Message from AAOM President

Dear Members of the AAOM/TAOM Community:

Welcome to the 2019 Asia Academy of Management and Taiwan Academy of Management Joint Conference! As we gather in the ancient and beautiful Bali, I am looking forward to an exciting intellectual discourse on the theme of this year’s conference: “Institutional Complexities and Organizational Responses in a Changing Global Economy”.

Over the past four years, we started several new initiatives to engage with the academic community in Asia. We have instituted the college of AAOM fellows to recognize the leading scholars who have contributed to the mission of AAOM. The initial college of AAOM fellows will comprise past presidents of AAOM and past editors-in-chief of the Asia Pacific Journal of Management. Building on the success of our biennial conferences, we partnered with regional institutions to host joint conferences and paper development workshops. Since 2015, we have conducted 12 paper development workshops in Australia, China, India, Thailand, and the UAE, benefitting scores of scholars to refine their works and ideas for publication in reputed journals. I must acknowledge the support by Jane Lu and the rest of the editorial team of APM, who invested a great deal of time and effort in conducting these workshops.

Hosting the conference in Bali was partly driven by our service mission to help the local academic community. We are using this occasion to launch the Indonesia Academy of Management, which will serve as a local body for management scholars to engage with each other. AAOM is proud to be a part of this initiative and we hope to continue our relationship for many years to come. We are keen to having discussions about any other way in which AAOM can provide benefits to its members. Please feel free to reach out to me or any other AAOM officer if you have any ideas or suggestions.

The 2019 conference would not have materialized but for the tireless work done by the conference co-chairs, Mike Peng and David Ahlstrom, and all the track chairs, workshop organizers, and volunteers. They have put together a very enriching conference program including a keynote speech by Jason Shaw, editor-in-chief of the Academy of Management Journal. Our local hosts—Akhmaloka, Budi Soetjipto, and their staff—have provided tremendous support at the ground level. Please join me in giving a big applause to all of them, without whom a conference of this magnitude could not be successfully planned and organized. My whole-hearted thanks to all of you for your great contributions to both the conference and AAOM! I look forward to personally welcoming all of you in Bali!

Aaji Gaur
President
Asia Academy of Management

The 11th AAOM & 12th TAOM Joint Conference
19-21 June 2019, Bali, Indonesia

Day One: 19 June 2019
Day Two: 20 June 2019
Day Three: 21 June 2019
Message from TAOM President

Dear Colleagues:

Taiwan Academy of Management (TAOM) was established in 2006 to facilitate scholarly interactions and research collaborations. TAOM also encourages our local scholars to actively participate in important international research communities such as Academy of Management (AOM) and Asia Academy of Management (AAOM). This is the third time for TAOM to hold a joint conference with AAOM. I believe this would certainly be a great opportunity for all participants (including TAOM members) to explore research ideas and meet new research partners.

In this year’s conference, TAOM has 72 paper presentations, with a total of 196 authors. We put together 3 English sessions and 10 Chinese sessions. In addition, we will hold a TAOM reception in the evening of June 20 where three TAOM best conference paper awards will be presented. In the reception we will also invite Professor Sheng-Tsung Hou (Feng Chia University) to deliver a 20-minute speech to share his unconventional academic career and make new ones.

A conference of this size cannot be accomplished without the effort of many individuals. I would like to thank my Program Co-Chair Professor Jia-Chi Huang (National Chengchi University) and the TAOM Secretary General Professor Chien-Cheng Chen (National Taipei University of Technology) for their help with various tasks of the conference, and the six track chairs who help with paper reviews: Professor Shyh-Jer Chen (National Sun Yat-sen University), Professor Hsin-Hua Hu (National Dong Hwa University), Professor Mei-Chih Hu (National Tung Hwa University), Professor Shou-Jou Lin (National Taiwan Normal University), Professor Nien-Chi Liu (National Central University), and Professor Hsueh-Liang Wu (National Taiwan University). In addition, I want to thank the TAOM Deputy Secretary General Professor Ying-Jung Yeh (National Taiwan University of Science and Technology) for her great administrative assistance.

Furthermore, I want to thank AAOM for providing such a platform for TAOM scholars to interact with other colleagues. I also want to thank the President of AAOM, Professor Ajai Gaur, and two Program Co-Chairs, Professors Mike Peng and David Ahlstrom, for the enormous time and energy they have put in organizing this academic event. Finally, I want to thank Dr. Budi Soetjipto of Universitas Pertamina for his help with local arrangements. I look forward to meeting all of you in Bali and wish this conference a great success.

Wei-Chi Tsai
President
Taiwan Academy of Management

Message from Program Chairs

Dear Colleagues:

A very warm welcome to Bali, Indonesia, and to the 11th Asia Academy of Management and 12th Taiwan Academy of Management Joint Conference! We are delighted to present to you a very exciting program structured around the theme of “Institutional Complexities and Organizational Responses in a Changing Global Economy,” which is a very timely and important topic for Asian economies and businesses. As institutional complexities can exceed those in the West, how these complexities affect firms in terms of leading, strategizing, and managing is a major issue. Other related factors such as culture, philosophy, history, and intellectual traditions also have significant implications on our ability to comprehensively understand management practice globally and regionally. This requires the incorporating of the institutional and related complexities into our theoretical and empirical studies of firms and managers. Clearly, a focus on the institutional context will become critical for the success of businesses in and around Asia.

This is the third time AAOM and TAOM are joining hands to host a major conference. We would like to thank the leadership of AAOM and TAOM for keeping this valuable tradition, which represents a great opportunity for scholars in these two related organizations to interact and learn at the same place.

Overall, the conference offers many intellectually stimulating and professionally rewarding opportunities to the participants. As we put together the program, Track Chairs had to do the difficult job of organizing reviews and making tough decisions. Special thanks are due to each of them: Subra Ananthram, Wonseok Choi, Sali Li, Brian Pinkham, Marleen Dieleman, Tomoki Sekiguchi, Zhongfeng Su, Riki Takeuchi, Mami Taniguchi, Sari Wahyuni, En Xie, Jingtao Yi, Seokhwa Yun, and Xiaohua Yang. In addition, we thank the leaders for the seven professional development workshops: David Ahlstrom, Peter Bamberger, Stephanie Bryant, Rico Lam, Alexander Newman, Badri Munir Sukoco, Chi-Sum Wong, and Xiaohua Yang. We are grateful to our local hosts at Universitas Pertamina and Universitas Airlangga—especially Budi Soetjipto, Az Zahra Sunandi, and their team. We must also thank Joyce Wang, a PhD student at UT Dallas, who has been of great help in communicating with authors and building the program. Last, but not the least, we must thank all the authors and reviewers, without whom the conference would have never taken place.

Enjoy the festivities!

Mike Peng
AAOM 2019 Program Chair
University of Texas at Dallas

David Ahlstrom
AAOM 2019 Program Co-Chair
The Chinese University of Hong Kong
AAOM Officers and Board Members

President: Ajai Gaur, Rutgers University, USA
Past President: Daphne Yiu, Chinese University of Hong Kong, China
Vice President: Jane Lu, China Europe International Business School, China
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Ziliang Deng, Renmin University of China, China
Ting Ren, Peking University, China.

Editor-in-Chief, Asia Pacific Journal of Management
Chi-Sum Wong, Chinese University of Hong Kong, China

AAOM 2019 Conference Program Chairs and Track Chairs

Program Chair: Mike Peng, University of Texas at Dallas, USA
Program Co-Chair: David Ahlstrom, Chinese University of Hong Kong, China

Track Chairs

Business Policy and Strategy
Brian Pinkham, Erasmus University, The Netherlands
Dermawan Wibisono, Universitas Pertamina, Indonesia
En Xie, Tongji University, China

Entrepreneurship and Innovation
Subra Ananthram, Curtin University, Australia
Saixing Zeng, Shanghai Jiaotong University, China

Human Resource Management
Riki Takeuchi, University of Texas at Dallas, USA
Mami Taniguchi, Waseda University, Japan

International Management
Sali Li, University of South Carolina, USA
Sari Wahyuni, University of Indonesia, Indonesia
Jingtao Yi, Renmin University of China, China

Organization and Management Theory
Marleen Dieleman, National University of Singapore, Singapore
Zhongfeng Su, Xi’an Jiaotong University, China

Organizational Behavior
Wonseok Choi, University of Detroit Mercy, USA
Tomoki Sekiguchi, Kyoto University, Japan
Seokhwa Yun, Seoul National University, Korea

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Secretary General: Chien-Cheng Chen, National Taipei University of Technology
Deputy Secretary General: Ying-Jung Yvonne Yeh, National Taiwan University of Science and Technology

TAOM 2019 Conference Program Chairs and Track Chairs

Program Co-Chairs
Wei-Chi Tsai, National Chengchi University
Jia-Chi Huang, National Chengchi University

Track Chairs

Business Strategy/Technology Management/International Management (English Sessions)
Mei-Chih Hu, National Tsing Hua University

Organizational Behavior/Human Resource Management (English Sessions)
Shyh-jer Chen, National Sun Yat-sen University

