND FUNCTIONAL HR PRACTITIONERS**

*Lo, Karen*

*Macky, Keith*

*Pio, Edwina*

The purpose of this paper is to identify the competency requirements for human resource (HR) practitioners and to examine their perceived relative importance to strategic and functional HR roles. An integrated concept mapping process involving 63 New Zealand HR practitioners was used to explore the perceived importance of HR competencies for successful performance in human resources. The findings indicate that there is a wider range of HR attributes required for HR job success than those that are espoused in the HR literature. The key similarities and differentiators in competency requirements between strategic and functional HR roles are also identified. This paper discusses theoretical implications and provides recommendations on selection and development programmes for HR practitioners.

# MANAGING ON THE *EDGE*

144

## SAFETY CULTURE IN AUSTRALIAN (NEW SOUTH WALES) UNIVERSITIES

*Lyons, Michael*

Apart from Robens-style workplace health and safety (WHS) arrangements, most workplaces in Australia have never been compelled to create ongoing consultative mechanisms with workers. Under certain collective bargaining laws [e.g. Fair Work Act 2009 (Cth) section 205] they are required to establish only a process, rather than a mechanism or structure for consultation. The paper analyses the effectiveness of WHS consultation, and issues related with the debate around whether WHS is an area of mutual concern between employers and employees or whether it is an area that is subject to political contestation at the workplace. This is done by reporting results of a safety culture survey conducted in three Australian higher education institutions.

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106

## HOW INTERNATIONAL BUSINESS TRAVEL IS RELATED TO SLEEP DISTURBANCE AND WORK-FAMILY CONFLICT

*Mäkelä, Liisa*

*Bergbom, Barbara*

*Tanskanen, Jussi*

*Kinnunen, Ulla*

This study examines work-family conflict as a mediator between international business travel and sleep disturbance. The data for this study consists of employees whose work involved international business travel (N =868) and who answered two surveys with a one-year time lag. The results showed that international business travel did not predict sleep disturbance directly over time but did significantly increase work-family conflict, which in turn increased sleep disturbance. Thus, work-family conflict functioned as a mediator in the relationship between business travel and subsequent sleep disturbance. Our results indicate that family-friendly HR policies might help IBTs to reduce their levels of work-family conflict, which could in turn, protect IBTs from harmful health effects, particularly sleep disturbance.

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55

## THE 'SILVER TSUNAMI' AND APPROACHES TO RETAINING OLDER WORKERS

*McEvoy, Glenn*

The dual problems of an ageing population and potential labor shortages in the cohort behind the baby boomers has prompted calls for approaches that will keep older workers on the job past normal retirement age. This paper reports the results of a small sample (n=48) interview study designed to determine suggestions for what employers could do to encourage older workers to delay retirement. Factors such as flexible work schedules, recognition, pay and benefits, and autonomy in work are consistent with the findings of prior research. The study also uncovered some potential approaches not considered in the current literature, such as completion bonuses for staying on the job a set number of years more. Recommendations for research and practice are included.

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290

## EMPLOYEE VOICE IN AUSTRALIA: DIRECTIONS FOR FURTHER RESEARCH

*McWilliams, Alan*

Employee voice can be an individual or collective contribution to decision making or the articulation of grievances. Recently there has been a growing body of research focused on understanding the motives underlying employee voice, factors that increase employee voice behaviour, and the implications of voice for employees and organizations (Pyman, Holland, Teicher and Cooper, 2007). This literature in Australia has notable gaps, and it is argued that future scholarship should be directed at developing in-depth case studies of local employee voice (Holland, Pyman, Cooper and Teicher, 2011). This paper is an attempt to review and integrate the existing literature on employee voice in order to provide direction for future research.

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64

## HOW IMPORTANT IS ROLE CLARITY TO THE EFFECTIVENESS OF ETHICAL LEADERSHIP?

*Newman, Alexander*

*Allen, Belinda*

*Miao, Qing*

Although there is growing research on the relationship between ethical leadership and subordinate work behaviors, limited research has examined the boundary conditions under which ethical leadership is more or less effective. In the present research we investigate whether subordinate perceptions of role clarity in their job role influence the relationship between ethical leadership and subordinate work behaviors. We find that when role clarity is higher, the positive relationship between ethical leadership and helping behavior is stronger and the negative relationship between ethical leadership and deviant behavior is weaker.

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78

## WHAT IS EXCHANGED IN PSYCHOLOGICAL CONTRACTS AND ARE PERFORMANCE BEHAVIOURS TARGETED AS RECIPROCATATION?

*Rodwell, John*

*Ellershaw, Julia*

This study examined the psychological contract (i.e., breach, fulfilment and promises), employee outcomes (i.e., psychological distress, career commitment and organisational commitment), and work performance behaviours (organisational citizenship behaviours of the individual [OCBI] and organisation [OCBO], and in-role behaviours [IRB]). Path analyses were conducted on a sample of 112 (46%) allied health professionals from an Australian healthcare organisation. Promises decreased OCBO, while fulfilment increased organisational and career commitment, and reduced distress. Breach reduced organisational commitment. Further, distress mediated relationships between fulfilment and OCBO, while career commitment mediated relationships to OCBO and IRB. Promises are the main, effective, currency exchanged within the psychological contract and employee effort is targeted in order to balance the exchange.

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# MANAGING ON THE *EDGE*

79

## FULFILLING OBLIGATIONS AND BREACH ARE THE DRIVERS OF THE PSYCHOLOGICAL CONTRACT ACROSS NURSING CONTEXTS

*Rodwell, John*

*Ellershaw, Julia*

We investigated the psychological contract (promises, fulfilment and breach), negative affectivity (NA) and employee outcomes (job satisfaction, occupational commitment, organisational commitment, and psychological distress) across two nursing contexts. Hospital (n=160) and aged care nurses (n=218) from Australia participated in cross-sectional surveys. Structural equation modelling was conducted. Breach reduced job satisfaction and organisational commitment in both samples, and reduced occupational commitment in aged care nurses. Fulfilled obligations increased job satisfaction, organisational and occupational commitment in both samples. Fulfilling obligations and breach are the key drivers of the psychological contract for hospital and aged care nurses. That is, the more solid characteristics of the psychological contract drive employee attitudes and mental health, as replicated in two nursing contexts.

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193

## COULD ON-THE-JOB EMBEDDEDNESS HELP BIND FIFO WORKERS TO THEIR JOBS?

*Scott, Glenda*

*Sitlington, Helen*

*Brown, Alan*

*Susomrith, Pattanee*

Fly-in Fly-Out employees in the mining industry in Western Australia have had high levels of turnover, resulting in high costs in recruitment, training and lost production. This research is seeking to understand the reasons for high turnover in this somewhat unusual group of employees. Whilst the research has utilised the more traditional approach to understanding labour turnover, that is that dissatisfaction with job or company and the availability of viable alternatives lead to intention to quit, preliminary results indicate that job embeddedness theory may provide a better understanding of why FIFO workers choose to stay in their jobs. This outcome raises questions about embeddedness theory itself, namely whether on-the-job embeddedness is a stronger predictor of staying than is off-the-job embeddedness.

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122

## SICK AND DISENGAGED? EXAMINING PREDICTORS AND MODERATORS OF PRESENTEEISM AND ENGAGEMENT

*Seah, Jasmine*

*Luksyte, Aleksandra*

Building on conservation of resources and trait activation theories, we examined predictors and outcomes of presenteeism and factors that could moderate these links. The results (N = 185) showed that conscientiousness and agreeableness moderated the presenteeism-engagement link. Specifically, this negative link was weaker for people who score high on conscientiousness or agreeableness. We also examined these personality traits as predictors of presenteeism; we explored work characteristics (i.e., job insecurity, interdependence, and formalisation) as moderators of the personality-presenteeism link. We found that both agreeable and conscientious people with high job security were less likely to engage in presenteeism in environments where rules and procedures were more formal (high formalisation). Agreeable employees displayed less presenteeism in low interdependent work situations.

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197

## GENERATIONAL DIFFERENCES AND FLY-IN-FLY-OUT (FIFO) EMPLOYEE TURNOVER

*Susomrith, Pattanee*

*Brown, Alan*

*Scott, Glenda*

*Sitlington, Helen*

FIFO mining has experienced significant growth in the past decade and is now a typical form of employment in the sector in Australia. Evidence suggests that there are relatively high turnover levels amongst these employees. Whilst there are many contributing causes to this, there may be variances between different generational cohorts at work as arguably their workplace expectation differs. This paper investigates whether turnover intentions vary between different generations of employees. Using a questionnaire, employees were asked about their turnover intentions and this was compared against the groups of Baby Boomers, Generation X and Generation Y. Findings show that Generation Y employees had a higher intention to quit than the Baby Boomers but were no different to Generation X employees.

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# MANAGING ON THE *EDGE*

132

## AN EXPLORATORY STUDY OF FACTORS INFLUENCING THE PARTICIPATION IN TRAINING AND DEVELOPMENT OF ENGINEERS IN SMALL BUSINESSES

*Susomrith, Pattanee*

*Coetzer, Alan*

The provision of workforce training and development (T&D) has the potential to provide benefits to both employers and employees. However, employees in small businesses receive less access to T&D than employees in large businesses. Prior research into reasons for the relatively low levels of employee participation in formal T&D in small businesses has typically involved surveys of owner-manager opinions regarding 'barriers' to T&D. This study explored factors influencing employee participation in T&D from the perspective of employees. Data were collected through semi-structured interviews with 15 employees in small engineering businesses. Consistent with the main aim of exploratory research, the study produced (four) generalisations that are grounded in the interview data. These generalisations help establish the groundwork for future studies.

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219

## CONVERGING CONFIGURATIONS: DEVELOPING A TAXONOMY OF MANAGEMENT AND HUMAN RESOURCE PRACTICES IN AUSTRALIAN AND NEW ZEALAND ACCOUNTING FIRMS

*Sykes, Matthew*

*Heys, Andrew*

This paper reports on a replication study that investigates management and human resource practices in accounting firms. Using configuration theory, the study surveyed accounting firms in Australasia with regard to their intensity of practice of HRM and management practices. Building on existing theories concerning organisational archetypes and the existing taxonomy, this study classifies accounting practices according to their HRM and management configurations. Using cluster analysis, the study found three clear configurations in the accounting industry, confirming the existing taxonomy and research method. Implications for management theory and practice are then discussed. The study contributes to the ongoing discussion concerning homogeneity/heterogeneity within professional services, finding that, with regard to HRM and management practice, there is evidence for homogeneity across professions.

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423

## EXPLORING THE LINK BETWEEN WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE: A REVIEW FOR FUTURE RESEARCH

*Talukder, A K M*

*Vickers, Margaret H*

*Morin, Alexandre J S*

The study aims at exploring determinants predicting work-life balance (WLB) that causing employee performance and how work-life balance contributes to enhance performance of organization. Today's managers and professionals are not only working far more than previous generations, but are also experiencing the "sting of reality," with work demands increasingly spilling into and overshadowing family and personal time. When employees cannot find balance for their work and non-working life, they experience an inter-role conflict. This conflict is defined in the WLB literature as the direct result of incompatible pressures from the individual's work and family/personal role. Due to its positive effect on employees, the implementation of WLB practices can be expected to increase organizational performance.

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382

## HR AMBIDEXTERITY: THE UNEXPECTED CONSEQUENCES OF E-HRM IMPLEMENTATION

*Tansley, Carole*

*Kirk, Susan*

*Barton, Harry*

*Williams, Hazel*

In this paper we examine a case study of an electronic HRM (e-HRM) implementation within a UK public sector local authority. We use the notion of ambidexterity to analyse their attempts to balance between optimising the efficiency and effectiveness of e-HRM (exploitation), whilst also enabling innovation (exploration) in the application of such systems. Ambidexterity is a strategic management concept for analysing an organisation's ability to both operate efficiently in the now, whilst also adapting to environmental changes around and ahead of them in order to survive and grow. We found that from the initial exploitation of the system emerged instances of exploration as an accidental consequence, rather than a result of a purposeful endeavour to discover something new and novel.

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# MANAGING ON THE *EDGE*

133

## AN EVALUATION OF A TOOL TO ASSESS SAFETY CULTURE IN HIGH-MSD RISK ORGANISATIONS

*Tappin, David*

*Bentley, Tim*

*Ashby, Liz*

This study evaluated a tool (MSD CAT) for assessing organisational safety culture as it impacts work-related musculoskeletal disorders (MSD). The study assessed the level of MSD cultural advancement and identified measures for improving MSD culture. Interviews were conducted with 39 staff from two organisations in residential healthcare and timber processing. Interview responses were compared to the MSD CAT descriptor items of nine MSD culture aspects. An assignment of level of advancement was made for each aspect by using these ratings together with an analysis of organisational documentation. Ratings differed both between aspects and within each organisation, indicating that different aspects of safety culture develop at different levels of advancement. The tool could combine with other methods in better managing MSD.

200

## HOW DO HEALTH CARE PROFESSIONALS TRANSFER KNOWLEDGE? THEORY AND EMPIRICS

*Tasselli, Stefano*

*Borgonovi, Elio*

How do professionals share knowledge in health care settings? Collecting social network data in a hospital department in Italy, we found that occupational boundaries inhibit the flow of professional knowledge. Occupational boundaries, however, do not tell the whole story: the structure of informal interactions helps explain patterns of knowledge exchange.

2

## SATURATION AND RUN OFF: HOW MANY INTERVIEWS ARE REQUIRED IN QUALITATIVE RESEARCH?

*Townsend, Keith*

Quantitative methodologists spend a great deal of time increasing the quality of their data collection and analysis approach. However, this is less the case in qualitative research. In fact, while the term 'saturation' is ubiquitous in the qualitative data collection approach, there are very few guidelines to teach the researcher when this 'saturation' occurs. Furthermore, should data collection stop when saturation is reached, presuming the researcher realises that said saturation has been reached? This paper answers five research questions regarding saturation and qualitative research methods.

35

## HOW DOES CLIENT EMBEDDEDNESS FIT INTO A THEORY OF TURNOVER? TWO MODELS TESTED AND AN EXISTING THEORY EXTENDED

*Treuren, Gerry*

Clamence and Meursault's (in press) client embeddedness construct adds a new perspective on why people stay in unpleasant, poorly remunerated or frustrating roles. This paper sketches how client embeddedness might fit into the existing Job Embeddedness Theory and into the more traditional dissatisfaction-based account of turnover, before testing these models. The paper presents several logics for why client embeddedness may act to attach an employee to a job or organisation they dislike, drawing on the Job Characteristics Model, Social Identity Theory and Social Exchange literatures.

173

## ORGANIZATIONAL COMMITMENT OF CHINESE MIGRANT WORKERS: THE ABSOLUTE AND RELATIVE EFFECTS OF WORK VALUES AND WORK REWARDS

*Xiao, Jing*

*McGraw, Peter*

*Chen, Charles*

This study analyzes the absolute and relative effects of work values and work rewards on organizational commitment among a sample of 264 Chinese migrant workers. Hierarchical regression analysis using composite measures reveals that, separately, both work values and work rewards have positive significant impact on organizational commitment. Relatively, work rewards have a strong positive effect on organizational commitment while work values have no significant effect. When analyzed as single dimensions, competence and comfort rewards are found to be significantly more powerful determinants of organizational commitment than status rewards. Theoretical and managerial implications are discussed.



# MANAGING ON THE *EDGE*

## 6. INTERNATIONAL MANAGEMENT

306

### PSYCHOLOGICAL CONTRACT BREACH, JOB PERFORMANCE AND TURNOVER INTENTIONS AMONG SOUTH ASIAN EMPLOYEES

*Ahmed, Ezaz*

*Fein, Erich*

Managing employees' psychological contracts can present a significant post-global financial crisis (GFC) challenge. Although employers are faced with greater cultural and contextual-specific factors as a result of the global effects of GFC, there is a dearth of research on psychological contract breach in non-western contexts. The current study expands the psychological contract literature by examining employees' responses to psychological contract breach in a non-western context. 27 in-depth, semi-structured interviews were conducted with employees from a commercial bank in Bangladesh. Thematic analysis of the interviews revealed behavioural and attitudinal consequences after psychological contract breach. Implications of the study in terms of contract literature are discussed and practical suggestions for human resource professionals managing psychological contracts within this cultural setting are included.