International Management (Chinese Sessions)
Hsueh Liang Wu, National Taiwan University

Organizational Behavior (Chinese Sessions)
Hsin-Hwa Hsiung, National Dong Hwa University

Human Resource Management (Chinese Sessions)
Nien-Chi Liu, National Central University

International Management (Chinese Sessions)
Hsueh Liang Wu, National Taiwan University

Organizational Behavior (Chinese Sessions)
Hsin-Hwa Hsiung, National Dong Hwa University

Business Strategy/Technology Management (Chinese Sessions)
Shu-Jou Lin, National Taiwan Normal University
AAOM Past Conferences
1998 Hong Kong
2000 Singapore
2002 Bangkok
2004 Shanghai
2006 Tokyo
2008 Taipei
2010 Macau
2012 Seoul
2015 Hong Kong
2017 Kitakyushu

TAOM Past Conferences
2006 Taipei
2007 Taipei
2008 Taipei
2009 Taipei
2010 Taipei
2011 Taipei
2012 Taipei
2013 Kaohsiung
2014 Taichung
2015 Hong Kong
2016 Hsinchu
2017 Kitakyushu
2018 Taipei

PROGRAM OVERVIEW

New Features
This conference introduces a number of features new to AAOM and TAOM
- An expanded set of professional development workshops beyond the PhD consortium and APJM paper development workshop—involving AACSB training, research methods, and AMD and AOM OB Division workshops
- Presidential address
- Deans’ panel
- Department chairs’ panel
- Roundtable sessions
- Abstracts of all papers and panels

19 June 2019 (Wednesday)
2:00-3:30 PM  Session 1.1.1: PhD Consortium (Session 1) (Wantilan)
Session 1.1.2: Asia Pacific Journal of Management Paper Development Workshop (Session 1) (Gianyar)
Session 1.1.3: AACSB Accreditation Training Workshop: Everything You Ever Wanted to Know About AACSB Accreditation (Session 1) (Tabanan)
Session 1.1.4: Academy of Management Discoveries Paper Development Workshop (Session 1) (Denpasar Ballroom 5)
Session 1.1.5: Research Methods Workshop I: Avoiding Desk Rejection Because of Ignoring State-of-the-Art Statistical Analyses (Session 1) (Denpasar Ballroom 1)
Session 1.1.6: Research Methods Workshop II: New Ways to Conceptualize and Analyze Individual Characteristics and Interactions (Session 1) (Denpasar Ballroom 3)
Session 1.1.7: Academy of Management (AOM) Organizational Behavior Division Paper Development Workshop (Session 1) (Sunset)
3:30-3:45 PM  Coffee Break (Pre Function Room I)
3:45-5:15 PM  Session 1.2.1: PhD Consortium (Session 2) (Wantilan)
Session 1.2.2: Asia Pacific Journal of Management Paper Development Workshop (Session 2) (Gianyar)
Session 1.2.3: AACSB Accreditation Training Workshop: Case Studies in AACSB Accreditation: Three Asia Pacific Schools (Session 2) (Tabanan)
Session 1.2.4: Academy of Management Discoveries Paper Development Workshop (Session 2) (Denpasar Ballroom 5)
Session 1.2.5: Research Methods Workshop I: Avoiding Desk Rejection Because of Ignoring State-of-the-Art Statistical Analyses (Session 2) (Denpasar Ballroom 1)
Session 1.2.6: Research Methods Workshop II: New Ways to Conceptualize and Analyze Individual Characteristics and Interactions (Session 2) (Denpasar Ballroom 3)
Session 1.2.7: Academy of Management (AOM) Organizational Behavior Division Paper Development Workshop (Session 2) (Sunset)
6:00-7:30 PM  Opening Reception (Denpasar Ballroom 4, 5)

20 June 2019 (Thursday)
8:45-9:45 AM  Session 2.1: Opening Ceremony & Keynote Speech (Denpasar Ballroom 1, 2, 3)
Coffee Break 1 (Pre Function Room I)
9:45-9:55 AM  Session 2.2: Executive Panel: A Conversation with Indonesian Executives (Denpasar Ballroom 1, 2, 3)
9:55-10:55 AM  Session 2.2: Executive Panel: A Conversation with Indonesian Executives (Denpasar Ballroom 1, 2, 3)
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<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>10:55-11:05 AM</td>
<td>Coffee Break 2 (Pre Function Room I)</td>
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<td>11:05 AM-12:00</td>
<td>Lunch (Restaurant)</td>
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<td>12:00-1:00 PM</td>
<td>AAOM/APIM Combined Board Lunch Meeting (Gianyar)</td>
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<td>1:00-2:30 PM</td>
<td>Session 2.4.1: Career Development (Denpasar Ballroom 1)</td>
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<td>Session 2.4.2: Meet APIM Editors (Denpasar Ballroom 2)</td>
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<td>Session 2.4.3: 國際企業與策略管理 (1) (Denpasar Ballroom 3)</td>
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<td>Session 2.4.4: Business Models and Organizational Learning (Denpasar Ballroom 5)</td>
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<td>Session 2.4.5: Employee Creativity I (Gianyar)</td>
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<td>Session 2.4.6: CEOs and She-6-0s (Wantilan)</td>
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<td>Session 2.4.7: 國際企業與策略管理 (2) (Jembrana)</td>
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<td>Session 2.4.8: 管理行為與人資管理 (Denpasar)</td>
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<td>Session 2.4.9: A Deep Dive into Institutions (Sunset)</td>
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<td>2:30-2:45 PM</td>
<td>Coffee Break 3 (Pre Function Room I)</td>
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<td>2:45-4:15 PM</td>
<td>Session 2.5.1: 國際企業與策略管理 (2) (Denpasar Ballroom 1)</td>
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<td>Session 2.5.2: Panel: Making Impact for Management Research: Insights From the Asia Pacific Contexts (Denpasar Ballroom 2)</td>
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<td>Session 2.5.3: Contextual Influences on Human Resource Management (Denpasar Ballroom 3)</td>
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<td>Session 2.5.4: 國際企業與策略管理 (5)</td>
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<td>Session 2.5.5: Employee creativity II (Gianyar)</td>
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<td>Session 2.5.6: Managing Technologies and Innovations (Wantilan)</td>
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<td>Session 2.5.7: Roundtable: Business and Innovation (Jembrana)</td>
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<td>Session 2.5.8: Roundtable: TAOM English Papers (Tabanan)</td>
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<td>4:15-4:30 PM</td>
<td>Coffee Break 4 (Pre Function Room I)</td>
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<td>4:30-6:00 PM</td>
<td>Session 2.6.1: Managing unknown, uncertain, and emerging issues (Denpasar Ballroom 1)</td>
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<td>Session 2.6.2: Business-Level Strategies (Denpasar Ballroom 3)</td>
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<td>Session 2.6.3: Business Models and improvisation (Denpasar Ballroom 5)</td>
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<td>Session 2.6.4: Servant versus Authoritarian Leadership (Gianyar)</td>
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<td>Session 2.6.5: Taiwan Academy of Management Reception (Wantilan)</td>
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<td>Session 2.6.6: Roundtable: Leaders and Followers (Jembrana)</td>
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<td>Session 2.6.7: Roundtable: Employee Voices and Outcomes (Tabanan)</td>
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<td>Session 2.6.8: Transformational and Ethical Leadership (Sunset)</td>
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<td>6:30-9:30 PM</td>
<td>Gala Dinner (Outdoor Area)</td>
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<td>21 June 2019 (Friday)</td>
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<td>8:45-10:15 AM</td>
<td>Session 3.1: Presidential Address (Denpasar Ballroom 2)</td>
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<td>10:15-10:30 AM</td>
<td>Coffee Break 1 (Pre Function Room I)</td>
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<td>10:30 AM-12:00</td>
<td>Session 3.2.1: Managing Political Strategies and Institutions (Denpasar Ballroom 1)</td>
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<td>Session 3.2.2: Department Chairs’ Panel: “I Wish I Knew These Before I Signed Up as a Department Chair” (Denpasar Ballroom 2)</td>
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<td>Session 3.2.3: 管理行為與人資管理 (Denpasar Ballroom 3)</td>
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<td>Session 3.2.4: Organizational Antidiotexity and Innovation (Denpasar Ballroom 5)</td>
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<td>Session 3.2.5: Leadership, Emotions, and Employee Behavior (Gianyar)</td>
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<td>Session 3.2.6: New Perspectives of Leadership (Wantilan)</td>
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<td>Session 3.2.7: Roundtable: Human Capital, Commitment, and Performance (Jembrana)</td>
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<td>Session 3.2.8: Roundtable: Employer and Employee Relationship In Workplace (Tabanan)</td>
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<td>12:00-1:00 PM</td>
<td>Lunch (Restaurant)</td>
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<td>1:00-2:30 PM</td>
<td>Session 3.3.1: 國際企業與策略管理 (Denpasar Ballroom 1)</td>
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<td>Session 3.3.2: Employee Attitudes (Denpasar Ballroom 3)</td>
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<td>Session 3.3.3: Human Resource Management/Organizational Behavior (Denpasar Ballroom 5)</td>
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<td>Session 3.3.4: Co-Worker Perspectives (Gianyar)</td>
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<td>Session 3.3.6: Roundtable: Entrepreneurship and Innovation Research Frontiers (Jembrana)</td>
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<td>Session 3.3.7: Roundtable: Teams and Individual Characteristics (Tabanan)</td>
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<td>Session 3.3.8: The Role of Context in Entrepreneurship (Sunset)</td>
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<td>2:30-2:45 PM</td>
<td>Coffee Break 3 (Pre Function Room I)</td>
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<td>2:45-4:15 PM</td>
<td>Session 3.4.1: 國際企業與策略管理 (Denpasar Ballroom 1)</td>
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<td>Session 3.4.2: Strategic HRM (Denpasar Ballroom 3)</td>
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<td>Session 3.4.3: Capabilities in International Contexts (Denpasar Ballroom 5)</td>
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<td>Session 3.4.4: Power and Politics (Gianyar)</td>
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<td>Session 3.4.5: Affect and Cognition (Wantilan)</td>
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<td>Session 3.4.6: Roundtable: Managing Corporate Social Responsibility (Jembrana)</td>
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<td>Session 3.4.7: Roundtable: Competing in China, India, and Indonesia (Tabanan)</td>
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<td>Session 3.4.8: International Business/Strategic Management (Sunset)</td>
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<td>Coffee Break 3 (Pre Function Room I)</td>
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<td>Session 3.5.1: 國際企業與策略管理 (Denpasar Ballroom 1)</td>
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<td>Session 3.5.2: Entrepreneurial Activities and Social Issues (Denpasar Ballroom 5)</td>
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<td>Session 3.5.3: Employee Performance (Gianyar)</td>
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<td>Session 3.5.4: Roundtable: Organization and Management Theory Research Frontiers (Jembrana)</td>
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<td>Session 3.5.5: Roundtable: International Management Research Frontiers (Tabanan)</td>
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<td>Session 3.5.6: 人力資源管理 (Sunset)</td>
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<td>6:00 PM</td>
<td>AAOM Conference Adjourn</td>
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The 11th AAOM & 12th TAOM Joint Conference
19-21 June 2019, Bali, Indonesia
SPEECHES AND PANELS

20 June 2019 (Thursday)

8:45-9:45 AM  Session 2.1: Opening Ceremony and Keynote Speech (Denpasar Ballroom 1, 2, 3)  
Co-Chairs: Mike Peng, University of Texas at Dallas; David Ahlstrom, Chinese University of Hong Kong  
Keynote Speaker: Jason D. Shaw, Nanyang Technological University; Editor-in-Chief, Academy of Management Journal

9:55-10:55 AM  Session 2.2: Executive Panel: A Conversation with Indonesian Executives (Denpasar Ballroom 1, 2, 3)  
Chair: Budi Soetjipto, Universitas Pertamina  
Panelists:  
• Ira Puspadewi, President Director of PT ASDP Indonesia Ferry (Persero)  
• Handry Satriago, President and CEO of GE Indonesia

11:05 AM-12:00 NOON  Session 2.3: Deans’ Panel: The Future of Business Schools (Denpasar Ballroom 1, 2, 3)  
Chair: Mike Peng, University of Texas at Dallas  
Panelists:  
• Robin K. Chou, Associate Dean, College of Commerce, National Chengchi University  
• Varghese Jacob, Vice Dean, Jindal School of Management, University of Texas at Dallas  
• Padmakumar Nair, Dean, LM Thapar School of Management  
• Budi Soetjipto, Vice Rector, Universitas Pertamina

1:00-2:30 PM  Session 2.4.2: Meet APJM Editors (Denpasar Ballroom 2)  
Chair: Chi-Sum Wong, Chinese University of Hong Kong; Editor-in-Chief, Asia Pacific Journal of Management  
Senior Editors:  
• David Ahlstrom, Chinese University of Hong Kong  
• Vikas Kumar, University of Sydney  
• Rico Lam, University of Macau

2:45-4:15 PM  Session 2.5.2: Panel: Making Impact for Management Research: Insights from the Asia Pacific Contexts (Denpasar Ballroom 2)  
Chair: Hao Tan, University of New Castle  
Panelists:  
• Mei-Chih Hu, National Tsing Hua University  
• Bing Ren, Nankai University  
• Hao Tan, University of New Castle  
• Guolin Yue, Qingdao Technology University  
• Hao Zeng, C50+ of Chinese Management Model Forum

4:30-6:00 PM  Session 2.6.5: Taiwan Academy of Management Reception (Wantilan)  
Chair: Wei-Chi Tsai, National Chengchi University  
Speaker: Sheng-Tsung Hou, Feng Chia University

21 June 2019 (Friday)

8:45-10:15 AM  Session 3.1: Presidential Address (Denpasar Ballroom 2)  
Chair: Jane Lu, China Europe International Business School; Vice President, Asia Academy of Management  
Speaker: Ajai Gaur, Rutgers University; President, Asia Academy of Management  
Discussants:  
• Mike Peng, University of Texas at Dallas  
• David Ahlstrom, Chinese University of Hong Kong

10:30 AM–12:00 NOON  Session 3.2.2: Department Chairs’ Panel: “I Wish I Knew These Before I Signed Up as A Department Chair” (Denpasar Ballroom 2)  
Chair: Seung-Hyun Lee, University of Texas at Dallas  
Panelists:  
• Yaping Gong, Hong Kong University of Science and Technology  
• Vikas Kumar, University of Sydney  
• Rico Lam, University of Macau  
• Jane Lu, China Europe International Business School
BEST PAPERS

CONGRATULATIONS!!!

The following AAOM papers have won the Best Track Paper Awards from their Tracks. They are being considered for the AAOM Best Conference Paper Award, which will be announced on June 20 at the gala dinner.

Business Policy and Strategy Track

A contextualized behavioral model of transition economy firms’ technology search: The role of institutional context
- Renfei Gao, University of Melbourne
- Jane Lu, China Europe International Business School
- Helen Hu, University of Melbourne
- Geoffrey Martin, Melbourne Business School
Session: June 20 / Session 2.5.6 / 2:45-4:15 PM

The effect of home country subnational factors on the internationalization of Indian firms
- Arpit Raswant, University of Sydney
- Chinmay Pattnaik, University of Sydney
Session: June 21 / Session 3.2.1 / 10:30-12:00 NOON

Entrepreneurship and Innovation Track

When do entrepreneurial ventures receive funding from corporate investors? The case of academic hybrid entrepreneurship
- Wongsang Ryu, Korea Advanced Institute of Science and Technology
- Joonhyung Bae, Purdue University
Session: June 21 / Session 3.2.9 / 10:30-12:00 NOON

Human Resource Management Track

The prospect of universal basic income in the changing world of work: Establishing a research agenda and future directions
- Graham Perkins, University of Exeter
- Sarah Gilmore, University of Exeter
- Stephen Taylor, University of Exeter
Session: June 20 / Session 2.5.3 / 2:45-4:15 PM

International Management Track

Offshoring capability
- Oli Mihalache, VU University Amsterdam
- Masihro Mihalache, University of Amsterdam
Session: June 21 / Session 3.4.3 / 10:30-12:00 NOON

Organization and Management Theory Track

A dynamic approach to understanding political tie formation
- Jung Yun Han, National Taiwan University
Session: June 20 / Session 2.6.1 / 4:30-6:00 PM

The following TAOM papers have won the TAOM Best Conference Paper Awards, which will be presented at the TAOM Reception on June 20.

TAOM Best Conference Papers

正當性的湧現：一個多層次分析
- Zhu, Kang, National Taiwan University
- Hong-Shiang, National Taiwan University
Session: June 20 / Session 2.4.3 / 1:00-2:30 PM

"共用而共創"：探討xbed酒店借平台共創價值之模式
- Li, Qing-Fang, National Taiwan University
- Du, Yang, National Taiwan University
Session: June 20 / Session 2.5.1 / 2:45-4:15 PM

每天都要好心情：每日上下班正負向心情的關係：放鬆與心理抽離的中介效果及盡責性與情緒穩定性的調節效果
- Tsai, Hung-Yu, National Taiwan University
- Fang, Tai-Yuan, National Taiwan University
Session: June 21 / Session 3.2.3 / 10:30 AM–12:00 NOON

Doing good, feeling good? The roles of helping motivations and citizenship pressure
- Katrina Jia Lin, Hong Kong Polytechnic University
- Krishna Savani, Nanyang Technological University
- Remus Ilies, National University of Singapore
Session: June 21 / Session 3.5.3 / 4:30-6:00 PM

Understanding when misfit employees stay and harm the organization: The moderating roles of job/community sacrifice and performance-rewards contingency
- Nai-Wen Chi, National Sun Yat-Sen University
- Ling-Juan Lu, National Sun Yat-Sen University
Session: June 21 / Session 3.5.3 / 4:30-6:00 PM

Organizational Behavior Track

Conceptualization and implications of leader perceived network structure
- Jingxian Yao, National University of Singapore
- Noriko Tan, National University of Singapore
Session: June 21 / Session 3.2.6 / 10:30-12:00 NOON
AAOM AND TAOM REVIEWERS

AAOM and TAOM Program Co-Chairs and Track Chairs appreciate the countless hours and efforts contributed by our reviewers. A number of colleagues have won the Best Reviewer Award for their extraordinary contributions. Congratulations!