212

### HOW GENERATION Y COHORTS ARE PERCEIVED BY THEIR MANAGERS IN THE WORKPLACE: A NON-WESTERN PERSPECTIVE

*Ahmed, Rubina*

*Scott-Young, Christina*

*Fein, Erich*

*Ahmed, Ezaz*

Members of Generation Y (born 1981–1999) have now joined the workplace, giving rise to the need to explore how they can be effectively managed for motivation and retention. As the majority of generational studies have been undertaken in a Western context, and given the economic importance of Asia, this study explored how managers perceive their Generation Y employees in a South Asian country (Bangladesh). Twenty two Baby Boomer and Generation X bank managers were interviewed to identify their perceptions of Generation Y employees. This study, one of the first of its kind in a non-Western context, contributes to a greater understanding of managers' perceptions of Generation Y and offers guidance for developing effective strategies to manage these young workers.

379

### CAPTURING LOCATION INFORMATION IN A MEASURE OF INTERNATIONALISATION

*Alday, Sandra*

The role of location and location characteristics in the process of internationalization is a core concern in international business research. It is critical, therefore, for the field to employ robust empirical measures that are capable of capturing information on location in internationalization processes. This paper reviews extant measures according to their ability to offer insights into the location patterns of internationalization. An alternative measure, the Internationalization Coefficient (IC), is proposed as a distinct and robust measure capable of providing insights into the location patterns of internationalization that current measures are unable to capture.

339

### CHALLENGE AND CONTINGENCY IN INTERNATIONALIZATION OF KNOWLEDGE-INTENSIVE SERVICE INDUSTRIES: KNOWLEDGE APPROPRIABILITY AND CULTURAL PROXIMITY

*Chen, Yuan-Ling*

*Lee, Yu-Chin*

*Lin, Julia*

*Wei, Yung Chung*

In this paper, we attempt to understand the relationship between service industry and its internationalization, with special attention to knowledge-intensive service firms. We draw on eclectic theory and transaction cost theory to propose an integrative framework in which we aim to shed light on knowledge-intensive service industry's literature. We identify key features of knowledge characteristics complexity, knowledge embeddedness transferability, and knowledge sharing capacity as its appropriability regime, delineate how the regime acts as challenge impacts on its internationalization, and specify a contingency of cultural proximity in foreign market expansion contributes to a firm's internationalization up to a threshold. This paper contributes to research on knowledge-intensive service industry by exploring the knowledge appropriability regime and considering the benefits of culture proximity.

# MANAGING ON THE *EDGE*

131

## INTERNATIONAL HRM AS AN ENABLER IN HUMAN CAPITAL DEVELOPMENT: A SAUDI ARABIAN CASE STUDY

*Hecker, Rob*

*Almutairi, Satam*

*Holland, Peter*

Using the human resource development and international human resource management literature this study examines the effects of international training on the development of human capital in a developing country. A survey of 200 Saudi Arabian students studying internationally found that despite the comparatively generous nature of funding and support while studying, the lack of pre-departure training resulted in less than optimum outcomes as did the uncertainty associate with return from some assignments. Developing human capital using sovereign wealth is a worthwhile objective for any country but planning should understand the imperatives from many decades of research in international human resource management.

241

## EXPLORING CORPORATE GOVERNANCE IN CHINESE-CONTROLLED SUBSIDIARIES IN AUSTRALIA

*Huang, Xueli (Charlie)*

*Staples, Warren*

*Tam, On*

Chinese firms have established 18,000 subsidiaries or branches in foreign countries over the past three decades. However, there remains a paucity of research devoted to how these Chinese multinational corporations (MNCs) govern their foreign subsidiaries. This paper explores corporate governance in eight Chinese subsidiaries in Australia, drawing on an institutional logics perspective and resource-based theory. Chinese-controlled subsidiaries display several characteristics of the corporate control model in China in the areas of director appointment and executive compensation. However, these corporate governance practices are moderated by Australian institutions, the MNCs' organisational resources and experience, and the size and complexity of their foreign subsidiary's operations. Implications have been suggested based on the findings.

094

## IS THERE A DARK SIDE? THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON EXPATRIATES' ATTITUDES AND BEHAVIOUR

*Koveshnikov, Alexei*

*Wechtler, Heidi*

*Dejoux, Cecile*

Focusing on the emotional intelligence (EI) of expatriates on international assignment, in this paper we show that different EI abilities can have both positive and negative effects on expatriates' attitudes. We find that whereas a higher EI ability to regulate emotions leads to higher job involvement, higher EI abilities to appraise and utilize emotions lead to lower job and life satisfaction. Our analysis suggests that beneficial organizational outcomes achieved by high EI individuals often incur psychological costs for these individuals and the role of employees' emotions in organizations is contingent on the organizational and occupational context within which these employees operate. The analysis provides further support for the need to examine asymmetries in workplace emotional outcomes.

408

## AN INTEGRATION-RESPONSIVENESS FRAMEWORK OF THE INTERNATIONALIZATION OF SERVICE INDUSTRY

*Lee, Yu-Chin*

*Chen, Yuan-Ling*

*Lin, Julia*

*Wei, Yung Chung*

Service industries have become the main body of economic activities and the most important source of jobs globally. There are various reasons for service industries to expand globally, but little is known about the factors that contribute to their internationalization. In this study, a typology of service industries is offered based on a modified version of the integration-responsiveness framework. Our framework considers the service industries' human, physical, and intangible capitals within its own competence and host country's market condition when they are going global. Recommendations and suggestions for future empirical examination of this conceptual framework are provided.

389

## SELF-INITIATED FEMALE EXPATRIATES WORKING IN CHINA: GLOBAL CAREERISTS OR INTERNATIONAL ITINERANTS?

*Muir, Melinda*

*Wallace, Michelle*

*McMurray, Don*

This paper investigates the careers of professional Western women who have chosen to go it alone as independent expatriates living and working in Beijing, and what it means to engage in this form of mobility. Drawing on data from a wider research study in-depth interviews explore the women's career trajectories and career development experienced through the lens of 'new' career models namely the 'boundaryless' and 'protean' career concepts. The paper serves to extend our understanding of what it means to be a self-initiated expatriate (SIE) from both a personal and professional perspective and in particular its relationship with contemporary career theory. The paper has implications for human resource and talent management in an increasingly diverse and mobile globalised market place.

# MANAGING ON THE *EDGE*

309

## MOTIVATIONAL LANGUAGE THEORY AND JAPANESE EXPATRIATES' COPING STRATEGY

*Okamoto, Kazuo*

This study applies Motivational Language Theory to examine how Japanese expatriates adopt various usages of speech acts to alleviate their intercultural stress in the host country. Qualitative data from 31 Japanese expatriates showed that the level of English proficiency is inversely related to levels of stress. Three types of coping strategies were used to overcome language and cultural barriers in the host country. These strategies comprised three speech acts. Motivational Language Theory allowed international management scholars to better understand the relationship between stress and coping in intercultural interactions between parent and host country nationals.

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314

## DO THEY REALLY TRUST US? INVESTIGATING THE PERCEPTION ON TRUST FROM A WESTERN MULTINATIONAL COMPANY'S SUBSIDIARY IN INDONESIA

*Purwihedi, Unggul*

*Gurd, Bruce*

This study focuses on interpersonal trust building among staff in the subsidiary of a multi-national company. We investigate an antecedent of trust in performance evaluation and the interaction between national and organizational culture. We surveyed employees and managers across all departments of three multinational companies operating in Indonesia. We find that national culture dimensions affected different orientations of organizational practices across all levels but especially for the employee versus job orientation. Formality of performance evaluation will increase trust of supervisors' at the manager level but not at the employee level. Potential implications for optimizing the role of local managers in MNC and performance evaluation implementation are discussed.

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46

## CULTURAL VALUES AT WORK IN THE CHINESE AND AFRICAN CONTEXT: A RESEARCH AGENDA

*Siebers, Lisa*

Cross-cultural issues at work are prominent particularly in management practices of multinationals. With an increasing level of foreign direct investments from emerging market firms, such issues have been notable ever before. This is mainly because the learning from foreign operations in home countries makes the management practices of emerging market firms not only more advanced but also more sophisticated when they internationalise. From both managerial and psychological perspectives, this paper aims to further understand the multi-dimensional cultural values at work in a complex social economic environment. By analysing the impacts of transfer of management practices on cultural values at work to host country's employees in Sino-African firms, this paper proposes propositions to direct future research.

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29

## TESTING THE DIFFICULTY BASED MODEL OF PSYCHIC DISTANCE USING DATA FROM AUSTRALIA AND CHINA

*Smith, Max*

*Lester, Laurence*

*Dowling, Peter*

*Lamb, Peter*

Despite theoretical advances to the psychic distance concept in recent times, most studies still have a national differences approach when operationalising psychic distance. The major limitation of such approaches is that it is not possible to measure the psychic distance of individuals to foreign markets. The aim of the present study is to empirically examine part of the perceptions of difficulty based psychic distance model proposed by Smith et al (2011), using data from Australia and China. The results provide support for the model, show how individual psychic distance can be calculated and demonstrate the difference in outcomes between the national differences and individual difficulty approach to measuring psychic distance. Directions for future research are provided.

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28

## THE PARADOX OF KNOWLEDGE MANAGEMENT: A CHINESE HOSPITALITY INDUSTRY PERSPECTIVE

*Wong, Tommy*

*Wickham, Mark*

*Hall, Linda*

Research has consistently demonstrated a significant relationship between knowledge management (KM) and competitive advantage. Recently, there has been a call for more empirical research of KM in the hospitality industry in emerging markets such as China. This paper presents an analysis of Marriott and Parkyard Hotels operating in the Chinese market for high quality hotel accommodation with a particular interest in their knowledge management to effectively compete in that context.

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# MANAGING ON THE *EDGE*

## 7. LEADERSHIP AND GOVERNANCE

347

### UNFOLDING LMX QUALITY FOR CHANGING-ORIENTED PROACTIVITY: A BROADEN-AND-BUILD MODEL

*Chen, Yuan-Ling*

*Lu, Szu-Chi*

*Lin, Cheng-Chen*

*Kao, Yueh-Tzu*

The objective of this study is to empirically disentangle LMX quality related to employee proactivity, and investigate the affective and psychological mechanisms with two forms of changing-oriented behaviors (creative performance and taking charge). Using broaden-and-build theory of positive emotions, we portrait the psychological processes that facilitate the transformation of individual perceived LMX quality, positive affect, and psychological capital in explaining these two forms of changing-oriented proactivity. The authors surveyed 260 participants and their direct supervisors. The results showed that LMX quality is related to employees' changing-oriented proactivity through positive affect and psychological capital. The authors discuss implications of these findings for theoretical and empirical advancements, as well as the potential practical developments.

21

### CETERIS PARIBUS: CORPORATE GOVERNANCE PRACTICES IN THE PHILIPPINES AND SWITZERLAND

*dela Rama, Marie*

*Volonte, Christophe*

*Zaby, Simon*

This paper compares and contrasts the corporate governance experience of the Philippines and Switzerland by comparing and contrasting the business environment and practices in these two countries. The comparison between an economically developed country and a developing one provides an insight into the challenges both countries face in implementing corporate governance reforms. The theoretical scope is explored by emphasising the institutional framework of both countries. Underlying economic measures are also provided placing the context of corporate ownership and board experience.

236

### WHAT IS HAPPENING JUST BELOW THE CEO: SOCIAL AND CULTURAL NEEDS OF EXECUTIVES.

*Densten, Iain*

The current study investigates 439 Australian senior executive at the apex of their organization (i.e., just below CEO). We examine how their experience of culture and own need for social acceptance, influences their perceived use of transformational and transactional leadership. The study identified the prominence of the need for these senior executives to self-deceive themselves about their perceived use of transformational and transactional leadership behaviors. Also, culture dimensions, such as supportiveness and performance orientation, were identified as influencing specific leadership behaviors in order to produce competitive advantages. However, the cultural dimension of emphasis of rewards uniquely decreased the use of articulates vision, fosters the acceptance of group goals, and provides an appropriate role model.

304

### PERPLEXING ON THE EDGE SOUTH AND LEADING ON THE EDGE NORTH; LEADERSHIP AT CROSSROADS

*Faris, Nezar*

The purpose of this empirical research is to address the status of leadership in two affiliated contexts. The first context is a federal organization located in the bottom south east of Australia and represents Muslims in the continent and the second context is a local organisation represents Muslims who reside on the top north east of Australia. the researcher utilized qualitative analysis of mainly qualitative data. the qualitative data entails conversations at one end and observations at the other end. the qualitative analysis generates and demystifies two opposite models for leadership. The first model is a bitterly divided leadership with focus on personal interests. The second model represents a working class leadership with focus on serving the organisation.

421

### NETWORK GOVERNANCE BY VICTORIAN LOCAL GOVERNMENTS: A CASE STUDY OF KINDERGARTEN CLUSTER MANAGEMENT IN VICTORIA

*Horiguchi, Hikaru*

The term 'network' has been used in various. In policy studies the term 'networks' is used to describe the conceptual model representing the relationships between entities but it also is used to describe a coordination mechanism. The objective of this paper is to describe a study of the type of networks local governments developed and how they utilized those networks to improve the quality of local governance. 'Network' is used to describe a cluster of diverse organizations involved in policy process and also 'network' is used to describe the mode of coordination of those organizations. In this study 'network' as a form of organizations involved in governance and as a mode of coordination for governance are important.

# MANAGING ON THE *EDGE*

171

## INTERPRETATION OF EMERGING FIRM PERFORMANCE INFORMATION IN CEO REPLACEMENT DECISIONS

*Kim, Young*

Replacing the CEO of a poorly performing firm is generally viewed as an important part of organizational turnaround. However, corporate boards vary in noticing and attributing the cause of decline. Studies of organizational decline and organizational change suggest that adjustments, such as replacing the CEO, may not occur in a timely manner. We empirically examine how attributions of causality of different types of performance downturns affect the corporate boards' interpretations of CEO skill and their speed of response action. Based on a sample of 376 CEO dismissal observations in 348 public US firms during the period 1992–2009, we find that there is systematic variation in speed of CEO dismissal responses depending on the type of emerging performance information.

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258

## CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE: DO THE MINDSETS OF CORPORATE LEADERS MATTER?

*Lau, Victor*

*Wong, Yin Yee*

*Law, Kuok Kei*

Using 303 followers and 101 leaders in varied industries, we examined the relationships among regulatory focus, corporate social responsibility, and firm performance in the Chinese context. Built upon regulatory focus theory, our model suggested that corporate leaders with different types of regulatory focus, i.e., prevention or promotion, brought about different influences on corporate social responsibility and firm performance. More specifically, our results showed that corporate social responsibility was positively affected by corporate leaders with a promotion focus, but negatively affected by those with a prevention focus. Results of hierarchical regression analyses indicated that our hypotheses were all supported. Implications and limitations were discussed.

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285

## CONTEXTUAL PERSPECTIVES OF LEADER SENSE-GIVING: UNDERSTANDING THE ROLE OF ORGANISATIONAL LEADERSHIP SYSTEMS

*McKiernan, Peter*

*Moslein, Kathrin*

*Neyer, Anne-Katrin*

Drawing on a longitudinal, multi-source exploratory study we investigate organizational leadership systems associated with sensegiving. We identified four elements of leadership systems: day-to-day interactive process, leadership metrics, leadership deployment and leadership development. Integrating these analyses across 37 multinational corporations, we show that the leadership system landscape is complex and ambiguous and, therefore, a trigger for leader sensegiving. Given the bounded rationality of individuals a complex and ambiguous leadership surrounding requires leaders to engage in sensegiving rather than in other influencing strategies.

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## 8. MANAGEMENT EDUCATION AND DEVELOPMENT

238

### TEAM MACHINE: A DECISION SUPPORT TOOL FOR TEAM FORMATION

*Bergey, Paul*

*King, Mark*

This paper reports on cross-disciplinary research that resulted in a decision-support tool, Team Machine (TM), designed using the classical framework of Sprague to facilitate creation of maximally diverse teams. Used at a large US university between 2004–2012, TM resulted in significant improvement in the overall balance of teams and overwhelmingly favorable stakeholder reactions. This study describes the mathematical model implemented in TM, reports algorithmic performance testing, and reveals empirical findings of MBA student team role preferences versus satisfaction levels with their teams. Using the Belbin team role self-perception inventory, we found that the coordinator and supporter team roles exhibit a positive relationship to team satisfaction, while the driver and finisher team roles exhibit a negative relationship to team satisfaction.