BUSINESS POLICY AND STRATEGY TRACK

Last name, First name, Affiliation

Andrei, Alina, Erasmus University
Bir, Jingyu, Xi’an Jiaotong University
Blagojevic, Padina, Erasmus University
Chen, Xin, Xi’an Jiaotong University
Cheng, Lulan, Xi’an Jiaotong University
Cossent, Lance J., Erasmus University
Dai, Chao, Xi’an Jiaotong University
Hsu, Mingyun, Tongji University
Huang, Yuanxuan, Southwest Jiaotong University
Jin, Lu, Tongji University (Best Reviewer)
Leuder, Maura, Erasmus University
Mueller, Michael J., Erasmus University
Narayan, Somendra, Erasmus University

Narayan, Somendra, Erasmus University

Orlandi, Ilaria, Erasmus University
Reddy, K. S., Xi’an Polytechnic University
Cao, Yuhua, Soochow University
Cao, Liebing, University of Queensland
Bae, Joonhyung, Purdue University
Dowejko, Marta K., Hong Kong Baptist University

Dowejko, Marta K., Hong Kong Baptist University

Foy, Shirah E., École Polytechnique Fédérale de Lausanne

Foy, Shirah E., École Polytechnique Fédérale de Lausanne

Guttormsen, David S., BI Norwegian Business School (Best Reviewer)

Hui, Xiao, Tony Y., Chinese University of Hong Kong (Best Reviewer)

Hui, Xiao, Tony Y., Chinese University of Hong Kong (Best Reviewer)

Hossain, Mokter, University of Manchester
Huang, Yuanyuan, Southwest Jiaotong University
Karami, Masoud, Queenstown Resort College
Laplume, Andre, Soochow University
Morishima, Motokihiro, Gakushuin University

Narayan, Somendra, Erasmus University

Narayan, Somendra, Erasmus University

Orlandi, Ilaria, Erasmus University

Orlandi, Ilaria, Erasmus University

Orlandi, Ilaria, Erasmus University


ROUNDFORMS OF TALENT MANAGEMENT

The 11th AAOM & 12th TAOM Joint Conference

19-21 June 2019, Bali, Indonesia

Draft Copy - May 07, 2019
Ma, Mengju, Shanghai University
Meohmood, Khalid, Tongji University
Moussa, Mahmoud, RMIT University
Muzychenko, Iuliia, Harbin Institute of Technology
Nguyen, Diep, Edith Cowan University
Noriko, Tan Xiang Yan, National University of Singapore
Nugraha, Setya, Gadjah Mada University
Pallikara, Rameshan, Indian Institute of Management
Park, Haseen, King’s College, London
Peng, Kelly Z., Hong Kong Shue Yan University
Poon, Grace M. Y., Chinese University of Hong Kong
Pribadi, Jolphang, I-Shou University
Risgiyanti, Risgiyanti, Sebelas Maret University
Sartika, Dina, University of Padjadjaran
Sendjaya, Sen, Swinburne University
Song, Yang, Shanghai University of Finance and Economics
Song, Zhaoli, National University of Singapore
Teo, Stephen, Edith Cowan University
Tu, Xingyong, Lanzhou University
Wang, Fenghao, Hong Kong Polytechnic University
Wang, Jun, Xi’an Jiaotong University
Wang, Yanxia, Lanzhou University
Wang, Yachun, Xidian University
Wang, Yue, Renmin University of China
Wang, Zhaohui, Hunan First Normal University
Wang, Zhenyuan, East China Normal University
Wei, Ji, Shenzhen University
Wen, Liang, University of Sydney
Xie, Luqun, Shanghai Jiaotong University
Yang, Jingyu, University of Sydney
Yang, Yang, Zhejiang University
You, Shuyang, Dongbei University of Finance and Economics
Zhang, Iris D., University of Macau
Zhang, Jun, City University of Hong Kong
Zhang, Xiaohui, National Sun Yat-sen University
Zhang, Ling Z., University of Macau
Zhang, Tae-Won, The University of Hong Kong
Zhu, Julie N. Y., University of Macau

ORGANIZATION AND MANAGEMENT THEORY

TRACK

Last name, First name, Affiliation
Cai, YaHua, Shanghai University of Finance and Economics
Carney, Michael, Concordia University
Chang, Amber Y., Chinese University of Hong Kong
Chen, Kuan Cheng, National Taiwan University
Chung, Chi-Nien, National University of Singapore
Etze, Daniel, RMIT University College of Business
Han, Jung Yun, National Taiwan University
Hayward, Matthew, Monash University
Hu, Yanghong, University of Aberdeen
Jia, Liangdong, Nanjing University
Kim, Heeyon, Cornell University
Kim, Jay Ji-Yub, INSEAD
Kim, Sahangpoon, University of Seoul
Leong, Carmen, University of New South Wales (Best Reviewer)
Li, Ji, Shenzhen University
Li, Xin, Copenhagen Business School
Li, Zhengyu, Shanghai University of Finance and Economics
Ling, Ya-Hui, I-Shou University
Liu, Chi-Yi, Tunghai University
Ma, Yongyuan, Nanjing University of Aeronautics and Astronautics
Murstamita, Tirta Nugraha, Bina Nusantara University
Muzio, Daniel, University of York
Natarajan, Siddharth, National University of Singapore
Shen, Ao, Xi’an Jiaotong University; National University of Singapore
Soeharjojo, Joey, University of Warwick
Tai, Min-Fen, Tamkang University
Wang, Peng, City University of Hong Kong; Xi’an Jiaotong University (Best Reviewer)
Wen, Liang, University of Sydney
Xie, Luqun, Shanghai Jiaotong University
Yang, Jingyu, University of Sydney
Zhang, Ziyang, Xi’an Jiaotong University

TAIWAN ACADEMY OF MANAGEMENT

Last name, First name, Affiliation
Chen, Chien-Cheng, National Taiwan University of Technology
Chen, Shyh-ji, National Sun Yat-sen University
Hsiung, Hsin-Hwa, National Dong Hwa University
Hsu, Mei-Chih, National Taiwan University
Lin, Shu-Jou, National Taiwan Normal University
Wu, Hsuwei Liang, National Taiwan University
Yeh, Ying-Jung Yvonne, National Taiwan University of Science and Technology

COUNTRY DISTRIBUTION

The darker the color, the more the number of contributors

667 authors and speakers from 27 countries

The 11th AAOM & 12th TAOM Joint Conference
19-21 June 2019, Bali, Indonesia
DAY ONE 19 June 2019

June 19 / Session 1.1.1 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Wantilan

PHD CONSORTIUM (by invitation only—to apply, please email Xiaohua Yang at syang14@usfca.edu; and Badri Munir Sukoco at badri@feb.unair.ac.id)

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

Faculty mentors:
- Maoing Bu, Nanjing University
- Ping Lv, University of Chinese Academy of Sciences
- Mike Peng, University of Texas at Dallas
- Ely Susanto, Universitas Gadjah Mada
- Sari Walyuni, Universitas Indonesia
- Wann-Yih Wu, Nanhua University
- Wu Zhan, University of Sydney

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

June 19 / Session 1.1.2 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Gianyar

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

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

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

Editors of the official journal of the Asia Academy of Management—Asia Pacific Journal of Management—will work with authors on how to improve their papers to enhance their competitiveness at APIM. The PDW will have a talk by Editor-in-Chief Chi-Sum Wong on the journal. Former Editor-in-Chief David Ahlstrom will also speak about publishing in APIM and avoiding desk rejection. After that, roundtables will be held for authors to discuss their papers with other Senior Editors on how to revise them for APIM.

June 19 / Session 1.1.3 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Tabanan

AACSB ACCREDITATION TRAINING WORKSHOP: EVERYTHING YOU EVER WANTED TO KNOW ABOUT AACSB ACCREDITATION (Walk-ins are welcome, but registration by June 1 is appreciated, especially if participants wish to have the specific concerns of their schools addressed. To register, please contact Joyce Wang at csw141430@utdallas.edu, with a brief description of the specific issues or concerns you would like to discuss at the workshop—with the specific email subject line “AACSB @ AAOM 2019”).

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

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

June 19 / Session 1.1.4 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 5

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

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

Academy of Management Discoveries (AMD)—the journal for empirical exploration in management and organizations—invites you to its regional paper development workshop. The purpose of this workshop is to help authors develop their ideas for papers that may ultimately be submitted for review in AMD. AMD is currently listed on the Emerging Sources Citation Index.
and is expected to receive a top-tier journal impact factor within the next two years.

June 19 / Session 1.1.5 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 1
RESEARCH METHODS WORKSHOP I: AVOIDING DESK REJECTION BECAUSE OF IGNORING STATE-OF-THE-ART STATISTICAL ANALYSES (No registration is necessary. Walk-ins are welcome) (session 1)
Chair: Rico Lam, University of Macau
Faculty trainers:
- Wendong Li, Chinese University of Hong Kong
- Iris Zhang, University of Macau

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

June 19 / Session 1.1.6 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 3
RESEARCH METHODS WORKSHOP II: NEW WAYS TO CONCEPTUALIZE AND ANALYZE INDIVIDUAL CHARACTERISTICS AND INTERACTIONS (No registration is necessary. Walk-ins are welcome) (session 1)
Chair: Chi-Sum Wong, Chinese University of Hong Kong
Faculty trainers:
- Yan Liu, Wuhan University
- Kelly Z. Peng, Hong Kong Shue Yan University
- Xu Huang, Hong Kong Baptist University

Traditional research at the individual level concentrates on the relationship among variables. This PDW introduces two potentially new ways to develop and test theories about phenomenon of individual employees: (1) a person-centered instead of variable-centered approach, and (2) a social relational approach to understand employees in group dynamics. Both approaches may provide us very different perspectives in understanding the effect of individual profiles and interpersonal interactions.

June 19 / Session 1.1.7 / 2:00-3:30 PM
Track: Professional Development Workshop
Room: Sunset
ACADEMY OF MANAGEMENT (AOM)
ORGANIZATIONAL BEHAVIOR DIVISION PAPER DEVELOPMENT WORKSHOP (NOT by invitation only, and walk-ins welcome. However, those wanting feedback during the PDW must submit an extended abstract [5-10 pages of text] by May 10, 2019, to Alex Newman, at a.newman@deakin.edu.au) (session 1)
Chair: Alexander Newman, Deakin University; Chair, Global Committee, AOM OB Division

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

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

June 19 / Session 1.2.1 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Wantilan
PHD CONSORTIUM (by invitation only) (session 2)
Co-Chairs:
- Xiaohua Yang, University of San Francisco
- Badri Mumtaz Sukoco, Universitas Airlangga Faculty mentors:
  - Maoling Bu, Nanjing University
  - Ping Lv, University of Chinese Academy of Sciences
  - Mike Peng, University of Texas at Dallas
  - Ely Susanto, Universitas Gadjah Mada
  - Sarl Wahyuni, Universitas Indonesia
  - Wann-Yih Wu, National University of Singapore
  - Wu Zhan, University of Sydney

June 19 / Session 1.2.2 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Gianyar
ASIA PACIFIC JOURNAL OF MANAGEMENT PAPER DEVELOPMENT WORKSHOP (by invitation only) (session 2)
Chair: David Ahlstrom, Chinese University of Hong Kong; Consulting Editor, Asia Pacific Journal of Management
Editors:
- Shyh-ier Chen, National Sun Yat-sen University
- Vikas Kumar, University of Sydney
- Rico Lam, University of Macau
- Chi-Sum Wong, Chinese University of Hong Kong

June 19 / Session 1.2.3 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Tabanan
AACSB ACCREDITATION TRAINING WORKSHOP: CASE STUDIES IN AACSB ACCREDITATION: THREE ASIA PACIFIC SCHOOLS (session 2)
Chair: Peter Bamberger, Tel Aviv University; Editor, Academy of Management Discoveries

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

June 19 / Session 1.2.4 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 5
ACADEMY OF MANAGEMENT DISCOVERIES PAPER DEVELOPMENT WORKSHOP (session 2)
Chair: Peter Bamberger, Tel Aviv University; Editor, Academy of Management Discoveries

June 19 / Session 1.2.5 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 1
RESEARCH METHODS WORKSHOP I: AVOIDING DESK REJECTION BECAUSE OF IGNORING STATE-OF-THE-ART STATISTICAL ANALYSES (session 2)
Chair: Rico Lam, University of Macau
Faculty trainers:
- Yan Liu, Wuhan University
- Kelly Z. Peng, Hong Kong Shue Yan University
- Xu Huang, Hong Kong Baptist University

June 19 / Session 1.2.6 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Denpasar Ballroom 3
RESEARCH METHODS WORKSHOP II: NEW WAYS TO CONCEPTUALIZE AND ANALYZE INDIVIDUAL CHARACTERISTICS AND INTERACTIONS (session 2)
Chair: Chi-Sum Wong, Chinese University of Hong Kong
Faculty trainers:
- Yan Liu, Wuhan University
- Kelly Z. Peng, Hong Kong Shue Yan University
- Xu Huang, Hong Kong Baptist University

June 19 / Session 1.2.7 / 3:45-5:15 PM
Track: Professional Development Workshop
Room: Sunset
OPENING RECEPTION / June 19 / 6:00-7:30 PM / Denpasar Ballroom 4
Chair: Budi Soetjipto, Universitas Pertamina

The 11th AAOM and 12th TAOM Joint Conference | 19–21 June 2019, Bali, Indonesia

The 11th AAOM and 12th TAOM Joint Conference | 19–21 June 2019, Bali, Indonesia
DAY TWO 20 June 2019

June 20 / Session 2.1 / 8:45-9:45 AM
Track: Plenary
Room: Denpasar Ballroom 1, 2, 3
OPENING CEREMONY & KEYNOTE SPEECH
Co-Chairs: Mike Peng, University of Texas at Dallas; David Ahstrom, Chinese University of Hong Kong
Speaker: Jason D. Shaw, Nanyang Technological University; Editor-in-Chief, Academy of Management Journal
THE SPIRIT OF CRAFTSMANSHIP
In this keynote speech, I will outline the advantages that may accrue to our academic community by taking a mindset of craftsmanship. Drawing examples from the approach of 3-Michelin-star chef Jiro Ono, I will discuss the importance of pride and perfection in our work, choosing important research questions and outcomes, and doing our best to give back to society.

Jason D. Shaw is the Shaw Foundation Chair in Business in the Nanyang Business School at the Nanyang Technological University, Singapore. He is currently Editor-in-Chief of the Academy of Management Journal. His research on turnover, employment relationships, incentives, social networks and other topics has appeared in leading journals such as the Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, Strategic Management Journal, Organization Science, Organizational Behavior and Human Decision Processes, and Personnel Psychology, among other outlets. His work also appears in leading practitioner-oriented publications such as Harvard Business Review and Work & Online Journal.

June 20 / Session 2.2 / 9:55-10:55 AM
Track: Plenary
Room: Denpasar Ballroom 1, 2, 3
EXECUTIVE PANEL: A CONVERSATION WITH INDONESIAN EXECUTIVES
Chair: Budi Soetjipto, Universitas Pertamina
Panelists:
- Ira Puspawati, President Director of PT ASDP Indonesia Ferry (Persero)
- Rizki Raksanugraha, Operation Director of Danone Specialized Nutrition (SN) Indonesia
- Danone Indonesia
- Danone Specialized Nutrition (SN) Indonesia since August 2016. Danone SN is a global company and part of the global chain and operation management professional with over 20 years of working experience. Born in Indonesia, Rizki currently is the Operation Director of Danone Specialized Nutrition (SN) Indonesia since August 2016. Danone SN is a global company and part of Danone worldwide. Having worked and lived in Middle East, Europe and China, he is also an experienced international leader working with a very diverse, cross function and cross regional team in a global business environment. Rizki has completed his master’s degree in Indonesia (IPMI), then took the MPhil at Maastricht School of Management, Netherlands, and MBA at Monash University, Australia. He is now pursuing a doctoral degree in strategic management at Universitas Indonesia.

Ira Puspawati is the President Director of PT Angkutan Sungai, Danau, dan Penyeberangan (ASDP), Indonesia Ferry (Persero). She retired as Retail, Network and HR Director at PT Pos Indonesia’s and as President Director at PT Sarinah (Persero). Prior to her career in BU/M, Ira worked for 17.5 years at Gap Inc., America’s largest specialty retailer company, among others, known as GAP and Banana Republic. Her last position was Director of the Global Initiative for the Asian Region (7 countries). Ira received her doctoral degree in strategic management from the Faculty of Economics and Business, University of Indonesia. She took the master degree at Asian Institute of Management, Philippines; and bachelor degree at Brawijaya University, Malang.

Rizki Raksanugraha is a supply chain and operations management professional with over 20 years of working experience. Born in Indonesia, Rizki currently is the Operation Director of Danone Specialized Nutrition (SN) Indonesia since August 2016. Danone SN is a global company and part of Danone worldwide. Having worked and lived in various countries, he is an experienced international leader working with a very diverse, cross function and cross regional team in a global business environment. Rizki has completed his master’s degree in Indonesia (IPMI), then took the MPhil at Maastricht School of Management, Netherlands, and MBA at Monash University, Australia. He is now pursuing a doctoral degree in strategic management at Universitas Indonesia.