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70

### USING RESEARCH INFORMED APPROACHES TO STRATEGIC HRM TEACHING

*Coetzer, Alan*

*Sitlington, Helen*

This paper outlines research that was guided by the broad question: What teaching and learning (T&L) strategies should be employed in SHRM? This question was answered using data gathered in three focus groups involving T&L specialists, business strategy and HRM academics, and HRM practitioners. Through a process of successive focusing, potential T&L strategies were initially identified and then tested and refined in the focus groups. Drawing on literature and input from the participants, we contend that SHRM can be effectively taught through a combination of primarily problem-based and case-based approaches. We also argue that process worksheets are an effective method of providing problem solving support to students when they carry out complex learning tasks based on authentic SHRM problems.

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# MANAGING ON THE *EDGE*

416

## PERFORMANCE OR LEGITIMACY? AN EXPLORATORY STUDY OF AACSB ADOPTION IN SOUTH KOREA

*Cordier, Jason*

*Stablein, R*

This paper uses performance theory and institutional theory to examine the adoption of The Association to Advance Collegiate Schools of Business (AACSB) accreditation in South Korea (Korea). Using self-completion questionnaire data from the deans of 24 Korean business schools, the study examines both performance and isomorphic drivers as motivating factors of adoption. While exploratory, the study found that the stage of accreditation adoption is positively associated with the performance driver of resource dependency, as well the institutional drivers of mimetic and normative isomorphism. This is one of the few papers that examine performance and institutional drivers together; and to the best of the authors' knowledge, the only one to investigate AACSB accreditation in Korea.

26

## PUBLISHING QUALITY AND QUANTITY PRODUCTIVITY OF AUSTRALIAN ASSOCIATE PROFESSORS

*Jepsen, Denise*

*Spooner, Keri*

Although it is long known that academics must publish or perish, there is little information available on actual academic publishing standards. This descriptive study reports the quantity and quality of journal publications of 40 Australian Associate Professors in the field of human resources, industrial relations and organisational behaviour. Analysis of 569 papers indicate those academics have an average 14.23 journal articles, of which 6.2% are in journals ranked A\*, 23.4% are in A journals, 26.4% in B, 30.4% are in C ranked journals and 13.4% were in journals not ranked. Findings indicate considerable differences in quantity and quality of journal papers by Associate Professors, with a disproportionate contribution to top ranked journals by Group of Eight academics.

69

## TRANSNATIONAL EDUCATION AND THEORIES OF THE FIRM: CONCEPTUAL CONSIDERATIONS FOR AUSTRALIA

*Lim, Henry*

*Soontiens, Werner*

The emergence of transnational education (TNE) in the early 1980s and its subsequent growth as a core component of the education export industry in Australia contradicts the dearth of research and investigation in its commercial nature and drivers. This paper positions TNE, initially in the context of international trade in services and later in relation to relevant extant research. It notes the particular nature of Australian TNE and its business characteristics, before it contextualizes it against transaction cost economics, property rights theory, agency theory and resource scarcity theory as theories of the firm. The paper concludes by proposing a conceptual model as instrument for future analysis and investigation of TNE.

438

## DESIGN THINKING AND MANAGEMENT EDUCATION: BENEFITS FOR PROBLEM FRAMING AND PROBLEM SOLVING

*Matthews, Judy*

Design and design thinking are identified as making valuable contributions to business and management. The numbers of higher education programs that teach design thinking to business students and executives are growing, however to date little information about the outcomes of these initiatives has emerged. This paper presents the findings from the incorporation of design thinking and methods in one unit of an MBA program. All 90 participants from three MBA classes wholeheartedly expressed their support for this initiative. An evaluation of this experiment found positive reactions, learning, changes in behaviour and positive results for their companies. The challenges and future directions for the inclusion of design thinking and design methods in management education programs are proposed.

146

## A DIAGNOSTIC MODEL OF LEARNING: THREE CASE STUDIES

*McLean, Peter*

*Pio, Edwina*

*Jayashree, Payyazhi*

This paper proposes a Diagnostic Model of Learning based on open systems theory, conceptualising learning processes as the complex interplay variables such that a change in any one of these requires a change in the rest of the system in order for effective learning to occur. The paper illustrates the utility of the model with three case studies drawn from management education subjects in universities in Australia, New Zealand and Dubai.

250

## POSITIVE AND NEGATIVE EVENTS IN MANAGERIAL COACHING

*Milner, Julia*

*McCarthy, Grace*

This paper examines critical events in managerial coaching. Critical events are incidents that arise during coaching which can be either positive or negative. Business and HR managers were invited to participate in our survey on managerial coaching wherein they were asked to describe positive or negative critical events from their experience as a coaching manager. We identified several key themes relating to the coaching process: trust, willingness, transparency and timing. We also found events in regard to coaching outcomes: development, confidence, self-awareness, ownership and staff engagement. Managers who familiarise themselves with the pre-requisites and remain aware of possible positive, as well as negative outcomes, of coaching may be better equipped for future coaching situations.

# MANAGING ON THE *EDGE*

353

## GROUP-BASED LEADERSHIP DEVELOPMENT USING THE MAYER-SALOVEY-CARUSO EMOTIONAL INTELLIGENCE TEST: BENEFITS AND CONCERNS

*Nesbit, Paul*

*King, Elizabeth*

This paper is concerned with the use of the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), an ability based measure of EI, in leadership development programs. Considerable research has shown the MSCEIT predicts performance over and above the impact of personality and cognitive ability suggesting it is an important aspect of leadership development. However, its use in group-based leadership development presents challenges. In particular, the use of an ability assessment may provide feedback that one's EI is not well developed and so be confronting to the recipient. This paper discusses the use of the MSCEIT within group based leadership development programs and outlines how a focus on self-reflection is useful to help deal with the issue of negative emotional reactions to feedback.

310

## A LIVE CASE STUDY APPROACH TO MANAGEMENT EDUCATION

*Schonell, Stuart*

*Macklin, Rob*

This paper reflects on the use of the live case study (LCS) assessment method in a post graduate unit. The LCS approach is used across a variety of subject areas however its use is not extensive in human resource management units. We describe our approach and provide critical reflections on its use in the light of our experience and feedback from students and the case study company. We conclude that the LCS method is an extremely valuable approach with many of the advantages claimed for it in the literature. We recommend that it become an essential part of any post graduate program. Nevertheless, we also suggest that the approach is not straightforward and is accompanied by some uncertainty and risk.

## 9. MARKETING AND COMMUNICATION

213

## PLACE BRANDING INFLUENCES ON STRATA TITLED PROPERTY IN AUSTRALIA

*Altmann, Erika*

Global trends have seen an increase in high density living and the vertical suburb. The governing structure associated with apartment buildings is little understood. This research links branding literature with strata property sale through engaging with print media and websites. The research found that print media does not adequately explain the complex contractual relationship prospective owners are entering into prior to purchase, and that information on the contractual arrangements were difficult to locate. There are policy implications relevant to existing purchase contracts for real estate within these types of complexes.

7

## UNDERSTANDING WEBSITE ATMOSPHERICS- INDUCED FLOW OF ONLINE SHOPPING FOR TOURISM PRODUCTS AND SERVICES

*Gao, Lingling*

*Bai, Xuesong*

Although the study of flow has recently received a lot of attention, little is known about what factors controllable by firms influence its formation. Using stimulus-organism-response theory as the theoretical basis, this study examines the impact of consumer perceptions of website atmospheric cues (informativeness, effectiveness, entertainment) on the development of flow and its subsequent impact on purchase intention and satisfaction. Data were gathered from 354 consumers from two travel websites by an Internet market research firm. Our results indicate that flow fully mediates the site atmospheric cues with regards to purchase intention and satisfaction. The study enhances our understanding of the drivers and the outcomes of flow in online tourism settings.

101

## A PICTURE CAN BE WORTH A THOUSAND STORIES: INTERPRETING ADVERTISING DIFFERENTLY IN 10 COUNTRIES

*Karsaklian, Eliane*

Storytelling is an old human activity which became a well-known marketing tool both for research and communication. Researchers searching for further understanding of image interpretation across cultures should apply qualitative methods to obtain the needed depth and transparency in participants' responses because advertising is made of images and words. Therefore, the purpose of this paper is to investigate which stories respondents from different countries can narrate from a simple stimulus such as a print advertisement with no text. To do so, our research draws on Ogden and Richard's Triangle of Meaning (1923), for the analysis of the advertisement and on Greimas' Actantial Model (1983) for the plot.

# MANAGING ON THE *EDGE*

160

## RESPONSIVE AND PROACTIVE MARKET ORIENTATION IN INDIA: INNOVATION AND PERFORMANCE

*Lakshman, C*

*Kumra, Rajeev*

*Adhikari, Atanu*

Although emerging economies (e.g., India) are going to be key drivers of world economic growth, the market orientation literature has not paid sufficient attention to such markets, with few exceptions. We contribute to this literature by examining the impact of market orientation on innovation, and performance among predominantly service firms, in a high power distance and high uncertainty avoidance culture; and by examining moderating impact of hitherto unexamined intra-firm causal ambiguity (resource based view). We find that responsive- and proactive market orientations are respectively linked to business performance through the mediating variable of innovation. Intra-firm causal ambiguity is a good moderator for responsive market orientation but not for proactive market orientation. We discuss findings, limitations, and directions for future research.

216

## DYNAMICS OF WINE CONSUMPTION IN CHINA: AN EMPIRICAL STUDY

*Liu, Hongbo*

*McCarthy, Breda*

*Chen, Tingzhen*

*Zhou, Zhangyue*

*Song, Xuguang*

*Guo, Shu*

China may not be the first country when you think about wine consumption; however, this is in dramatic changes along with so much else in this country. The recent increase in wine consumption in China has significant implications for researchers and businessmen, given its continuously growing population and purchasing power. Using the latest survey with large sample size, this paper examines the most influential factors affecting wine purchasing decisions in China. This study, for the first time, traces the intrinsic attributes-seeking behaviour in China, and segments this huge market. Also, it finds rising income, gender and overseas experience as key drivers to the increasing wine consumption. Moreover, new media is recognised as an increasingly important information channels for wine promotion.

298

## MARKET DRIVING STRATEGY: SOME QUALITATIVE INSIGHTS

*Mac, Lancy*

*Evangelista, Fely*

This paper aims to empirically investigate the concept of a market driving strategy and to provide concrete evidence of firms that are able to radically transform the market in order to gain a competitive edge. To achieve this aim, we conducted a qualitative study into the market behavior of so called market drivers in an emerging market. Depth interviews were undertaken with nine firms in China that were identified a priori as potential market drivers. The results obtained from these interviews revealed a number of distinguishing characteristics of market drivers which are discussed in this paper.

395

## THE ROLE OF CORPORATE STRATEGIES AND BRAND STRATEGIES IN NEW SERVICE DEVELOPMENT IN SERVICE ORGANISATIONS IN AUSTRALIA

*Rahmani, Yasamin*

*O'Cass, Aron*

*Ahmadi, Hormoz*

Service managers face an important strategic dilemma in new service development processes in relation to how to choose an optimum branding and corporate strategy to increase new service performance. The authors examine the relationship between innovation exploration/exploitation capabilities and new service performance based on managers' choice of different corporate strategy and branding strategy. In order to explore the relationship among strategy, capability and new service performance, we investigate the strategic designs of 165 service organisations in Australia to find if the specific strategic alignment design leads to superior new service performance outcomes. The results show that exploratory innovation capability is a significant factor of increasing NSP for all types of strategy users.

248

## THROUGH THE PATIENT'S EYES: STRATEGIC INSIGHT DERIVED FROM PATIENT NARRATIVES

*Schembri, Sharon*

A priority goal for healthcare organisations and medical professionals is the provision of quality service. Various corporatised approaches are employed in this quest to achieve healthcare service quality, including the measurement of patient satisfaction, service quality dimensions and other more patient-centered approaches that capture patient experience. These approaches represent different perspectives on the constitution of health care service quality and the optimal ways to improve quality of care. Following a critical review of these approaches, this paper advocates that patient experience of health care services is a window of strategic insight. In line with that argument, this paper presents preliminary results of a narrative analysis of patient stories that show what and how patients evaluate their health care service experience.



# MANAGING ON THE *EDGE*

140

## ITALIAN WEEK: A QUALITATIVE STUDY OF COMMUNICATING TO A COMMUNITY THROUGH A FESTIVAL

*Sorbello, Alessandro*

*Gapp, Rod*

A yearly festival which demonstrated the joy of all things Italian was developed as a communications method to reinvigorate Queensland's waning Italian community. This qualitative case-study examined the role of a focal point in creating emotional engagement and how this engagement developed cultural unity by exploring the role emotions play in the creation of successful festivals. Findings suggest that when both utilitarian and hedonistic needs of festival attendees are met, the opportunity to create emotional engagement develops. The success of the festivals use of engagement produced an enhanced sense of cultural unity leading to a desire to share and repeat the experience amongst the attendees, as evidenced by increased visitors and an appreciation of what it is to be Italian.

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6

## THE STRATEGIC MANAGEMENT OF BRAND EQUITY IN EMERGING MARKETS

*Wong, Tommy*

*Wickham, Mark*

*Hecker, Rob*

Research has consistently demonstrated a significant relationship between Brand Equity and desirable organisational outcomes. More recently, there has been a call for researchers to develop a framework for identifying the specific organisational resources and capabilities required to strategically manage Brand Equity internationally – especially in China. This paper presents an analysis of Marriott's entry into the Chinese market for high quality hotel accommodation with a particular interest in the resources and capabilities that the company developed to effectively manage their Brand Equity in that context.

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## 10. ORGANISATIONAL BEHAVIOUR

228

## CRAFTERS, CONSUMERS, INDEPENDENTS AND ISOLATES: IDENTITIES AND IDENTIFICATION IN NURSING HOMES

*Allen, Belinda*

*Sargent, Leisa*

*Harley, Bill*

This paper examines identity and identity work of residents in nursing homes and the forms of identification with their nursing home. We challenge consumer discourse which constructs an identity for residents as empowered, sovereign consumers. Semi-structured interviews were conducted with 30 residents across nine nursing homes. Findings revealed four resident identity configurations: (1) active crafters and identified with the nursing home – orchestrating activities; (2) consumers and over-identified with the nursing home; (3) independents and dis-identified with the nursing home, clocking in and out as they desired; (4) isolates having an apathetic identification with the nursing home. Underpinning the configurations between personal identity and nursing home identification was identity work consisting of two social dynamics – relationships and routines.

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203

## SOCIAL INFLUENCES ON EMOTIONAL CONTAGION IN THE WORKPLACE: PROPOSITIONS AND A RESEARCH AGENDA

*Ashkanasy, Neal*

*Yagil, Dana*

*Luria, Gil*

Emotional contagion is the process whereby employees come to be 'infected' by others' emotions. Research has confirmed the existence and importance of emotional contagion in organizations, but little is known about the role of multiple emotions and social context, nor how employees might be able to resist contagion. In this paper, we seek to address this shortcoming through development of seven propositions relating to the relative strength of positive and negative emotional contagion, the effect of different sources of contagion (centrality, homogeneity, communication channels) and factors contributing to emotional contagion resistance (selective attention, work breaks). We conclude with discussion of the implications of our propositions, and suggest a research agenda involving field and laboratory experiments to investigate this phenomenon.

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# MANAGING ON THE *EDGE*

425

## CONFLICT AND WILLINGNESS TO CO-OPERATE AT WORK: THE ROLE OF APOLOGY AND FORGIVENESS

*Ayoko, Oluremi*

*Paterson, Rebecca*

We investigate the relationship between conflict, apology, forgiveness and work outcomes over two studies. In Study 1, we explore the research questions with semi-structured interviews from thirty organizational employees in Queensland. Results indicated that apologies without a behavioural change were not perceived as genuine and might not foster forgiveness or productivity. Study 2 quantitatively examines the connection between perceived apology sincerity, forgiveness attitudes and willingness to co-operate. Data from 355 undergraduates revealed that the link between relationship conflict and willingness to cooperate was mediated by forgiveness. Additionally, perceived apology sincerity and forgiveness attitudes were positively linked with forgiveness. Increased positive forgiveness attitudes, perceived apology sincerity were connected with willingness to cooperate. We discuss the implications of our results.

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4

## EMPLOYEE PETTY THEFT: NOT SO PETTY FOR MANAGERS AND ORGANISATIONS!

*Bradley, Stacey*

*Crossman, Joanna*

Petty theft, as a line of enquiry is not highly developed in the literature. References to it tend to be subsumed within publications regarding employee theft, a topic, broader in scope that has attracted considerably more attention. Given evidence suggesting that petty theft represents a substantiality of all employee theft, and exceeds a billion dollars' worth of loss to Australian organisations, it is curious that the topic has not received more focussed attention. The paper discusses relevant literature and explores the nature of petty theft from individual and organisational perspectives, giving consideration also to some ethical implications. The authors conclude the paper with a call for more specific research into the conceptualisation of petty theft, its causes, consequences and management.