June 20 / Session 2.3 / 11:05 AM-12:00 NOON
Track: Plenary / Denpasar Ballroom 1, 2, 3
DEANS’ PANEL: THE FUTURE OF BUSINESS SCHOOLS
Chair: Mike Peng, University of Texas at Dallas
Panelists:
- Robin K. Chou, Associate Dean, College of Commerce, National Chengchi University
- Varghese Jacob, Vice Dean, Jindal School of Management, University of Texas at Dallas
- Padmakumar Nair, Dean, LM Thapar School of Management
- Budi Soetjipto, Vice Rector, Universitas Pertamina

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

Robin K. Chou is Distinguished Professor of Finance and Associate Dean for Research at College of Commerce, National Chengchi University (NCCU), Taiwan. Professor Chou’s academic research has concentrated mostly on investments, market microstructure and behavioral finance. Prof. Chou started a strategic research advancement program at NCCU to form several research focus groups within the College of Commerce. He wishes to develop to at least two to three research areas to have the potential to be eventually ranked among the top in their respective academic disciplines.

Varghese Jacob is Vice Dean and Lars Magnus Ericsson Chair in Information Systems at the Jindal School of Management, University of Texas at Dallas. Previously he was on the faculty at the Ohio State University. He obtained his PhD from Purdue University. At the Jindal School, he led the efforts to obtain initial accreditation (2002) by AACSB, and its subsequent maintenance of accreditation efforts. He has been involved in managing the growth of the School and the planning and implementation of new degree programs. His research interests are in artificial intelligence, data quality, decision support systems, and electronic commerce. His research has appeared in journals such as Management Information Systems Research, Decision Support Systems, European Journal of Operational Research, and Psychometrika.

Padmakumar Nair, Director and Dean of LM Thapar School of Management, has worked in both academia and industry. He has a combined experience of more than 30 years in various industries such as oil and gas, education, consulting, and advanced R&D. His current interests are in the areas of leadership for sustainability and entrepreneurship with a focus on using evolutionary psychology principles to improve human condition and organizational effectiveness. He has taught, consulted, researched and conducted executive and leadership development workshops in the US, India, Japan, the Netherlands, China, the UK, and South Korea.

Budi Soetjipto is Vice Rector for Research, Development, and Partnership at Universitas Pertamina. Prior to his role at Universitas Pertamina, he served as Dean at Sampoerna School of Business, Executive Director of the Indonesia Institute for Management Development, and Managing Director of the Management Institute, University of Indonesia, Jakarta, Indonesia. In addition, Budi is currently an Associate Professor in the Department of Management, Faculty of Economics, University of Indonesia. His research areas include strategic management, change management, leadership, corporate culture, and HR management.

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

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

June 20 / Session 2.4.1 / 1:00-2:30 PM
Track: Organizational Behavior
Room: Denpasar Ballroom 1
CAREER DEVELOPMENT
Chair: Jesong Cho, National University of Singapore
This study investigated the impact of career maturity on perceived employability and the mediating role of self-regulated learning on career performance. Data were obtained from 257 undergraduate students in Taiwan. While previous research shed light on the influence of self-regulated learning on academic performance, this study explored the role of self-regulated learning in career development process. In addition, the indirect effects of metacognitive, behavioral, and motivational self-regulated learning on the relationship between career maturity and perceived employability have been examined respectively. The results indicated that career maturity was positively related to metacognitive and motivational self-regulated learning. Moreover, metacognitive self-regulated learning fully mediated the relationship between career maturity and perceived employability. Interestingly, students with better academic performance had a lower degree of perceived employability, implying the possible effect of Big-Fish-Little-Pond.

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

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

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

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

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

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

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

Zhenyuan Wang, East China Normal University
Wei Fan, East China Normal University
Chunyuan Wang, East China Normal University

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

Panel: Meet APJM Editors

Chi-Sum Wong is Professor of Management at the Department of Management of the Chinese University of Hong Kong. He received his PhD from the University of Colorado and has been a Visiting Scholar at the University of Hong Kong. He has been primarily engaged in researching on trust, incivility, and trustworthiness in organizational settings. His recent research on trust, incivility, and trustworthiness in organizational settings has appeared or been accepted for publication in outlets such as the Journal of Applied Psychology, Journal of Management, Human Relations, and Asia Pacific Journal of Management. His work on trust and dirty work was also published in the Handbook of Cross-Cultural Management.}

Rico Lam is Professor of Management and Head of the Department of Management and Marketing at the University of Macau. He is currently doing research on trust, incivility and dirty work. His research has appeared or been accepted for publication in outlets such as the Journal of Applied Psychology, Journal of Management, Human Relations, and Asia Pacific Journal of Management. His work on trust and dirty work was also published in the Handbook of Cross-Cultural Management.
Cooperation and business strategy determine tourism organizations’ survival and growth. The current study highlights the following recent findings for the travel agency industry: (a) a cooperation strategy may enhance new service development (NSD) through organizational learning and business strategy improvement; (b) entrepreneurial intention provides the impetus for organizational learning and business strategy improvement; and (c) entrepreneurial intention also strengthens the relationship between business strategy and new service development. This study used 345 surveys from different categories of travel agencies as samples to analyse hypothesis models from Taiwan. The results confirm that travel agencies’ competitive advantages are realized either when a firm maintains good relationships with partners and adopts a learning orientation, or when it deploys the appropriate business competitive strategy and entrepreneurial intention to enable it to offer new services to customers relative to competitors.

Industrial cluster and laboratory’s knowledge creation

Naohiro Sawada, Aoyama Gakuin University
Kazuhito Asakawa, Keio University
Hiroaki Nakamura, Keio University

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

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

Atina Shofawati, Universitas Airlangga

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

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

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

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

EMPLOYEE CREATIVITY I

This study presents a contextual boundary condition of psychological detachment in relation to the relationship between intrinsic motivation and employee engagement. Specifically, we draw from social determination theory (SDT; Deci & Ryan, 2000) and integrate unconscious thought theory (UJT; Dijksterhuis & Norgden, 2006), social exchange theory (SET; Blau, 1964), recovery processes (i.e., effort-recovery model; Meijman & Mulder, 1988), and conservation of resources theory (COR; Hobfoll,2001) to develop an additional perspective on when and why intrinsic motivation predicts employee engagement. Furthermore, we hypothesized that the effect of intrinsic motivation on employee creativity is moderated by psychological detachment, such that creativity will be high when psychological detachment is high and the indirect effect of intrinsic motivation on employee’s engagement via creativity is moderated by psychological detachment, such that this relationship is weaker when psychological detachment is high but weaker when psychological detachment is low. Results from an online survey in Japan provided support for our hypotheses.

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

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

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

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

Departing from the existing focus on intrinsic motivation, we theorized creative role identity as an underlying mechanism linking team-directed empowering leadership with individual creativity. We also theorized the power distance and conformity values of individuals as boundary conditions for the creative role identity mechanism. We collected data from 33 team leaders (supervisors) and 276 team members (subordinates). Our results indicate that team-directed empowering leadership had a positive relationship with creative role identity, which in turn had a positive relationship with individual creativity. The power distance and conformity values of individuals moderated the relationship between team-directed empowering leadership and individual creativity.
Based on social cognitive theory, we propose that Resource-based theories of self-regulation posit that depletion improves individuals' performance in different creativity endeavors. In two initial experiments, we found that depletion improves individuals’ performance in different creativity endeavors. In a follow-up experiment, we found that this beneficial effect of depletion on creativity is explained by heightened novelty seeking when individuals are depleted. In a final experiment, we explored a boundary condition of this depletion-creativity effect by demonstrating that it only emerges for individuals who believe their ability is malleable. Shared leadership is an emergent team phenomenon whereby leadership roles and influence are distributed among team members. Although formal team leaders often play a critical role in work teams, the influence of formal team leaders on the effectiveness of shared leadership has received little attention. Drawing on social comparison theory and the input-process-output framework, this study develops a theoretical model that explains the interplay of shared leadership and vertical leadership in spawning team creativity. We tested the proposed model using multi-source data collected from 136 work teams in a large company. Results show that shared leadership promoted team creativity through knowledge sharing. Moreover, this indirect effect was contingent on leader-member exchange differentiation, such that the indirect effect was stronger in teams with lower leader-member exchange differentiation.

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

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

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

CEO and SHE-E-Os Chair: Li-Qun Wei, Hong Kong Baptist University

June 20 / Session: 2:4.6 / 1:00:23:00 PM
Track: Business Policy and Strategy
Room: Wantilan

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

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

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

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

Jongsoo (Jays) Kim, Hong Kong Baptist University
Yanghua Li, University of Massachusetts – Amherst

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

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

Zhaochong Wang, Hunan First Normal University
Guoqiang She, Hunan First Normal University

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

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

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

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

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

Xiaozhu Zhou, ShanghaiTech University
Bobai Li, Peking University
Jianjun Zhang, Peking University
Shuping Li, Hong Kong Polytechnic University

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

First, we enquire whether state-owned enterprises (SOEs) perform better than privately owned firms in a large variety of emerging markets. To test this, we develop a variety of emerging markets. To test this, we develop a 

The 11th AAOM and 12th TAOM Joint Conference

Track: International Management

Room: Sunset

A DEEP DIVE INTO INSTITUTIONS

Chair: Wu Zhan, University of Sydney

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

Alvaro Cuervo-Cazurra, Northeastern University

Aaj Gaur, Rutgers University

Deeksha Singh, Rutgers University

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

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

Saul Estrin, London School of Economics

Zhixiang Liang, Concordia University

Michael Carney, Concordia University

Deeksha Singh, Rutgers University

In this paper, we pursue two related research questions. First, we enquire whether state-owned enterprises (SOEs) perform better than privately owned firms in a large variety of emerging markets. To test this, we develop a unique dataset using firm-level data from the World Bank Enterprise Survey (WBES), resulting in a sample of over 50,000 firms from 57 understudied countries including China and Vietnam. We find that performance depends on the institutional system to which a country is classified. We refer to these systems empirically support for the argument that the “state led” capitalist” countries including China and Vietnam. We find that performance depends on the institutional system to which a country is classified. We refer to these systems as “context”. The “context” variable takes into account the interactions among strategies, and the mechanisms that connect pro-market institutional dynamics and firms’ strategies.