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42

## WORKING LONG HOURS AND TIRED? TRY A JOKE: THE EFFECT OF HUMOUR ON PERSISTENCE

*Cheng, David*

*Wang, Nick*

Entrepreneurs, managers and employees need to persist in order to overcome barriers and succeed. Studies has found that persistence is influenced by self-regulatory resources (Hagger, Wood, Stiff, & Chatzisarantis, 2010), with research suggesting that positive emotions may replenish these resources (Tice, Baumeister, Shmueli, & Muraven, 2007). This paper examines one positive emotion eliciting event, humour, and its influence on persistence. Many have claimed that humour may have beneficial outcomes in the workplace (Romero & Cruthirds, 2006), but limited empirical research exists to support this claim. This paper presents the findings of two experimental studies. Participants experiencing humour persisted longer at both easy and difficult tasks. Moreover, participants who experienced humour persisted longer than those who experienced other positive emotions.

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424

## TERRITORIAL BEHAVIOURS, EMPLOYEE PERCEPTIONS AND CONFLICT IN OPEN-PLAN OFFICES

*Connelly, Aurelia*

*Ayoko, Oluremi*

Little research has examined employee territorial behaviours in Organization Behaviour (OB) literature. In the present research, we investigate the antecedents and consequences of territorial behaviours in open-plan offices. In particular, we built and tested a conceptual model that examined the connection between concerns about open-plan offices configurations (e.g. reduced privacy, personal control and identity), territoriality, employee perceptions of territoriality and conflict. Data were collected from 233 open-plan workers in Australian-based organisations. Results indicated that concerns over open-plan offices were associated with employee territorial behaviours. Intrusion to territorial boundaries and employee's negative perception of territoriality were linked with conflict. Additionally, results showed a direct effect of open-plan offices concerns on conflict. We discuss the implications of our results.

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# MANAGING ON THE *EDGE*

349

## TELEWORK: THE ROLE OF SOCIAL SUPPORT

*Dawson-Howard, Heather*

*Standen, Peter*

*Omari, Maryam*

Telework is a rapidly growing work practice but its effects on employees' psychological wellbeing have been little studied. A particular problem for remote workers is the potential loss of social support. Much research shows support from supervisors and co-workers increases employee wellbeing and reduces the negative effects of job demands. How telemediated social support functions in telework, and how much home-based support can replace it, have not so far been studied. A framework for research on social support in telework is presented in this paper. Social support can be provided electronically but how affects workers' wellbeing and performance is an important concern for managers of teleworkers and researchers.

324

## HOW FOLLOWERS RESPOND TO LEADERS' INFIDELITY

*Grover, Steven*

This study examines the issue of how leaders' sexual behavior outside of work affects followers' attitudes toward them. Building on recent leader integrity and apology research, we conducted a scenario based study that experimentally manipulated leader reputation (ethical/unethical), type of sex scandal (involving abuse of power or not), and the leader's response (denial, false apology, or atonement). The results support and extend recent work on apologies, suggesting that ethical leaders suffer more from extra-role sex scandals, and that meaningful apologies only work if the leader's reputation and the severity of the acts allows.

229

## LEADER AND FOLLOWER PSYCHOLOGICAL CAPITAL: DIRECT AND CROSSOVER EFFECTS TOWARDS WORK ENGAGEMENT: A STUDY OF NEW ZEALAND TEAMS

*Haar, Jarrod*

*Roche, Maree*

This study tested the relationships between leaders' psychological capital (PsyCap) and followers PsyCap, towards each other's engagement. We used crossover theory to explain why leaders PsyCap might transfer over and influence follower engagement, and similarly, followers influencing leaders. Using a 199 leaders-follower combinations (with a minimum 2 team members per team), we find support for PsyCap of team members positively influencing their own engagement, and then leaders PsyCap also influencing these outcomes, typically fully mediating the effects of teams PsyCap. Towards leaders' engagement, their own PsyCap was positively related and follower PsyCap also influenced these outcomes, partially mediating the effects of leaders own PsyCap. Overall, we find support for crossover by leaders and followers, making unique contributions to the literature.

302

## THE JUSTICE-COMMITMENT RELATIONSHIP: EFFECTS OF TRUST AND OUTCOME-PROCESS INTERACTION

*Jiang, Zhou*

This study aims to examine (1) the interactive effect of distributive and procedural justice on affective commitment and (2) the moderating role of trust in organization in the effects of justice on affective commitment. Seven hundred and six usable responses were received from Australia, China, and South Korea. It is found that in Australia, but not in South Korea and China, distributive justice interacts with procedural justice to influence affective commitment. Results also reveal that in Australia, organizational trust moderates the relationship between affective commitment and distributive justice but not the relationship between affective commitment and procedural justice. By contrast, in South Korean and China, organizational trust has no moderating effect on justice-commitment relationships.

220

## UNDERSTANDING RELATIONSHIPS IN THE PSYCHOLOGICAL CONTRACTS OF INDONESIAN ACADEMICS

*Lambey, Linda*

*Waterhouse, Jennifer*

*Boyle, Brendan*

The purpose of this paper is to present the results of exploratory research which analysed employment relationships using the lens of psychological contracts to understand the meaning Indonesian academics placed on relationships in their employment. Qualitative research and in-depth interviews was utilised in six universities in Indonesia. Findings indicate Indonesian academics perceive their relationship with their superior as partnership, friendship, rule bound and synergy. Where partnership was interpreted as friendship it resulted in Indonesian academics being willing to work beyond formal job descriptions. For rule bound relationships academics worked to the rule of 'Tugas Pokok dan Fungsi' (TUPOKSI), whilst for synergy relationships a need to support each other and work together in accordance with Indonesian Government Education Regulations was expressed.



# MANAGING ON THE *EDGE*

62

## A CROSSOVER MODEL OF EMOTIONAL EXHAUSTION AND HOSTILITY: THE MEDIATING EFFECT OF PSYCHOLOGICAL STRAIN

*Liang, Huai-Liang*

*Chen, Ming-Fa*

*Tien, Kuang-Yu*

Applying Westman's crossover theory, we examined whether individual's emotional exhaustion at workplace would result in partner's psychological strain, leading to the feelings of hostility from work to family domain. This study of 226 worker-partner dyads showed that burnout results in partner's feelings of hostility via psychological strain. Further, burned-out individuals seemed to cross over to affect partner's psychological strain and hostility. These findings provide support for cross over theory and direction for the effectiveness of burnout increasing partner's strain and negative feelings. We discuss theoretical and practical implications from the results and provide directions for future research.

404

## ARE YOU FIT TO CONTINUE? MANAGING RAIL ON THE EDGE OF SAFETY AND PERFORMANCE

*Naweed, Anjum*

*Dance, Craig*

The incidence of driving a train through a stop signal has significant implications for safety on Australasian railways. Although industry rulebooks advise how to manage these events, few studies have explored the motives impinging on safeworking decisions. A participative research approach was used to investigate risk management with train drivers (n=28) across eight passenger rail organisations in Australia and New Zealand. Thematic analysis revealed factors associated with changes to signal meaning, the driver-signal relationship, and the practice of asking a driver if they were fit to continue immediately after such an incident. The findings evidenced a normalisation of deviance and highlighted its impact on different tiers of management. Prospective solutions to help organisations manage behavioural change and development are discussed.

92

## THE INTERPLAY BETWEEN LOCUS OF CONTROL AND REEMPLOYMENT

*Nieß, Christiane*

*Biemann, Torsten*

Given the negative effects of unemployment on society and individuals, research needs to identify factors associated with reemployment. Under the framework of the dynamic developmental model (DDM) of personality and work, the present study investigates the role of locus of control as a contributor to and outcome of reemployment. Building on a sample of 538 participants of the German Socio-Economic Panel, we examined this potential interplay over 6 years. Results indicated that an internal locus of control not only predicted reemployment, but that this career transition also fostered internal control beliefs. The study thus suggests that personality traits may both predict and follow from work-related experiences, offering support for the DDM and extending the current view on personality at work.

134

## INGROUP BIAS IN THE ENACTMENT OF ORGANIZATIONAL FAIRNESS

*Okimoto, Tyler*

*Blader, Steven*

Research in organizational justice has significantly advanced our understanding of what employees think are fair managerial practices. But although managers may recognize and endorse general fairness principles, they do not always act in accordance with them. Two experimental studies find evidence for ingroup bias in the enactment of fairness in scenario cases of employee sanctioning and personnel selection. Accountability was able to reduce bias in self-reported but not actual fairness enactment. These findings provide the first illustration of ingroup favoritism in the enactment of fairness, while also identifying a fairness gap between the principles people recognize as important and what they actually do.

136

## THE INFLUENCE OF OFFENDER AMENDS AND VICTIM FORGIVENESS ON REINTEGRATION

*Okimoto, Tyler*

*Gromet, Dena*

After a workplace transgression has occurred, the process of reconciliation often involves both offender amends and victim forgiveness. However, beyond reconciliation, reintegration depends on the views of organizational peers and other third-party stakeholders. We demonstrate that offender reintegration is highest when the offender makes appropriate amends and the victim forgives those amends. In addition, we show the perils of a victim's refusing to accept appropriate amends; unforgiving victims are not welcomed back into the organizational fold and are disliked overall because their refusal violates expectations and signals that they are a difficult person. Thus, reintegration requires both offenders and victims to do their part, and both may suffer the consequences of failing to meet peer expectations.

# MANAGING ON THE *EDGE*

206

## PERSONALITY AND CONTEMPORARY CAREER ORIENTATIONS: A NIGERIAN SAMPLE

*Olomofe, Olusegun*

*Bruning, Nealia*

Contemporary careers research suggests that individuals become proactive about their careers and possess an internal, rather than an external locus of control. This study adopts the view that individuals can be both external and proactive depending on whether or not they possess an incremental implicit theory. Self-administered surveys, completed by employed individuals, were used to gather information on individuals' locus of control, protean and boundaryless orientations, and implicit theory beliefs. Results indicate that an incremental implicit theory can indeed have a positive moderating effect on the relationship between an external locus of control and contemporary career orientations.

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187

## WHEN IS A JOKE NOT A JOKE? THE DARK SIDE OF ORGANIZATIONAL HUMOUR

*Plester, Barbara*

Exploring the dark side of organizational humour is unpopular and can cause one to be considered a misogynist (laughter hater). Although people are reluctant to acknowledge the darker side of humour, this empirical paper investigates humour from one unusual company displaying a dark side. Drawing on humour theories of superiority (Hobbes 1640) and sexual and aggressive release (Freud, 1905), this paper argues that humour in one specific company revealed control, power and masculine dominance. Humour was both controlled and controlling and masculine hegemonic power was reinforced through extreme and offensive humour. Because humour was the device of control, employees were even more powerless to object for fear of ridicule. Humour differentiated this small company through constructing outsiders as 'other'.

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109

## THE ANTECEDENT ROLE OF LEADER-MEMBER EXCHANGE (LMX) IN DETERMINING INTERNSHIP OUTCOMES

*Rose, Philip*

*Teo, Stephen*

*Connell, Julia*

Internships have become an increasingly prevalent career pathway into a range of entry-level professional positions. However, research on the topic to date has largely neglected any investigation of the factors which assist in predicting internship outcomes. A path model was tested on 606 respondents representing 303 intern-supervisor dyads from Southern China. The findings support the role of intern-supervisor exchange relationships, in predicting key internship outcomes of intern in-role performance, learning opportunities, and internship satisfaction.

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365

## A WORKPLACE COMPARISON OF VIRTUAL AND FACE-TO-FACE PROJECT TEAMS: FUNCTIONING, PRACTICES AND PERFORMANCE

*Scott-Young, Christina*

Despite the rapid adoption of virtual work teams, there is a paucity of workplace studies to assess whether they are as effective as face-to-face teams. This field study of 39 complex capital projects executed by 13 Fortune 500 process companies investigated the comparative performance, functioning and practices of F-F and virtual teams. The virtual teams outperformed the F-F teams in terms of project speed and cost, and produced similar levels of plant operability. Contrary to prediction, virtual team clients were just as satisfied as the F-F team clients were, and the virtual team members themselves were more satisfied. The results suggest that the key to the virtual teams' success lay in superior team design and in the practices they used.

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153

## THE RELATIONSHIP BETWEEN HUMAN CAPITAL AND SOCIAL CAPITAL IN PROFESSIONAL-CLIENT RELATIONSHIPS

*Suseno, Yuliani*

Professionals in knowledge-intensive firms rely on their human capital and social capital to deliver value in their professional services to clients. In this study of corporate lawyers and clients, we examine the construct of knowledge acquisition, representing a professional's human capital, and its relationship with social capital. Quantitative analyses on the survey data reveal significant evidence of relationships between human capital and social capital. The application of both the human and social capital theories to the study of professionals therefore has the potential to advance our knowledge and understanding of the relationships between professionals and their clients.

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# MANAGING ON THE *EDGE*

439

## THE RELATIONSHIP BETWEEN REGULATORY FOCUS AND PROACTIVE BEHAVIOR: LEADERSHIP AS A TRAIT-RELEVANT CUE

*Teng, Huei-Chun*

*Hsu, Han-Hsiao*

*Huang, Hsin-Yi*

*Peng, Tai-Kuang*

*Lin, Cheng-Chen*

In spite of the cumulated research on regulatory focus in organizational context, the relationships between regulatory focus and proactive behavior are inconsistent. Accordingly, we adopted the trait activation perspective to explain how leaders' behaviors as trait-relevant cues reinforce the relationship between employees' regulatory foci and their trait-expressive proactive behaviors. Using two independent samples in different industries and results from these two studies provide general support for our theoretical model. Study 1 shows that individuals with prevention focus performed more conscientiously when they experienced high level of transactional leadership than those experienced otherwise. In contrast, promotion-focus employees behaved more innovatively only when they were managed by transformational leaders. In Study 2, we found similar trait activation effects of two leadership styles.

170

## TARGETS' CONSTRUCTIONS OF WORKPLACE BULLYING: AN EMPIRICALLY DERIVED MODEL OF THE WORKPLACE BULLYING PROCESS

*Thirlwall, Alison*

Workplace bullying is a complex form of conflict that has a negative impact on business and management, yet despite over two decades of research it remains unresolved. Extant research has focused on the various elements of bullying, including negative behaviours, antecedents, and interventions, but an overarching, multi-directional, empirically based framework for the process of bullying is missing. To remedy the gap, this paper uses thematically analysed data, from semi-structured interviews, to propose a model of workplace bullying that provides the contexts through to the resolution, via the issues that extenuate this phenomenon. Identification and illumination of the stages of the process provides insight for both academics and practitioners in the ongoing search for resolution of this issue.

243

## THE RELATIONSHIP BETWEEN PERCEIVED JOB ALTERNATIVES, EMPLOYEE ATTITUDES AND LEAVING INTENTION

*Treuren, Gerry*

Hom et al's (2012) proximal withdrawal state model poses some interesting questions about the nature of employee intention to leave, and the performance of employees who want to leave. Do employee perceptions about the buoyancy of the external labour market matter? Do 'reluctant stayers' report lower employment outcomes than 'enthusiastic leavers'? These questions have consequences, not only – obviously – for employees, but immediate implications for employers. This pilot study finds that employee intention to leave is positively correlated with perceived job alternatives. Employees who want to leave but are not optimistic about their chances rate their employee attitudes at the same level as those who also want to leave but are more optimistic about their chances.

126

## ORGANIZATIONAL STRETCH GOALS: A RULE FOR RICHES FOR THE FEW

*Yang, Miles*

*Gary, Michael*

*Yetton, Phillip*

Many academics, consultants and managers advocate the use of stretch objectives in the belief that stretch goals generate creative tension, motivate employees and yield superior performance. There is strong evidence to support this assertion on well-structured tasks in organizational psychology. However, the evidence is conflicting about whether stretch goals are effective on complex tasks. Furthermore, there is no evidence that stretch goals at the organizational level improve firm performance. Here, using a management simulation, we find that organizational stretch goals have a negative effect on median performance, reducing goal commitment, decreasing self-efficacy, and stimulating risk taking. Stretch goals are a rule for riches for a few but not a rule for riches for all.

# MANAGING ON THE *EDGE*

## 11. ORGANISATIONAL CHANGE AND DEVELOPMENT

319

### CREATIVITY TRAINING IN THE UAE GOVERNMENT SECTOR: LESSONS FROM THE LITERATURE

*Al Balooshi, Mardeya*

*Jayashree, Payyazhi*

*Fargher, Scott*

Creativity training has been recognized in literature as impacting divergent thinking capabilities as evidenced through varied indicators such as idea generation and innovation. This conceptual paper reviews literature on creativity training and examines its impact on organizational performance. Second, it examines the effectiveness of different tools that measure the impact of creativity training. This paper proposes that there is a need to customize measurement of creativity training instead of using generic models. The UAE public sector, focussing on the Dubai Government, forms the context for this paper as it has recently started investing heavily in creativity training programs as part of Dubai's strategic vision 2021 and thus would benefit substantially from customized tools for examining the impact of creativity training.

175

### A DIAGNOSTIC TOOLS FOR ASSESSING ORGANIZATIONAL READINESS FOR COMPLEX CHANGE

*Blackman, Deborah*

*O'Flynn, Janine*

*Ugyel, Lhawang*

Much is made of the best way to manage change, including arguments that there is no point in undertaking it unless the organization is actually ready and able to adopt new ways of working. This paper focuses on the issue of organisations working together in more 'joined-up' ways across government, an example of complex change. We argue that, not only does there need to be readiness in terms of the change itself, but also in terms of the capacity of the organization to work together, both within and across organizations. The paper outlines the development of a new diagnostic tool which combines macro and micro levels of analysis in order to enable organizations to gauge their preparedness for complex change.

48

### ORGANISATIONAL CHANGE READINESS: THE ROLE OF NEGOTIATED ORDER IN TWO RURAL GP CLINICS

*Bryant, Melanie*

This paper uses theory of negotiated order to explore organisational change readiness in two rural general practice clinics involved in teaching medical students (learners). Successful change programs are often attributed to individual, group or organisational readiness, often associating it with cognitive decisions to accept or reject change. Negotiated order takes a different approach by focusing on whether and the degree to which social order, such as accepted routines, roles and patterns of interaction, are ingrained or negotiated into daily organisational practice. I argue that GP clinics that continuously negotiate learners into daily tasks and reinterpret organisational rules are more likely to be change ready in comparison to those that manage learners on top of rigidly adhered to routines.

214

### THERE'S MANY A SLIP 'TWTX THE CUP AND THE LIP': LEADERSHIP CAPABILITIES AND CHANGE MANAGEMENT IN THE AUSTRALIAN PUBLIC SERVICE

*Schmidtchen, David*

*Cotton, Tony*

Drawing on a large-scale survey of Australian Public Service (APS) employees (n=87,214), this article explores the extent to which the leadership capabilities of both immediate supervisors and senior leaders predict positive perceptions of change management. An exploratory sample (n=43,604) was used to determine which combination of senior leader and immediate supervisor leadership capabilities predicted perceptions of the effectiveness of change management. This model was tested on a validation sample (n=43,610) and was supported. The article finds that senior leader capabilities that focus on effective communication and employee involvement are influential in whether employees have a positive perception of change management. It concludes with a discussion of the implications for senior leadership practice in managing change.

# MANAGING ON THE *EDGE*

## 12. HEALTH, PUBLIC SECTOR AND NOT-FOR-PROFIT

159

### ASSESSING THE HEALTH OF STRATEGY MAKING IN THE MENTAL HEALTH ARENA: SOME OBSERVATIONS FROM THE FIELD

*Ackermann, Fran*

*Goods, Caleb*

Strategic planning within any organization is seen as a sensible activity but for many it is fraught with a plethora of considerations. Firstly, for many, the techniques of strategy making, let alone what constitutes strategy is unclear. Secondly, the enormity of the task often daunts managers. Finally, there is a raft of contextual considerations that need to be attended to. Understanding these complexities is paramount if appropriate strategy frameworks are to be introduced. This paper focuses on a mental health services unit to discuss some key characteristics and insights that pervade strategy making. The analysis and discussion developed here draws on in depth interviews with senior mental health managers and concludes with some suggestions about future practice and research.

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100

### MANAGING AT THE EDGE OF AN AGEING AUSTRALIA: TRENDS IN THE ORGANISATION OF RESIDENTIAL AGED CARE IN AUSTRALIA – ARE WE LEARNING FROM EVIDENCE

*Baldwin, Richard*

*Chenoweth, Lynnette*

*delà Rama, Marie*

The international literature suggests variation in the quality of care, outcomes for residents and the performance of residential aged care services may be influenced by structural element such as ownership, size of facilities and location. This paper reports the analysis of trends in the structural elements of the residential aged care industry in Australia over the ten years to 2012 and finds that the average size of services and the proportion of services provided by for-profit providers are increasing, in urban Australia, with the opposite trends in regional and remote locations. These trends are discussed within the current policy parameters of the Australian government and the recommendations of recent commissioned reviews.

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370

### NEW PUBLIC MANAGEMENT, PRIVATISATION AND CORPORATISATION – EFFECTS ON ‘STREET LEVEL’ PUBLIC SERVANTS: INSTITUTIONAL THEORY PERSPECTIVES

*Bilney, Chris*

*Pillay, Soma*

Public sector organisations worldwide have been subject to transformation as governments have placed them on a commercial footing, positioning many of them in the private sector. Intended by-products have included increased efficiency and value-adding as well as opportunities for revenue. Some organisations are reluctant to relinquish their bureaucratic practices. The pressure to operate using two mutually exclusive paradigms has made it difficult for staff as the paradigms are often contradictory. This has implications for institutional theory. Most research into this topic has focused on public sector executives or quantitatively examined lower level staff. This paper studies lower level public servants from a personal viewpoint utilising autoethnography, providing insight into the circumstances resulting from Australian governments' implementation of new public management.

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381

### MANAGING IN TIMES OF CONSTRAINTS: NEW CHALLENGES FOR THE ITALIAN CIVIL PROTECTION SYSTEM

*Bongiovanni, Ivano*

The Civil Protection system (CP) is aimed at preventing, preparing for, responding to, and recovering from natural or man-made disasters. In Italy, the CP system has to deal with a large number of challenges: not only the risks and threats posed by a territory naturally disaster-prone, but also issues relating to the crisis of the public sector and the economic constraints the country is facing. This paper aims to highlight such new challenges: by analysing the governance system and the legislation with reference to Italy as a case study, this paper sheds light on future trends the CP system is expected to face and suggests possible directions for further research in this field of study.

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# MANAGING ON THE *EDGE*

280

## RELATIONSHIPS WITH MANAGEMENT, NPM, DISCRETIONARY POWER AND PERFORMANCE: MULTIPLE RESPONSES OF STREET LEVEL BUREAUCRATS IN UK, ITALY AND AUSTRALIA

*Brunetto, Yvonne*

*Xerri, Matthew*

*Beattie, Rona*

*Trinchero, Elisabetta*

*Farr-Wharton, Rod*

*Crossan, Frank*

*Shacklock, Kate*

*Borgonovi, Elio*

This paper compares the link between workplace relationships with management and street level bureaucrat's perceptions of discretionary power and performance (psychological wellbeing, engagement, affective commitment) for public and private sector employees post NPM. The sample compares outcomes for employees working in two Anglo-American countries (Australia, United Kingdom (UK)) and in one classical Continental country (Italy). The study used survey data from 1945 employees. Nurses were used because they are employed in both the public and private sector in each of the three countries. The analysis using SEM and ANOVAs found that management did impact on discretionary power and employee performance, although not all paths were significant for every country.

247

## YOUNG PEOPLE'S MOTIVATIONS FOR UNDERTAKING VOLUNTARY WORK

*Dowell, David*

*Hopkins, Benjamin*

Against a backdrop of stubbornly high youth unemployment, an increasing number of young people are turning to voluntary work to improve their employability. This paper investigates both motivations for young people to undertake voluntary work, and also the rewards that increase their propensity to volunteer. It finds that, as compared to older people, those aged under 25 are more likely to view volunteering as an opportunity to improve their employability prospects, and as such require some form of recognition that can be shown to potential employers. The paper concludes by investigating areas in which organisations can help to appeal to these motivations and provide these rewards in order to attract higher numbers of youth volunteers.

68

## THE ROLE OF WORKPLACE SOCIAL NETWORKS FOR NURSES IN USA FOR PROBLEM-SOLVING AND INNOVATION

*Farr-Wharton, Rod*

*Shriberg, Art*

*Brunetto, Yvonne*

*shacklock, kate*

*Newman, Stefanie*

*Dienger, Joy*

This paper used the structural dimension of Social Capital Theory (SCT), community of practice and a generational cohort lens for examining the quality of workplace social networks in place for problem-solving and in particular, the role of supervisors within those networks for different generational cohorts of nurses in USA, and the subsequent impact on their workplace engagement. Survey data was obtained from 723 surveys completed by nurses in the USA.

246

## LEADERSHIP, LOGICS AND LIMINALITY: THE CREATION AND SURVIVAL OF AN ACADEMIC HEALTH SCIENCES ORGANIZATION

*Fischer, Michael*

*Ferlie, Ewan*

*French, Catherine*

*Fulop, Naomi*

*Wolfe, Charles*

This paper describes and explains the development of an Academic Health Sciences Centre, as part of a major organizational innovation diffusing in the health knowledge economy in Australia and internationally. Drawing on an institutional model, based on a failed merger in the USA, we explore empirically why the creation of a new AHSC in the UK produced very different outcomes. Whereas institutional framing predicts 'sedimented' instability and contest between managerialist and embedded professional logics, high levels of clinical-academic engagement found in our case exerted 'upwards' institutional pressure, creating a more stable, collaborative form. Our paper challenges and develops the earlier institutional model, and explores the possibility of a novel and more stable hybrid of competing logics.

# MANAGING ON THE *EDGE*

231

## COMING TO THE PARTI: THE DEVELOPMENT OF A PARTICIPATORY ACTION RESEARCH FOR TRANSLATION AND IMPLEMENTATION FRAMEWORK

*Fitzgerald, Anneke*

*Ogrin, Rajna*

*Eljiz, Kathy*

*Curry, Joanne*

*Zhu, Yunxia*

Health systems encounter significant difficulties in implementing continuous innovations that improve patient outcomes. Whilst a number of frameworks have been developed, they fail to adequately describe processes that support successful implementation and the relationships between concept, practice and theory. Patients, clinicians and administrators could benefit from a framework that provides a repeatable, reliable and proven method of implementation. We have distilled many existing models into a simple tool that assists organisations to successfully implement a continuous cycle of innovation, called the Participatory Action Research for Translation and Implementation. (ParTI) framework. The proposed ParTI framework provides methods and a checklist for clinicians and administrators to improve their practice in repeatable, reliable and scalable ways.

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83

## WORKING ON THE EDGE: POSITIVE ORGANISATIONAL SCHOLARSHIP IN HEALTHCARE (POSH) AND LOOKING FOR WHAT'S GOOD IN HEALTHCARE

*Fulop, Liz*

*Dadich, Ann*

*Ditton, Mary*

*Campbell, Steven*

*Curry, Joanne*

*Eljiz, Kathy*

*Fitzgerald, Anneke*

*Zhu, Yunxia*

*Herington, Carmel*

*Isouard, Godfrey*

*Karimi, Leila*

*Smyth, Anne*

As part of a larger research program on brilliant healthcare, this paper introduces positive organisational scholarship (POS) and discusses how it has influenced a new approach to theory and research in healthcare, titled POSH. The paper outlines how appreciative inquiry, a key approach in POSH, was used to inform an investigation of what is good in healthcare. Reflective practice is discussed as the central methodology used to explore public domain narrative evidence. The paper illustrates the use of reflective practice and introduces new understandings and insights garnered from using POSH. The paper concludes with a consideration of the implications of a POSH agenda for researchers and practitioners.

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242

## ON THE RAZOR'S EDGE – A TIME TASK STUDY OF NURSE AND MIDWIFERY UNIT MANAGERS AND THEIR CLINICAL LEADERSHIP ROLES AND RESPONSIBILITIES

*Fulop, Liz*

*Edwards, Ian*

*Baber, Jo-An*

*Clayton, Samantha*

*Gapp, Rod*

*Shacklock, Kate*

*Poropat, Arthur*

*Williams, Ged*

This paper reports on preliminary findings from an exploratory study undertaken to collect quantifiable data to clarify the core tasks and responsibilities within the role of Nurse and Midwifery Unit Managers (NMUMs) in Queensland's public hospitals. The study is a task-time quantification study and has the largest data set of its kind in Australia. Data was collected from 223 NMUMS during 2011. Key findings are presented providing confirmatory evidence and new findings. Implications for future research are considered.

.....

61

## LEARNING PRACTICES FOR KNOWLEDGE REPLICATION, ADAPTATION AND/OR (RE)CREATION

*Guzman, Gustavo*

The goal of this study is to develop a multilevel conceptual framework (Shapira, 2011) that sheds light on the diverse learning processes that lead to different knowledge outcomes: knowledge transfer, translation and transformation. I argue that there are different learning processes for diverse knowledge outcomes, from transfer to transformation passing through translation; those diverse learning processes have different characteristics and dynamics. This paper combines and integrates existing single conceptual-frameworks that together provide a set of tools addressing this research gap. It is argued that the integrated use of selected conceptual-frameworks that cross multiple levels of analysis from diverse perspectives is greater than the sum of each one alone.

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# MANAGING ON THE *EDGE*

33

## HOW DOES HOSPITAL ACCREDITATION ASSIST HIGH PERFORMANCE IN HUMAN RESOURCE MANAGEMENT PRACTICE?

*Kellner, Ashlea*

*Townsend, Keith*

*Wilkinson, Adrian*

*Greenfield, David*

*Lawrence, Sandra*

Growing financial pressure is increasing the need for healthcare organisations to improve effectiveness. Organisations are responding to such pressures by adopting a more strategic approach to human resource management and this has been influenced by some accreditation bodies through targeted feedback and interventions. In this study, we examine managers' perceptions of the contribution accreditation in achieving exemplary levels of HRM performance in hospitals. Data for this study come from hospitals identified as top performers on HRM criteria as measured by the key Australian accreditation body. The results indicate that managers perceive three key benefits relating to system improvements and associated positive effects on staff attitude: reflection on HRM systems; feedback enabling improvement and facilitation of change; motivation and recognition.

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204

## WHERE IS THE LEADERSHIP IN THE DOCTOR-MANAGER ROLE IN AUSTRALIAN HOSPITALS?

*Kippist, Louise*

The funding for Australian health services has become increasingly driven by Government defined measurable performance targets, aimed to make hospitals more accountable for their budgets and resources (NSW Health 2010). The dual role of the doctor- manager has been developed to engage clinicians with management objectives, as a means to better contribute to significant changes required in health service delivery. However, the reality is that the doctor-manager role has not met the desired challenges of implementing health reform (Fulop, 2012, Kippist & Fitzgerald, 2010). This paper reports on current research that has identified complexities within the structure of the doctor-manager role that contribute to differences in engagement strategies used by doctor managers in their leadership role.

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437

## CHANGE IN HRM PROCESSES AND CLINICAL PERFORMANCE IN AUSTRALIAN HOSPITALS: THE INFLUENCE OF ACCREDITATION AS A MOTIVATOR.

*Lawrence, Sandra*

*Greenfield, David*

*Kellner, Ashlea*

*Townsend, Keith*

*Wilkinson, Adrian*

Hospital accreditation programs are intended to promote quality and increase the effectiveness of hospital processes, however there is debate around whether they lead to process improvements or are merely systems for compliance. Our study examined the degree to which accreditation ratings motivated hospitals to make changes over time to both their continuity of quality patient care process and HRM processes. Utilising two matched sets of accreditation data for 311 Australian hospitals collected four years apart, we examined possible multi-group differences (based on grouping mandatory accreditation criteria ratings) and found significant changes over time (but decreasing in magnitude) for both variables for each mandatory accreditation group (1 = below average, 2 = average, 3 = above average).

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341

## ORGANISATIONAL CULTURE IN NEW ZEALAND DISTRICT HEALTH BOARDS: INFLUENCE AND PERFORMANCE IMPLICATIONS

*Looi, Evelyn*

*Greatbanks, Richard*

*Everett, Andre*

Organisational culture has been recognised as a crucial element in organisational performance improvement. This paper examines the influence of healthcare system management on organisational culture, specifically the impacts of New Zealand District Health Boards (DHBs) on performance improvement within their jurisdictions. The research objectives of this study are addressed through interviews with a designed sample of DHB board chairs and members regarding their influence on DHB organisational culture. Sample quotations from the interviews supporting the findings relative to the two research questions are provided.