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outward foreign direct investment from emerging economies

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

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

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

June 20 / Session 2.5.3 / 2:45-4:15 PM
Track: Panel
Room: Denpasar Ballroom 3

CONTEXTUAL INFLUENCES ON HUMAN RESOURCE MANAGEMENT
Chair: Hubert Zydorek, University of Texas at Dallas

Recent years on Chinese indigenous management practices. Dr. Yue has published books on those topics in 2014 and 2017.

Hao Zeng (PhD, Nankai University, China) is the Secretary General of the C50+ Chinese Management Model Forum, and a Director of the Kingdee Research Institute. He has undertaken a post-doctoral project in South China University of Technology on corporate culture. His main research interests are in new business management models and corporate culture.
Given the substantial changes affecting the world of work caused, at least in part, by developments in advanced technologies, attention in the scholarly and practitioner community is increasing towards turning the idea of a universal basic income (UBI). Commonly viewed as an unconditional stipend paid on a regular basis to every member of a society irrespective of engagement with work, UBI holds appeal across the political spectrum. Some point to its theoretical ability to ameliorate poverty and inequality. Scholars and practitioners argue that UBI is part of a possible solution to the future automation of various jobs, and that the presence of a guaranteed income may assist in developing greater flexibility in labour markets. Serious academic attention is paid to the changing nature of work, employee retention, and labour mobility. We delineate several propositions to guide future research and seek to establish a research agenda in this field.

The paper first presents a systematic development of TMS and its applications. The study explored the relationships between surface acting, employee surface acting and turnover intention. Data was collected from 251 respondents in the hospitality industry. The results showed that employee surface acting and turnover intention were negatively related. The study further proposed that the indirect effects of emotional exhaustion on employee surface acting and turnover intention were mediated by the emotional performance of service personnel. The results indicated that emotional exhaustion on employee surface acting and turnover intention were negatively related.
A contextualized behavioral model of transition economy firms’ technology strategy: the role of institutional context

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

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

[DISTINCTION] BPS Track Best Paper

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

Wen Jiang, Xiamen University
Chengli Su, Xi’an Jiaotong University
Kevin Zheng Zhou, University of Hong Kong
Zhaoyan Guo, Xiamen University
Qun Tan, Xiamen University

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

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

Ai Li, Chinese University of Hong Kong

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

Audience engagement and the legitimation of technological discontinuities in regulated markets

Tatjana Schneidemüller, Erasmus University
Mariano L. M. Heyden, Monash Business School
Henk W. Voldervaard, Erasmus University

We draw on literature on discourse institutional processes and legitimation process of new categories to inform the literature on incumbent adoption of technological discontinuities (TDs) in regulated settings. We focus on incumbent financial institution’s responses to the rise of financial technology (FinTech) in Europe from 2000-2016. We highlight external drivers of adoption by theorizing how (a) the positive and negative engagement (as a function of attention to and opinion of a TD) within and across different external audiences (i.e., peer competitors, field experts, general public, and regulators) and (b) how consensus between audiences influence incumbents initiatives to adopt FinTech. We test hypotheses on a longitudinal sample of 149 financial institutions in Europe from 2000-2016. Our main findings suggest that incumbents respond predictably to the positive and negative engagement of the public and regulators. However, positive engagement from peer competitors and field experts are negatively related to FinTech initiatives by incumbents. Our findings further suggest that positive and negative responses of FinTech between engaged audiences is, respectively, an enabler or impediment to adoption.
important condition for these businesses to succeed in this dynamic environment. While transformational leadership is often seen to induce innovative work behavior in employees, little is known about the psychological mechanisms through which this effect occurs. Our study conceptualises the mediating effect of perceived support for innovation and individual innovation readiness in a series: between transformational leadership and actual innovative work behavior. We use the responses of 428 employees from six service organizations in Singapore to test our three-path mediation model. As hypothesized, the data supported the three-path mediation model. The results reveal a partial mediating role of support for innovation and a fully mediating role of individual innovation readiness. This finding is useful for designing and implementing effective human resource and organizational development interventions, with the objective of facilitating innovation in workforce within the service-type contexts.

Defining Teun Tang Sangkhom: Social capital in Laos

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

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

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

Jung-Yun Han, National Taiwan University
Min-Fen Tu, Tamkang University
Daniel Muzio, University of York

The 11th AAOM and 12th TAOM Joint Conference
21 June 2019, Bali, Indonesia

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21 June 2019, Bali, Indonesia
micro firms, we find strong evidence for our hypothesis.

business context. With a unique dataset of Chinese small
gets tempted to demand concessions, at the time of
make one party feel that it overcommitted. Thereby, it
however, is sufficient to attract negative consequences.
progression of events. Lapse in honoring a commitment,
necessary, but not sufficient for desirable long term
that a track record of honoring significant commitments is
an ancient Indian text, the Katha Upanishad, we propose
conscientiously keeping promises entails cost, so does
delivering to commitment, particularly at the stage of
ambidexterity balance has a U-shaped effect (i.e., a more
IJV performance in China. The findings reveal that
ambidexterity balance, a U-shaped effect (i.e., a more
coercive power is positively related to both economic and social
communication, while coercive power is negatively related
to economic communication, but has no relationship with
social communication.

Is ambidexterity beneficial to international joint
venture performance? Evidence from China
Jason Lu Jin, Tongji University
Kevin Zheng Zhou, University of Hong Kong

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

TMT gender diversity and Firm relational and
rivalrous competitive behaviors
Trung Hai Nguyen, National Cheng Kung University
Hao-Chen Lin, National Sun Yat-sen University
Chia-Yu Chan, National Sun Yat-sen University
Shao-Chi Chang, National Cheng Kung University

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

Understanding the context-HR strategic integration
relationship: Interactionist versus main effect
approach
Bo Zhang, Capital University of Economics
And Business
Jiarun Chen, University of International Business
And Economics
Amy Wei Tian, Curtin University

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

Why keep promises when contracts are incomplete?
Sasanka Sekhar Chanda, Indian Institute of Management Indore
Rajendra Nagrulkar, Indian Institute of Management Indore

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

The impact of power and communication
on opportunism in Chinese buyer-supplier relationships
Zhaqjun Han, Dalian University of Technology

Considering the importance of social communication in
Chinese guani culture, this study distinguishes social
communication from traditional economic communication
and aims to uncover the distinctive roles in Chinese buyer-
supplier relationships. Based on empirical survey data
collected from 246 Chinese manufacturers, this study
examines the effect of supplier power (coercive and non-
coercive) on economic and social communication and that
of economic and social communication on opportunism of
both supplier and buyer parties. Structural equation
modeling (SEM) results indicate that non-coercive power is
positively related to both economic and social
communication, while coercive power is negatively related
to economic communication, but has no relationship with
social communication.

As the innovation speed (IS) has been spotted as a key
factor in competitive advantage, increasing
As the innovation speed (IS) has been spotted as a key
factor in competitive advantage, increasing

Frugal enterprises for and from the grassroots level: An
emerging phenomenon
Mokter Hossain, University of Manchester

Frugal entrepreneurs are recognized as change agents
who serve less fortunate customers in the less developed
countries. We have limited knowledge about the early stage struggle
of these frugal entrepreneurs. Drawing on 13 enterprises
and 52 informant, this study explores the innovation and
commercialization process of the nascent frugal
entreprises with the prosocial focus. Findings show that
frugal entrepreneurs face unusual challenges in terms of
innovation approach, resource constraints, and
institutional voids. Financial and institutional supports at

How to accelerate innovation speed? A conditionally
modulated moderation model and beyond
Cong Cheng, Zhejiang University
Technology
Liping Cao, Zhejiang University
Technology

As the innovation speed (IS) has been spotted as a key
factor of competitive advantage, increasing
strategies have explored the diverse causes of IS. This
study conceptualizes a model including both organizational- and individual-level antecedents of IS, and
builds a holistic conditional mediation model and three
equivalent causal subsets. We collect data from 245
Chinese high-tech sector firms to test the theoretical
model. Results from variance-based structural modeling and the PROCESS macro show that creative process
engagement (CPE) fully mediates the effect of leader
encouragement of creativity (LEC) on IS. Furthermore,
when organizational ambidexterity (OA) on direct path of
IS on IS with low values, the indirect effect of LEC on IS by
CPE does not exist. In development, results from fsQCA
exhibit three causal configurations which are sufficient
but not necessary conditions of IS. First configuration
emphasizes the role of idea generation (IG) and
information search and encoding (ISE) which is
categorical as execution and alignment (AL) of OA and
LEC, namely, IG*SE*AL*LEC. Second configuration
indicates the effect of combination that CPE plus OA and
third one focuses on process encouragement (PHE) and LEC
which is conceptualized as reproducible CPE and OA and
LEC, shortened as PHE*IG*SE*AL*AD and PHE*IG*SE*AL*AD*LEC
separately.