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# MANAGING ON THE *EDGE*

63

## THE IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT AND PERCEIVED SUPERVISOR SUPPORT ON RETENTION AND TURNOVER PREDICTORS OF AUSTRALIAN AGED CARE EMPLOYEES

*Radford, Katrina*

Much research has been conducted on the influence that organisational and supervisor support has on managers' intentions to stay and leave an organisation, however limited research has extended this investigation to all employees. Therefore, this study extended the literature by investigating the importance of perceived organisational support and perceived supervisor support on all employees' retention and turnover intentions. Findings indicated that while both factors were critical to employees' intentions to leave and stay, the explanatory power of the predictors was different. This finding has important implications to HR managers, as it finds that support from both organisations and direct supervisors is critical in retaining employees and can reduce employee turnover.

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294

## ATTACHMENT AND BIRTH FAMILY CONTACT FOR CHILDREN IN THE NEW SOUTH WALES CHILD PROTECTION SYSTEM

*Rajan, Rejani*

*Sloan, Terry*

Children who have been assessed at risk of significant harm may be removed from their biological parents and placed in out-of-home care as an interim measure until permanent placement orders are made. To maintain attachment with their birth family a schedule of contact visits is normally mandated during this period. With the aim of determining an optimal protocol for visitation scheduling, this research has identified a great inconsistency in the reporting of birth family contact visits. It further identifies a need for the provision of consistent guidelines for reporting and training of case workers in report writing. These are significant results as the reports are an important consideration in the determination of final court orders for the placement of children.

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390

## THE CHALLENGES OF EVALUATING CLINICAL REDESIGN PROGRAMS: LESSONS LEARNT

*Samaranayake, Premaratne*

*Dadich, Ann*

*Fitzgerald, Anneke*

*Zeitz, Kathryn*

Evaluation is integral to clinical redesign programs. Yet there is limited literature to guide how such an evaluation might be designed or conducted. To address this void, this paper presents the lessons learnt through the development of an evaluation framework for a clinical redesign program within an Australian public hospital. Lessons include: (1) the need to ensure the representation of all stakeholders in the development and use of the evaluation framework; (2) the importance of mixed-methods research to devise the framework and to evaluate the redesigned processes; and (3) the need for appropriate tools and resources to adequately capture change across the different domains of the redesign.

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352

## THE TIPPING POINT: MANAGEMENT AND LEADERSHIP DEVELOPMENT IN TASMANIAN HEALTH AND HUMAN SERVICES

*Shannon, Elizabeth*

*Van Dam, Pieter*

This paper describes the initiatives undertaken by the Tasmanian Department of Health and Human Services, in partnership with the University of Tasmania, to promulgate staff learning and development for healthcare management and health leadership. This has occurred against a backdrop of public sector fiscal restraint and health system reform. It suggests that only those initiatives that are economically sustainable and strategically aligned are likely to survive the continued climate of fiscal restraint and the ongoing reform program. Those elements of the program that do not fulfil these requirements will 'drop off' the tipping point instead of 'managing at the edge'. This paper describes potential tipping points for each initiative, for discussion in the interactive conference session.

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# MANAGING ON THE *EDGE*

372

## UNDERPERFORMING PERFORMANCE MANAGEMENT? VICTORIAN EXAMPLES OF AN ONGOING PUBLIC SECTOR CHALLENGE

*Tommasini, Daniel*

*McKeown, Tui*

This article examines performance management reforms in the Victorian Public Sector (VPS) and, drawing on strategic human resource management (SHRM) constructs a theoretical model of performance management in the public sector. This model is then tested with a selective case study involving documentary analysis and semi-structured interviews with three Victorian public service (VPS) HR managers. The results provide the basis for a revised model which incorporates a number of additional elements identified as important for the Victorian context. The key finding is that while at a basic level, VPS performance management currently satisfies the theoretical principles of good performance management, the revised model provides a more comprehensive blueprint for action.

.....

148

## MULTIDIMENSIONAL INNOVATION IN THE PUBLIC SECTOR: AN ANALYSIS AT THE WORK GROUP LEVEL

*Torugsa, Nuttaneeya (Ann)*

*Arundel, Anthony*

Using a large-scale sample of Australian public service employees and a multivariate probit model, we explore the effect of idea sources, innovation barriers, personal motivation and workplace support for innovation on five dimensions of the workplace's most significant innovation (policy, service, service delivery, administrative and organisational, and conceptual). Correlations of the error terms show that many innovations have multiple dimensions. Innovation draws on many sources of ideas, but the breadth of these sources is subject to diminishing returns. All but one innovation barrier is positively associated with innovation dimensions. Greater employee motivation and workplace support for innovation are associated with greater innovation success at the work group level.

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180

## SOME SPECULATIONS ON THE ORIGINS AND ROLE OF THE ASSOCIATIVE-SUPPORTIVE MOTIVATION TO VOLUNTEER

*Treuren, Gerry*

Treuren (2009) demonstrated the salience of a new volunteer motivation – the Associative–Supportive motivation (AS), in explaining why many people volunteered to participate in five event organisations. This paper proposes a theoretical basis for this motivation, based on social identity and social exchange theory, before examining whether this new motivation is coherent with the Clary et al (1998)'s Volunteer Functions Inventory, and useful in explaining volunteer behaviour. This paper found that prior experience of the cause, but not prior knowledge of the organisation, was associated with higher levels of AS motivation. The AS supplemented version of the VFI had better model fit than the six-factor AS model.

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67

## NPM, WORK HARASSMENT: DO WORKPLACE RELATIONSHIPS MAKE A DIFFERENCE? PUBLIC AND PRIVATE SECTOR ITALIAN AND AUSTRALIAN EMPLOYEES

*Trincherò, Elisabetta*

*Brunetto, Yvonne*

*Xerri, Matthew*

*Farr-Wharton, Rod*

*Shacklock, Kate*

*Borgonovi, Elio*

The negative costs of bullying (of which work harassment is a subset) are increasing and this examines the impact of changed management practices since the implementation of NPM on employees' perception of work harassment. As such, the paper compares the link between workplace relationships with management on perceptions of work harassment, and outcomes (psychological wellbeing, engagement) for public and private sector employees working in an Anglo-American country (Australia) where NPM has been implemented (and consequently management practices have changed) with employees in an classical Continental country (Italy) (where management practices have been unaffected by NPM) and found significant differences in employee's perception of work harassment and subsequent outcomes.

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215

## IS THERE A ROLE FOR TRANSNATIONAL EDUCATION IN A NATION'S CAPACITY BUILDING: THE CASE OF VIETNAM

*Van Gramberg, Bernadine*

*Teicher, Julian*

*Hong, Hanh*

There has been a dramatic expansion of both the supply and demand sides of the higher education market in Vietnam. The country's Ministry of Education and Training has acknowledged that the system cannot handle the current demand for education. The gap is quickly being filled through foreign investment in transnational higher education partnerships, especially since Vietnam joined the World Trade Organisation and committed to more open markets. While transnational education has the potential to assist the Vietnamese government's goals in capacity building, we argue there are many obstacles which prevent this. Until those issues are addressed, much transnational education in the country will remain focused on profit generation and other targets unrelated to host country needs.

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# MANAGING ON THE *EDGE*

## 13. STRATEGIC MANAGEMENT

257

### **DYNAMIC CAPABILITY BUILDING THROUGH PARTNERING: AN AUSTRALIAN MOBILE HANDSET CASE STUDY**

*Agarwal, Renu*

*Selen, Willem*

*Sajib, Shahriar*

*Scerri, Moira*

Most of existing empirical research regarding dynamic capabilities seeks to define and identify specific dynamic capabilities, their organizational antecedents or effects, yet, the extent to which they contribute to innovation in service organisations remains less researched. This study advances the understanding of dynamic capability building process, and highlights the detailed mechanisms of capability building within a service value network to deliver innovation in services. Deploying a case study methodology in an Australian telco and its partnering organisations, results show that collaboration, organisational learning, innovative capacity, entrepreneurial alertness and agility are core to fostering innovation in services. Practical implications of this research are significant, and that their impacts are discussed in the context of a mobile handset case study.

340

### **HOW TECHNOLOGY ORIENTED NEW VENTURES GAIN ADVANTAGES IN FIRST PRODUCT COMMERCIALIZATION FROM COMPLEMENTARITIES BETWEEN MARKETING – TECHNOLOGY CAPABILITIES AND IT ASSETS**

*Ahmadi, Hormoz*

*O'Cass, Aron*

We advance an argument that new technology-based ventures' (NTVs) first product success depends on the complementarity between product focused capabilities and the achievement of first product differentiation and cost-efficiency. Further, the influence of complementarity in first product capabilities is contingent on the possession of superior information technology (IT) capabilities. The theoretical model uses data from 150 Indian NTVs. The findings show that complementary first product marketing – technology capabilities enhance first product commercialisation and assists NTVs to achieve first product advantages. The findings validate the co-existence of differentiation and cost-efficiency in the context of first product success. The findings show that influence of complementary product focused capabilities on first product advantages can be enhanced through the deployment of IT capabilities.

162

### **DYNAMIC CAPABILITIES IN MODERATELY CHANGING ENVIRONMENTS: THE EFFECT OF ORGANIZATIONAL STRUCTURE**

*Arndt, Felix*

*MacInerney, Kieran*

Dynamic capabilities have attracted much attention in recent years. One central contribution of this research stream is the focus on the antecedents of change. In our study, we investigate organizational structure as an antecedent for a firm's ability to purposefully adapt to changing environments. Using a system-structural perspective we investigate the effects of formalization, centralization and routinization for the presence of dynamic capabilities. We find that all three dimensions have highly significant effects on the presence of dynamic capabilities. Data from 265 business units provide evidence that centralization and routinization are negatively associated with the presence of dynamic capabilities, and formalization has a positive influence on the presence of dynamic capabilities. We conclude with implications for future research.

107

### **CAUSES AND CONSEQUENCES OF SYNERGY FATIGUE IN POST-ACQUISITION INTEGRATION**

*Atkinson, Shanie*

*Gary, Michael Shayne*

This paper reports the findings from in-depth fieldwork investigating how the post-acquisition integration process unfolds over time and how implementation policies affect the success of mergers and acquisitions (M&A). We identify a new construct, Synergy Fatigue, that plays an important role in post-acquisition integration. The findings show that on-going managerial pressure to generate new synergies can result in synergy fatigue. This undermines commitment, focus and engagement, and activates a host of reinforcing feedback processes that damage revenue and cost synergy initiatives and negatively impact performance of the ongoing business. Prior research shows the majority of M&A transactions fail to deliver the value that motivated the initiatives and our findings highlight the role of synergy fatigue in this process.

10

### **THE IPOET MATRIX: A METHOD TO MEASURE DYNAMIC CAPABILITIES THROUGH RESOURCE INTEGRATION**

*Barnes, Stuart*

*Mattsson, Jan*

Dynamic capabilities (DC) have been suggested as a key organisational characteristic for innovation and competitive advantage. Although a strongly emergent theoretical approach in strategy and organisation research few attempts have been made to make this concept operational. In this paper we outline a novel approach to measure DC as the degree of how the resources of a firm are integrated over time. We illustrate using a case study example and examine how hierarchical cluster analysis can provide measures of resource integration that can be used to model dynamic capabilities.

# MANAGING ON THE *EDGE*

142

## CONTROL RIGHTS AND ASSETS PROTECTION IN R&D ALLIANCES

*Delerue, Helene*

R&D Alliances raise a fundamental challenge: they are based on firms' core competencies and intellectual assets, and one factor in their success is the partners' capacity to protect these core competencies and proprietary assets. One way to enhance protection is to write contracts. Specific control rights confer control over activities and may reduce the risk of leakage. Based on empirical evidence, i.e., survey data on a sample of R&D alliances in the US Biotechnology industry, this study shows that contract complexity (in terms of control rights allocated to the firm) increases firm's capacities to protect their core competences and assets.

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282

## POST-WAR RECONSTRUCTION: DEVELOPING PROJECT QUALITY MANAGEMENT PLANS

*Earnest, James*

*Dickie, Carolyn*

Countries emerge from social, economic and ethnic conflict under differing and distinctive conditions that attract various financial, human and material resources, as well as policy advice. Grounded in the nuances of working in a complex environment, with almost non-existent regulatory challenges and rapid changes that affect the day-to-day operations in post-conflict societies, the application of Project Quality Management to enhance project planning and implementation practices for the reconstruction of infrastructure will be useful to governments and professional organisations charged with improving post-conflict situations. Drawing on Kosovo as an example of conflict-impacted communities in their transition to sustainable peace and development, the study examined the processes of designing, planning and implementing reconstruction and development of infrastructure projects to ensure positive outcomes.

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5

## DO INSIDE DIRECTORS AFFECT SUSTAINABILITY PERFORMANCE? A TEST OF A CONTINGENCY APPROACH

*Galbreath, Jeremy*

As boards are increasingly responsible for addressing sustainability and accountable for the extent to which they do so, this study's point of departure is to examine the impact of inside directors on sustainability performance. By creating an aggregate measure that accounts for economic, environmental, and social metrics, this study finds that insiders are negatively related to sustainability performance. However, when the variables of compensation linked to environmental and social metrics, sustainability training, and codes of conduct are introduced, their interactive effects positively moderate the insider-sustainability performance relationship. Implications of findings are discussed, along with future research directions and limitations.

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12

## DETERMINANTS OF CLIMATE CHANGE INNOVATION IN THE WINE INDUSTRY: A STUDY OF MESO AND MICRO-LEVEL PERSPECTIVES

*Galbreath, Jeremy*

*Oczkowski, Eddie*

This study tests the drivers of climate change innovations in the wine industry. Taking a meso (cluster) and micro-level (firm) perspective, results of structural equation modelling analysis suggests that absorptive capacity (micro-level) is directly related to climate change innovations. Alternatively, absorptive capacity is directly related to knowledge exchange in the cluster (meso-level), which in turn is linked to climate change innovations. Hence, absorptive capacity has both direct and indirect effects. The study further finds that climate change innovations are related to firm performance and reductions in greenhouse gases: mitigative innovation impacts on greenhouse gas reductions while adaptive innovation impacts on firm performance. Implications of findings are discussed, along with future research directions and limitations.

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# MANAGING ON THE *EDGE*

392

## EXCHANGE PARTNER SIMILARITY AND KNOWLEDGE ACQUISITION BY SMES IN WEAK CLIENT-FIRM EXCHANGE RELATIONSHIPS

*Geneste, Louis*

*Larkin, Roslyn*

In this paper we examine knowledge acquisition and knowledge-related outcomes within a context largely overlooked by researchers of inter-organizational relationships: the weak, client-firm exchange relationship. These relationships are also referred to as arm's-length linkages where neither party expects further transactions. We examined empirically whether these relationships were opportunities for knowledge acquisition by SMEs and for potential knowledge-related outcomes. We also examined the possible moderating role of exchange partner similarity in the knowledge acquisition and knowledge-related outcomes relationship in these types of transactions. Using hierarchical regression analysis on a sample of 293 SME owners, the findings suggest that weak, client-firm exchange relationships offer knowledge resources to SMEs and that exchange partner similarity moderates the relationship between knowledge acquisition and related outcomes.

380

## CO-OPERATIVE ENTERPRISE IN A SYSTEMS CONTEXT

*Mazzarol, Tim*

*Reboud, Sophie*

*Clark, Delwyn*

*Simmons, Richard*

*Mamouni Limnios, Elena*

The co-operative enterprise is examined within a systems context to identify the key external forces that influence its performance. As a hybrid business form the co-operative generates both economic and social capital and these output factors are also examined with reference to the literature and small case examples. The paper concludes by proposing a conceptual model for future research.

293

## A COGNITIVE MODEL OF EXECUTIVES' KNOWLEDGE ACQUISITION: IMPLICATIONS FOR RESOURCE-BASED VIEW

*Najmaei, Arash*

Knowledge is a key strategic resource and its acquisition is a key competence. Executives acquire knowledge to make sense of the environment, make decisions, and manage their resources in face of dynamism. Little is yet known about why executives vary in terms of this ability. Using recent advancements in the strategic cognition, this study proposes and tests a model in which the interaction between executives' cognitive style and their perceived dynamism explains variations in the amount of market and technological knowledge acquired by executives. The findings offer important implications for resource-based view and particularly the knowledge-based perspective.

66

## THE DEVELOPMENT OF KNOWLEDGE THROUGH SOCIAL CAPITAL IN CLUSTERS

*Neale, Lisa*

*Landinez Gomez, Lina*

*Daniel, Lisa*

Clusters – a group of geographically proximate firms- can be the source of competitive advantage both at firm and cluster level. Knowledge, social capital and their interplay have been found to be major contributors to this advantage. However, the dynamics behind, and hence the question how it happens, have received considerably less attention. This project aims address this gap by unveiling the dynamics of social capital through which knowledge is developed for competitive advantage in clusters. Unveiling those dynamics will contribute to theory by exploring how some of the benefits of clustering are created through knowledge and social capital, and hence provide an explanation why clusters exist in the first place.

253

## STRATEGICALLY ALIGNING A CULTURE OF 'OPEN INNOVATION' IN ORGANIZATIONS

*Randhawa, Krithika*

*Agarwal, Renu*

*Josserand, Emmanuel*

Today's networked and boundaryless organizations are progressively embracing 'open innovation' through collaboration and knowledge exchange with stakeholders across their value network to leverage external capabilities in the innovation process. Understanding the complex and relational dynamics at play in this process is fundamental to developing well-aligned networks of open innovation. This paper directs focus to the question of how organizations can strategically align an adaptive culture that fosters open innovation. A conceptual framework is presented to demonstrate how cultural dynamics can be aligned with co-evolutionary learning dynamics so as to enable open innovation outcomes in networked organizations. This framework can form the basis for future empirical research examining the process at stake in the alignment between organizational culture and open innovation.



# MANAGING ON THE *EDGE*

360

## IMPACT OF CEO SUCCESSION ON STRATEGY OF FIRMS

*Sharma, Kamal*

Researchers in the field on strategic management studied executive succession from various lenses. Hambrick and Mason's (1984) Upper Echelons theory which suggests that organizations are a reflection of their top managers is now widely used, but an emphasis of extant literature has been on studying performance while neglecting elements of strategy (Lin & Liu, 2012). We take the Upper Echelon theory ahead by looking at instances of CEO succession in firms listed on an Indian stock exchange during the period 1991–2012, and study the change in strategy associated with such an instance by using panel data analysis. We create a composite measure using key elements of strategy for the purpose of measuring change in strategy of the firm.

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16

## STRATEGY IN TURBULENT ENVIRONMENTS: LEARNING FROM FIRMS IN TRANSITION ECONOMIES

*Shinkle, George*

*Kriauciunas, Aldas*

*Hundley, Greg*

*Goudsmit, Mirjam*

We theoretically and empirically investigate the efficacy of four traditional strategic management views in turbulent conditions. We argue the relationships of strategy purity (generic strategy), resources, networks, and governance to performance weaken with increasing environmental turbulence. We draw empirical data from firms in transition economies – former Communist countries of Central and Eastern Europe. This unique context enables our investigation by providing quantifiable variance in environmental turbulence. We find only governance follows traditional expectations as environments increase in turbulence. As a result, our analysis reveals an important boundary condition on traditional strategy theory and offers contrary recommendations. As a preliminary investigation in the area, our work highlights the need for future research to investigate other theoretical relationships in turbulent conditions.

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50

## GOALS AND GOVERNANCE, COMPLEMENTS OR SUBSTITUTES? BOTH!: A STUDY OF PERFORMANCE IN GOVERNMENT ORGANIZATIONS

*Shinkle, George*

*Yang, Miles*

*Yang, Feifei*

*Elshaw, John*

*Schleicher, Deidra*

We investigate organizational performance by considering the influence of goals and governance, both directly and interactively. Specifically, we theorize a linear relationship regarding goal importance and a curvilinear relationship regarding the degree of formalization of operational-level governance. We test our model on 348 Information Technology professionals in a large American government organization. We find support for our hypotheses and we find that goals and governance are substitutes in the condition of low to moderate governance, and are complements in the condition of moderate to high governance. While our theory is constrained to goals with high group-efficacy, our provocative findings contribute to both scholarly literature and managerial practice. Managers should select governance systems based on the characteristics of the organization's goals.

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343

## MARKET TURBULENCE, TEMPORAL ORIENTATION AND FIRM PERFORMANCE

*Soo, Christine*

*Tian, Amy Wei*

*Cordery, John*

*Kabanoff, Boris*

This study investigates the role of environmental dynamics (i.e., market turbulence) as a factor influencing an organisation's top management temporal orientation, and the impact of temporal orientation on innovative and financial performance. Results show that firm's operating in highly turbulent markets exhibit higher degrees of future orientation, as opposed to present orientation. Future-oriented (rather than present-oriented) firms also experience higher levels of both incremental and radical innovations, which in turn generate financial performance. The study highlights the important role of shared strategic mindset (which is contextually influenced) as a driving factor behind the firm innovative and financial performance.

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# MANAGING ON THE *EDGE*

190

## **CROWDSOURCING: LATEST BUSINESS FAD OR WELLSPRING OF VALUE CREATION?**

*Wilson, Kathleen*

*Samson, Daniel*

*Bhakoo, vikram*

This study seeks to examine the value creation potential of crowdsourcing in the light of recent strategic management literature. A theory building approach is used with three case studies of crowdsourcing organizations. Findings illustrate how value is created for the crowdsourcing firm and the sources of value creation. Findings indicate that crowd size, loyalty and calibration of management/crowd controls are important factors in crowdsourcing value creation. Due to its nascence as a business phenomenon, it may be too early in the cycle to make fully informed predictions against some established value creation theories. We articulate the contribution in terms of the degree to which sources of value in crowdsourcing are embedded (or not) in existing strategic management value creation frameworks.

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## **14. SUSTAINABILITY AND SOCIAL ISSUES IN MANAGEMENT**

111

### **THE ROLE OF MANAGERIAL PREFERENCES FOR BUSINESS SUSTAINABILITY AND MANAGERS' PERCEPTION OF STAKEHOLDER CLAIMS FOR SUSTAINABLE OPERATIONS MANAGEMENT.**

*Benkert, Julia*

*Samson, Daniel*

*Bhakoo, Vikram*

Companies are increasingly held accountable for their environmental, social, and socio-economic impacts incurred during their operations processes. The operations management literature tends to focus on environmental and economic aspects of business sustainability, but fails to operationalize social aspects of sustainable operations management. Also, managerial preferences for sustainable operations are assumed rather than based on knowledge obtained from empirical investigation. This paper proposes a conceptual model that, firstly, establishes a three-dimensional operationalisation of managerial objectives for sustainable operations by including environmental, economic, and social issues, and secondly, specifies how managers' valuation of sustainability aspects predicts the allocation of resources to the three identified sustainability dimensions under the impact of managers' perception of the salience of stakeholder claims at the functional level.

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115

### **TO PROSPER WITH THE NATION: THE SOCIAL CAPITAL THAT BRIDGES CSR PROGRAMS WITH CORPORATE SUSTAINABILITY IN A DEVELOPING COUNTRY**

*Bhinekawati, Risa*

This research investigates the linkages between CSR programs, social capital and corporate sustainability in the context of a developing country. The findings from three CSR programs conducted by Indonesia's large and diversified company show a pattern that CSR programs are corporate investments to deal with social issues and fulfil business needs. Through CSR programs this company builds social capital such as social relationships, trust and collective action; and non-social capital such as human capital. The social capital and non-social capital are mutually reinforcing and enable the company to achieve economic, social and economic performance simultaneously. This study develops a model for corporate sustainability that is generated by CSR programs through social capital development.

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403

### **GREENING THE AUSTRALIAN WORKER: LESSONS FOR EFFECTIVE SUSTAINABILITY MANAGEMENT**

*Chapman, Janine*

Pro-active management of environmental and social wellbeing is critical for the success of modern businesses. Companies increasingly recognise that for sustainability initiatives to succeed, employee engagement and behaviour change is required; however, initiatives are often top-driven with little attention to the experiences of those on the shop floor. Using a socio-ecological framework, this article draws together the main findings from three workplace case studies and a national survey to explore what helps – and hinders – Australian workers to take up their role as environmental citizens. Key lessons for improved sustainability management are discussed, along with the important social and cultural roles organisations can play in shaping the environmental impacts of individuals at work, at home, and when travelling between.

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118

### **ENVIRONMENTAL STRATEGIES OF THE INDONESIAN PALM OIL COMPANIES: AN EXPLORATORY STUDY**

*Rasyid, Tengku*

*Rola-Rubzen, Maria*

*Murray-Prior, Roy*

Palm oil is an important agricultural commodity in Indonesia and contributes substantially to the economy. Unfortunately, its development is not without environmental costs. Due to increasing stakeholder pressure over the last decade on businesses to be environmentally responsible, the Indonesian palm oil industry has embraced environmental management in its activities, even though at a slow pace. Against this background, the study seeks to investigate the efficacy of corporate environmentalism, using a number of palm oil companies as case studies. Based on analysis of the transcripts of interviews with participants from nine palm oil companies, this paper investigated palm oil industry environmental practices at the operational level.

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# MANAGING ON THE *EDGE*

287

## ENERGY AUDITS IN AUSTRALIAN SMES

*Redmond, Janice*

*Walker, Beth*

Energy audits can provide businesses with valuable information and advice about their current energy use and costs and where changes can be made to improve both the environmental performance of the business and their triple bottom line. There is literature on the use of energy audits, but little provision of empirical data that would help a business decide whether engagement is economically viable. This paper reports on 49 SME energy audits and the results show a variety of outcomes can be achieved. The research outcomes verify that the economic returns alone are not a reason for most SMEs to act. However, the collective impact of the SMEs on the environment should be a catalyst for action and support from stakeholders.

.....

263

## VALUE PROPOSITIONS FOR NON-ELITE BUSINESS SCHOOLS IN A POST GFC WORLD: REFLECTIONS ON BUSINESS SCHOOL VALUES

*Ryan, Suzanne*

With the dust of the GFC almost settled, it is timely to reflect on the debates surrounding the roles of business schools in producing unethical graduates. The paper reviews the debates by grouping the arguments into those for and against the proposition that business schools corrupt graduate values. While arguments in favour of the proposition might be appropriate for the elite business schools, they hardly apply to the majority of non-elite schools whose circumstances are very different. The paper concludes with a call to non-elite business schools to develop social and moral value propositions relevant to their unique circumstances and the wider global challenges.

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151

## SUSTAINABILITY AND REPUTATION RISK

*Sandhu, Sukhbir*

*Cavalieri, Sergio*

*Pinto, Roberto*

In this paper, we discuss reputational risk that business organizations face as a consequence of sustainability issues. Reputational risks – while they are widely prevalent in the more traditional business areas – are however particularly endemic to sustainability issues, especially when organizations mishandle environmental or social concerns. The paper will accordingly focus on expounding the concept of organizational reputation. We then discuss some examples of loss of reputation, due to inappropriate handling of sustainability issues. Next, we discuss stakeholders that are involved in reputational risk management and also touch on the benefits that accrue to organizations that effectively manage these stakeholder relationships. The paper concludes with a discussion on corporate citizenship as a means of managing reputational risks.

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18

## ATTITUDES TOWARDS GREEN PURCHASES, SOCIAL INFLUENCES, GOVERNMENT POLICIES, AND GREEN PRACTICES: AN INVESTIGATION OF THEIR RELATIONSHIPS

*Sharma, Bishnu*

*Gadenne, David*

This paper identifies consumers' attitudes towards green purchases, their perceptions of social influences, government policies in promoting green practices, and green behaviours. The information was collected using a survey of green consumers of three green companies from the Sunshine Coast, Australia. The study also investigates the relationships between social influences, attitudes towards green purchase, government policies and green practices. The study found that most respondents believe in green purchasing. The results also suggest that there is a positive significant association between consumers' attitudes towards green purchases and various types of green practices. Social influences also have positive significant associations with consumers' environmental habits, their efforts to contribute money and volunteer for the protection and improvement of environment.

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422

## SYSTEMIC AND INSTITUTIONAL BARRIERS TO CORE SUSTAINABILITY: TACKLING THE ELEPHANT IN THE ROOM.

*Skringar, Elizabeth*

*Makris, Peri*

*Williams, Stewart*

The electricity industry has at its core a non-renewable resource (coal) germane to the industrial revolution, but still used globally as a primary fuel source to provide energy for fabricating consumer goods and a medium for their consumption. Economic (dis-)incentives are not hastening change, suggesting inefficiencies can no longer be driven out of the system, noting fiscal controls only work if competition prevails. A pilot case study shows free market dynamics, operating in one part of the system, can dictate directionality and set priorities for the entire system, in the process either co-opting or denuding governance, rendering regulators powerless and annulling market contestability thereby disempowering consumers whilst delaying adoption of alternative forms of energy.

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# MANAGING ON THE *EDGE*

128

## GETTING EVERYONE TO ENGAGE IN PRO-ENVIRONMENTAL BEHAVIOURS: INCREASING SELF-CONCORDANCE TO INCREASE ADAPTATION

*Unsworth, Kerrie*

*McNeill, Ilona*

Organisations must adapt to climate change, and thus need their employees to perform pro-environmental behaviours. However, not all employees have a goal to help the environment. We propose that, if done cleverly, this will not matter. We hypothesise that creating connections between pro-environmental behaviour and an individual's important goals will increase this behaviour, even if these goals are not environment related. Two experimental studies demonstrate support for this hypothesis. Practically, this means that a lack of pro-environmental goals in the workforce can be overcome by identifying those goals that are most common amongst employees, such as being a good employee, and demonstrating how adaptation leads to these goals.

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327

## WHO ARE THE SALIENT STAKEHOLDERS? A PERSPECTIVE FROM THE CHILEAN MINING INDUSTRY

*Viveros, Hector*

*Benn, Suzanne*

This paper examines stakeholder salience from a multi-stakeholders perspective. Through analysing the data collected through interviews with five stakeholder groups in the Chilean mining industry, the article draws conclusions about how various groups perceive the salience of other stakeholders in relation to corporate social responsibility based on the attributes of power, legitimacy and urgency. The findings indicate that the stakeholder groups; community, government and unions are perceived as definitive stakeholders. Every stakeholder group identified these groups as the most salient stakeholders. The paper also concludes that stakeholder perceptions vary in regard to NGOs and media. These two groups are generally perceived as being latent stakeholders, despite NGOs and the media seeing themselves as expectant stakeholders, increasing their level of salience.

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427

## EXPLORING THE INTENTION-BEHAVIOUR GAP IN PRO-ENVIRONMENTAL CONSUMER BEHAVIOUR

*Willows, Amy*

*Grimmer, Martin*

Despite the widely reported increase in environmental concern amongst consumers, a gap exists between their stated intentions to purchase environmentally-friendly products and their actual purchase behaviour. The current study tests a conceptual model developed by Carrington, Neville and Whitwell (2010) to help explain this gap. Surveys were administered to a sample of university students. Responses (N=272) showed that implementation intentions had a mediating effect on the relationship between intention and behaviour. Situational (social) context was found to moderate the relationship between intention and implementation intentions. Behavioural control, on the other hand, had no moderating effect. The findings have theoretical implications for furthering understanding of factors impacting pro-environmental consumer behaviour, and practical implications regarding how to positively influence socially beneficial behaviours.

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329

## DEVELOPING A CONSENSUS DEFINITION OF CSR

*Yadlapalli, Aswini*

*Rahman, Shams*

The purpose of the paper is to examine the literature on definitions of corporate social responsibility (CSR) and to propose a consensus definition of CSR. Through a systematic literature review published since 1953, a total of 56 definitions are identified. The observed definitions are analysed and various dimensions are identified to investigate the shift in the research focus of CSR. The dimensions are grouped into five broad categories such as aspect, benefit, beneficiary approach and timeframe, which form the basis for the consensus definition of CSR. The proposed definition would guide academics to build new knowledge on CSR and practitioners to eliminate the ambiguity and implement CSR practices more effectively.

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# MANAGING ON THE *EDGE*

## 15. TECHNOLOGY, INNOVATION AND SUPPLY CHAIN MANAGEMENT

400

### SAUDI ARABIAN PETROL STATIONS SUPPLY CHAIN INTEGRATION

*Alhawas, Ibrahim*

*Peszynski, Konrad*

*Young, Leslie*

This paper explores the key factors that characterise Saudi Arabian petrol stations supply chain integration. We developed a conceptual model incorporating eight factors based on the technology-organisation-environment (TOE) framework (Tornatzky & Fleischer, 1990). This study employed a qualitative research methodology and hermeneutics to analyse the data. We conducted a case study of rural and metropolitan petrol stations in Saudi Arabia. Our findings confirmed that the Saudi Arabian petrol stations supply chain is influenced by the technological (i.e. relative advantage and IT infrastructure), organisational (i.e. culture, firm size and firm resources), and environmental (i.e. geographic location, competition intensity and government regulation) factors. In the findings, we identified several practical implications in terms of petrol stations supply chain and operations management enhancement.

296

### INNOVATION GOVERNANCE AND INNOVATION LEADERSHIP IN DIFFERENT CONTEXTS

*Andersson, Tage*

The paper suggests that governance and leadership of innovation can be greatly enhanced within organisations if executive decision makers had better taxonomies available based on important contextual variables. The aim of this paper is to provide direction for future research aimed at identifying generic taxonomies or patterns that assist managers and leaders understand when to apply different innovation strategies and innovation leadership styles. An appropriate innovation leadership reference model is proposed. The focus turns to identifying and discussing important moderating contextual and situational variables on innovation governance and in particular the innovation strategy and innovation leadership. The paper suggests researching the influence of selected contextual and situational variables to support or modify the proposed innovation taxonomies and patterns.

143

### ADOPTION OF SOCIAL MEDIA BY BIOTECHNOLOGY FIRMS: FORMAL AND INFORMAL NETWORK EFFECTS

*Cronje, Tom*

*Delerue, Helene*

Biotechnology firms are those firms that pursue biotechnological research and development in areas of commercial potential. To achieve the research and development objectives, these firms have to gain access to resources needed to build strong capabilities. They tend to cluster in geographic areas and enter into multiple R&D alliances. The use of social media by these firms is still a new phenomenon since overall usage is still low, although increasing. Within this context, the aim of this paper is to examine what kind of networks (formal versus informal) influence social media adoption by biotechnology firms. We tested our hypotheses using logit regression models on data of 472 US biotechnology firms.

259

### THE INFLUENCE OF RESOURCE DEPENDENCY ON COLLABORATION IN THE CONSTRUCTION SUPPLY CHAIN

*Donato, Matteo*

*Ahsan, Kamrul*

*Shee, Himanshu*

The construction industry supply chain is seen as a highly volatile and inefficient mechanism that falls well short of expectations due to its project focus rather than its supply chain management prowess. Relationships are short term and project based so the development of enduring relationships become difficult. The purpose of this study is to look at how supply chain actors behave from partner selection through to project completion, suggesting a conceptual model that addresses the relationship dynamic between actors through the life of the project. Proposing that dependency and collaboration, Trust and Price and Mediated and Non-mediated power become interrelated rather than individual constructs that act independently on the relationship.

73

### STAKEHOLDER ANALYSIS FOR R&D PROJECT MANAGEMENT: A SYSTEMS APPROACH

*Elias, Arun*

*Coyne, Amanda*

R&D management involves managing multiple stakeholders with conflicting stakes. This article proposes a systems approach to capture conflicting views of multiple stakeholders in controversial R&D projects. It is illustrated using a New Zealand case related to the use of 1080 chemical. Initially, the problem situation was structured systemically by analysing the behaviour of main variables related to 1080 use and by analysing stakeholders. Further, a participative systems model was developed using a group model building process. The analysis of the model revealed a set of feedback loops operating in the system identified as responsible for the complexity of the problem situation relating to 1080 use. The paper highlights some strategies suggested by the stakeholders to reduce conflict.

# MANAGING ON THE *EDGE*

54

## ACCELERATING SUPPLY CHAIN MANAGEMENT LEARNING: IDENTIFYING ENABLERS FROM A UNIVERSITY-INDUSTRY COLLABORATION

*Gibson, Patricia (Trish)*

This paper presents findings from an exploratory case study of an Australian university-industry collaboration which aimed to accelerate learning within the emerging knowledge area of Supply Chain Management (SCM). The findings include an accelerated learning framework consisting of six constructs that influence the acceleration and integration of SCM learning at strategic and operational levels. This framework facilitates an examination of successes and shortfalls in the case study collaboration and generates a deeper understanding of critical elements for accelerating SCM learning. The conclusions include recommended actions to amplify successes and mitigate shortfalls in future university-industry collaborations for supply chain management learning.

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49

## MEASURING AND UNDERSTANDING E-PROCUREMENT USE IN SMES

*Hassan, Haslinda*

*Whiddett, Dick*

*Tretiakov, Alexei*

E-procurement is the use of information technology in the procurement process. Organisations differ in the extent to which they use e-procurement, both in terms of the range of the functionalities used (the breadth of e-procurement use) and in terms of how much the organisation relies on e-procurement (the depth of e-procurement use). The paper discusses the approach taken to: (a) extend the existing measures of the extent of e-procurement use by conceptualising use in terms of both breadth and depth, (b) develop an integrated framework identifying the main factors affecting the extent of e-procurement use and (c) evaluate the model of adoption by analysing the findings of a survey of SMEs in New Zealand using structural equation modelling (SEM) techniques.

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345

## AFFECTIVE EVENTS THEORY, INSTITUTIONAL THEORY, AND FERAL SYSTEMS: HOW DO THEY ALL FIT?

*Kent, Stacey*

*Houghton, Luke*

*Kerr, Donn*

This paper is an outflow of semi-structure interviews conducted in 2012 that investigated why members of organizations using institutionalized software, such as AGRESSO, create feral systems. We use Institutional Theory (Selznik, 1948; Zucker, 1977) as a broad theory to understand why software programmes like AGRESSO are institutionalised. We then nest Weiss and Cropanzano's (1996) Affective Events Theory into Institutional Theory in order to understand how these instutionalised software programmes tend to create 'hassles' for the organisation's member, which, in turn seem to create affect driven behaviour. We use the interpretive lens to understand the emotional process that the member's experience in order for us to understand why feral systems exist and are inherently institutionalized.

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367

## OPERATIONS STRATEGY PROCESSES: HOW SIGNIFICANT ARE THEY?

*Kiridena, Senevi*

*Jagoda, Kalinga*

*Lin, Howard*

Ongoing challenges associated with the implementation of formally developed strategies call for studying the functional level strategy processes from fresh perspectives. This paper presents evidence drawn from the Canadian oil and gas industry towards establishing the statistical significance of alternative strategy processes and organisational contextual factors. The analysis discerned four strategy process configurations representing singular and multiple combinations of three process modes identified in previous qualitative studies. The findings will help advance the understanding of operations strategy processes and may contribute to theory building, as the evidence was drawn from a relatively large sample of data representing an industry sector that has not been previously reported.

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318

## PRODUCT RETURNS MANAGEMENT FOR ENVIRONMENTALLY CONSCIOUS MANUFACTURING AND SUSTAINABILITY IN A SUPPLY CHAIN

*Kuik, Swee*

*Nagalingam, Sev*

In recent years, recovery operations in a supply chain has been gathering momentum as a business trend for improving organisational competitiveness and sustainability by minimising waste to landfill. This review paper summarises a strategy of environmentally conscious manufacturing towards product recovery, by emphasising product utilisation level and articulating a need for integrated performance evaluation. With intense demands on environmental pollution prevention, the consideration of performance evaluation based on a trade-off scenario is required for economic and environmental justifications towards sustainability. However, there is limited research for promoting the integrated performance measures of cost, time, waste and quality to assess supply chain performance due to complexity of handling product return streams.

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# MANAGING ON THE *EDGE*

96

## UNDERSTANDING THE CHOICE AND IMPACT OF RESOURCES ON FIRM INNOVATION: A MANAGERIAL COGNITION PERSPECTIVE

*Lui, Steven*

*Jackson, Chris*

*Shinkle, George*

*Ozdemir, Salih*

We develop a theoretical model which links managerial cognition, resource choice, and innovation. A cognitive perspective puts managers back into innovation strategy and adds important theoretical understanding to innovation as a firm-level outcome. Examining the role of managerial cognition in the choice of resource for innovation, we propose that (1) a combined use of internal and external resources will increase innovation, (2) CEO's cognitive style of global dominance will affect the combined use of resources, and (3) CEO's cognitive style of complexity will moderate the impact of the combined use of resources on innovation. To inform future research direction, we discuss measurement and analysis approaches for empirical testing of the model.

30

## EXTERNAL KNOWLEDGE SEARCH AND INNOVATION: A REVERSE CAUSATION HYPOTHESIS

*Lui, Steven*

*Luo, Ben Nanfeng*

*Kim, Youngok*

The breadth of external knowledge search has frequently been studied as an important antecedent of innovation. In this paper we argue that the reverse could also be possible: that innovation could broaden knowledge search because innovative firms have higher absorptive capacity which in turn enables them to conduct and benefit from a broad search strategy. Based on a panel dataset of Korean firms, we found a positive relationship between prior breadth of external knowledge search and subsequent innovation mediated by absorptive capacity. The mediating relationship is negatively moderated by the extent to which firms belong to a business group and positively moderated by the high technology nature of the industry.

20

## A FRAMEWORK FOR INTEGRATED, MULTI-METHOD MODELLING OF DYNAMIC SOCIAL NETWORKS

*McGrath, Michael*

*Wilson-Evered, Elisabeth*

*More, Elizabeth*

Social Network Analysis (SNA) methods have changed little over the past 50 years or so, based as they are on various matrix manipulation and analysis techniques. A significant limitation of traditional SNA is that it does not easily permit the study of changes in network structure over time. To address this and other limitations, a number of researchers in recent years have developed various Dynamic Network Analysis (DNA) approaches. In this paper, we overview these developments and propose a DNA framework that allows different aspects of a problem domain to be modelled using separate and distinct methods and for sub-models to communicate relatively seamlessly at simulation runtime.

406

## A PROCESS VIEW OF SUPPLY CHAIN MANAGEMENT PRACTICES: DEVELOPMENT OF MEASUREMENT INSTRUMENT

*Memon, Maqsood*

*Gurd, Bruce*

*Ahmed, Shakeel*

This paper aims to establish the common representative supply chain management practices and develop and validate a measurement instrument for supply chain practices. A mixed method of qualitative followed by quantitative was used. Qualitative data were collected through semi-structured interviews of executives and site visits of fourteen manufacturing firms and quantitative data were collected from 120 manufacturing firms in Australia. Sixteen measurement scales for supply chain management practices were tested and validated using structural equation modelling technique. The proposed valid instrument can be used to examine the relationship of supply chain management practices with other organizational variables. The findings also suggest the elements of supply chain management practices that firms can adopt as a framework of supply chain.



# MANAGING ON THE *EDGE*

279

## MANAGING RISKS IN OFFSHORE OUTSOURCING OF SOFTWARE TESTING SERVICES: A SYSTEMS THINKING APPROACH

*Muraleedharan, Parvathy*

*Elias, Arun*

IT offshore outsourcing involves managing of risks. When software testing services are outsourced, client and service providers face a variety of risks. This paper presents a systemic analysis of the risks involved in offshore outsourcing of testing services for Telecom New Zealand, a leading telecommunication provider in New Zealand. Using semi structured interviews with clients and service providers, the risks faced by them were identified. A systems model was developed by connecting the cause and effect relationships between the factors that influences these risks. This model revealed a set of feedback loops, responsible for the counterintuitive behaviour related to the decreasing success rate of IT offshore testing projects at Telecom. Two strategic interventions are proposed to address this complex situation.

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387

## FACEBOOK FOR ADULTS? A LONGITUDINAL STUDY OF MBA STUDENT'S USE OF AN ENTERPRISE SOCIAL NETWORK FOR COLLABORATIVE LEARNING

*Murphy, Glen*

The rapid pace of social media means that our understanding of the way in which it facilitates the learning process continues to lag. The findings of a longitudinal study of an executive MBA cohort over the period of eight months in their use of the social media application is presented. Over time the ownership and use of the Yammer site shifted to become student driven and facilitated. The motivations behind the site's use, perceived advantages and disadvantages and changes in usage patterns are documented. The case provides a useful insight into the way in which students used this technology to facilitate their learning goals and how patterns of behaviour changed in response to the changing needs of the cohort.

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169

## R&D AND OPEN AND CLOSED INNOVATION

*Robertson, Paul*

*Arundel, Anthony*

Nearly half of innovative firms do not participate in formal research and development activities. We investigate the extent to which firms use R&D in the course of product, process and organisational innovation. We develop a classification to divide innovative behaviour into four categories that comprise aspects of open and closed innovation. On the basis of a sample of approximately 4,000 European firms, we show that, although the possession of R&D capabilities favours both open and closed innovation, the majority of firms that undertake R&D internally nevertheless also tap into development activities conducted by others. Conversely, the majority of firms that do not have R&D capabilities still develop product, process and organisational innovations entirely on the basis of internal resources.

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409

## ENABLING OF SUSTAINABLE SUPPLY CHAIN MANAGEMENT WITH LEAN THINKING – A STUDY ON MANUFACTURING FIRMS IN KYOTO PROTOCOL SIGNATORIES

*So, Stuart*

The research formulates a sustainable supply chain management (SSCM) strategy for manufacturers by showing the potential of lean thinking that lead corporate sustainability to success. A study of the adoption of sustainability was conducted with 527 manufacturing firms in 17 Kyoto Protocol signatories that were practicing lean production. A research model and 4 hypotheses are proposed to create a link between lean and sustainable supply chains. We theorized that manufacturers embrace lean as a pro-environmental practice with a cross-organizational commitment in an electronically-enabled supply chain environment hold promise for adopting SSCM. The results imply that manufacturers in developing countries may consider going lean first in consideration of humanistic values before moving towards adopting sustainability for a better chance of success.

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300

## THE RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION, CUSTOMER SATISFACTION, AND FINANCIAL PERFORMANCE: AN EXAMINATION IN THE JAPANESE HOSPITALITY INDUSTRY

*Suzuki, Kenichi*

*Matsuoka, Kohsuke*

*Gurd, Bruce*

Using a large database of a single Japanese hotel company we explore the relationship between employee satisfaction, service quality, customer satisfaction and financial performance over a six year period. We find that service quality is a full mediator of the relationship between employee satisfaction and service quality. We do some preliminary analysis of the lag effects.

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221

## INTERNAL COMMUNICATION'S ROLE IN VALUES ALIGNMENT AND SERVICE QUALITY IN AN INBOUND CALL CENTRE ENVIRONMENT

*Taubner-Ragg, Judy*

*Gapp, Rod*

This paper investigates internal communications role in the values alignment required to improve service quality in an inbound call centre. Through the measurement of organisational climate variables relating to internal communication and organisational values, insight was gained into the relationship between the agent's perception of the organisational values and service delivery. A modified Psychological Climate Questionnaire, augmented with questions derived from organisational policies and procedures associated with service values demonstrated a statistical relationship between internal communication and the agent's perception of organisational values. Internal communication explains a significant amount of variance in relation to the understanding and uptake of organisational values, an outcome that will be used for further investigation on internal communication, management and service quality.

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# MANAGING ON THE *EDGE*

252

## EXPANDING SALES AND OPERATIONS PLANNING USING SENTIMENT ANALYSIS: DEMAND AND SALES CLARITY FROM SOCIAL MEDIA

*Wood, Lincoln*

*Reiners, Torsten*

*Srivastava, Hari*

We outline the use of sentiment analysis as a tool for demand planning in sales and operations planning (S&OP). First, we explain how S&OP functions and the reliance on cooperation or collaboration with other firms to gain information.

We introduce sentiment analysis and show its value in determining marketplace-changes which feed into supply chains. We show how sentiment analysis supports data acquisition independent of other firms in the supply chain; incorporated into S&OP, these data can support preparation for changing requirements. While demonstrated in marketing, this concept remains unproven in supply chain research.

We believe this is the first assertion and examination of how sentiment analysis can support effective S&OP but further empirical research is required to validate this concept.

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103

## DEMAND-SUPPLY CHAIN MANAGEMENT FOR THE CHINESE FAST FASHION INDUSTRY

*Ye, Ying*

*Lau, Kwok*

*Teo Kok Yang, Leon*

This paper explores the applicability of the demand-supply chain management (DSCM) approach to help improve the supply chain performance of the Chinese fast fashion industry. Based on a comprehensive desktop research, the paper provides a thorough literature review on the paradigm evolvement from demand chain management (DCM) to DSCM and investigates the current supply chain approaches used by the apparel industry in China. The paper attempts to develop a theoretical DSCM framework that incorporates the various underlying drivers and obstacles of DSCM application. The proposed DSCM framework extends the conventional one-size-fits-all solution by advocating a dynamic outside-in thinking that integrates marketing value stream with multiple supply chain network solutions under an aligned organizational culture and leadership style.

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