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the early stage of the ventures provide a significant value for them. Despite numerous constraints, frugal enterprises successfully serve underserved customers and contribute to sustainable development. The findings are discussed from the lens of previous research on frugal innovation, bricolage, institutional voids, resources constraints, and sustainable development.

Coping safely out of danger: How improvisation helps founding teams to creatively respond to uncertainty
- Yiuyan Mai, Huazhong University of Science and Technology
- Zhuxin Ye, Huazhong University of Science and Technology
- Chan Xiong, Wuhan Institute of Technology

How new ventures use distinctive strategies to cope with numerous political and regulatory institutions and institutional uncertainties is becoming a core issue for firms in emerging economies. Although previous research proposes that improvisation can be an efficient strategy to cope with uncertainty, few studies have analyzed what prompts founding teams to improvise and what factors help generate desirable outcomes. Using a random sample of 121 founding teams in China, our study draws on the institution-based view to uncover what factors motivate founding teams to improvise. The results show that founding teams’ transactional memory structures (TMSs) and ties with service intermediaries are positively related to founding teams’ transactive memory systems (TMSs) and to improvise. The results suggest that a family business enterprise’s transactive memory system can make a difference for family business success. What is the possible unique family business enterprise’s transactive memory system structure in the context of Chinese family business enterprises? Adopting a descriptive case study method, the paper introduces a family business enterprise’s corporate governance model, the so-called “Private Enterprise Constitutionalism” (PEC), developed in Hebei Dawu Group in China. The PEC contains four major components: (1) the guiding principle, stated as “private property, public governance, and shared returns”; (2) the family law, postulated as that the property rights that belong to the family shall never be divided, but inherited as a whole; (3) a “three-pronged” structure with a separation of three powers—the power of supervision, of decision-making and of execution to ensure the supervision and counterbalance among the board of supervisors, board of directors and the council; and (4) a selection mechanism, to select capable enterprise leaders via a democratic election process. Sun Dawu, the inventor of PEC, believes that the system allows Dawu Group to achieve sustainable development, as it helps balance the business family’s needs and the enterprise stakeholders’ and wider society’s needs.

Organizational forms, business models, and effectiveness in social enterprises
- Ari Margiono, Bina Nusantara University
- Artemis Chang, Queensland University of Technology
- Roxanne Zolin, Australian Institute of Business

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

The private enterprise constitutionalism of Hebei Dawu Group
- Yuejun Tang, Fudan University
- Bing Ren, Nankai University
- Peiyi Jia, University of Massachusetts – Lowell
- Xiaoyi Luo, Nankai University

Family business enterprise succession is a worldwide problem. Family business seems unable to avoid the fate of “wealth never survives three generations”. We believe that the extent for family business achieves sustainable development largely depends on its fundamental vision and how its vision is transformed into operational institutions and governance models. In this paper, we ask the following questions: What is the possible family business enterprise vision that can make a difference for family business success? What is the possible unique family business institution or governance structure in the context of Chinese family business enterprises? Adopting a descriptive case study method, the paper introduces a family business enterprise’s corporate governance model, the so-called “Private Enterprise Constitutionalism” (PEC), developed in Hebei Dawu Group in China. The PEC contains four major components: (1) the guiding principle, stated as “private property, public governance, and shared returns”; (2) the family law, postulated as that the property rights that belong to the family shall never be divided, but inherited as a whole; (3) a “three-pronged” structure with a separation of three powers—the power of supervision, of decision-making and of execution to ensure the supervision and counterbalance among the board of supervisors, board of directors and the council; and (4) a selection mechanism, to select capable enterprise leaders via a democratic election process. Sun Dawu, the inventor of PEC, believes that the system allows Dawu Group to achieve sustainable development, as it helps balance the business family’s needs and the enterprise stakeholders’ and wider society’s needs.

June 20 / Session 2.6.4 / 4:30-6:00 PM
Track: Organizational Behavior
Room: Gianyar
SERVANT VERSUS AUTHORITARIAN LEADERSHIP
Chair: Ningyu Tang, Shanghai Jiao Tong University

Authoritarian leadership, organizational citizenship behavior, and organizational deviance: curvilinear relationships
- Ali Ahmad Bodla, Tongji University
- Ningyu Tang, Shanghai Jiao Tong University
- Rolf van Dick, Goethe University Frankfurt and Work Research Institute
- Usman Riaz Mir, Virtual University of Pakistan

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

Exploring the ethical mechanism of servant leadership in affecting citizenship behavior
- Sen Sendjaya, Swinburne University
- Nathan Eva, Monash University
- Mulyadi Robin, Alpharucus College
- Lydie Sugianto, Monash University
- Ivan ButarButar, Sampoerna University

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

Servant leadership and employee voice: The role of job engagement and proactive personality
- Yang Song, Shanghai University of Finance and Economics
- Qi-tao Tian, Henan University of Economics and Law
- Ho Kwong Kwan, China Europe International Business School
- Xiao-Yu Liu, University of International Business and Economics

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

Safe and sound: Understanding multi-level mechanisms of authoritarian leaders through a moderated mediation model
- Timea Yavuz, National Cheng Kung University
- Hsi-An Shih, National Cheng Kung University

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

University collaborative research program by integrating research, phenomenon to conduct a consistent, long-term management professor can start with a practical proven challenging for many university professors, and creating synergies among these three responsibilities has. However, such research integrates teaching, research and.

Responding to the co-evolution of technology and National Chengchi University. His research has been implemented in the transportation service industry in both Singapore and Taiwan. Before joining academy, he was the entrepreneur. In particular, he has studied the GPS-

From the perspective of individual resource and social capital, this paper aims to explain how employees’ political skill affects their job satisfaction and turnover intention, through the mediating role of popularity. Using a sample of 237 dyad surveys from supervisors and employees in the Yangtze River Delta of China, we found that: (1) political skill is positively correlated with job satisfaction and negatively correlated with turnover intention, and that these correlations are partially mediated by individual popularity; (2) positive affect (PA) moderates the relationship between political skill and job satisfaction, and negative affect (NA) moderates the relationship between political skill and turnover intention. Shared leadership: 20 years review of theory and future research

output-outcome) performance evaluation model, we generate the scale dimensions and items through a multi-method data collection approach, including literature review, panel discussion and a series of qualitative interviews with program practitioners. Then, by surveying EAP practitioners from 1205 government units in Taiwan, we confirmed the reliability, content and predictive validity of the instrument which consists of 27 items. The instrument includes the dimensions, namely resource allocation, management support, plan making, program introduction, and service provision.

The more you speak up, the happier you are: Affective consequences of voice behavior • Xiaoyan Chen, Hong Kong Baptist University

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

Justice and impression management mechanisms and boundary conditions of the effects of citizenship pressure on destructive voice and organizational citizenship behaviors • Chieh-Yu Lin, National Sun Yat-sen University • Nai-Wen Chi, National Sun Yat-sen University

This study includes both negative behaviors (destructive voice behaviors, DSV) and positive behaviors (organizational citizenship behaviors, OCB) as the study focuses on the employees’ positive affect. The study examines the consequences of DSV pressure through decreased perceived distributive justice and employees’ equity sensitivity further enhances such effects. Moreover, OCB pressure increases OCB via increased impression management motive (rather than concerns for the organization) and this effect was strengthened when employees are high in self-monitoring.
Different stressors, different voices: The dual pathways linking challenge/hindrance stressors and constructive/destructive voice

- Raymond Loi, University of Macau
- Angela J. Xu, Jinan University
- Cheris W. C. Chow, University of Macau
- Jonathan M. L. Kwok, Hong Kong Polytechnic University

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

How employee voice can be enhanced through action learning:
- Hung-Ji Tsai, National Central University
- Chun-Hsiao Wang, National Central University

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

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

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

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

June 20 / Session: 2.6.8 / 4:30-6:00 PM
Track: Organizational Behavior
Room: Sunset
TRANSFORMATIONAL AND ETHICAL LEADERSHIP
Chair: Lynda Jiewen Song, Renmin University of China

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

- Wadiel Kwame Ansorg, University of Electronic Science and Technology of China
- Lu Chen, University of Electronic Science and Technology of China
- Weijun Wu, University of Electronic Science and Technology of China
- Jenkins Atariusigna Asaa, University of Electronic Science and Technology of China

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

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

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

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

Team diversity and performance: Consequences of differentiated leadership

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

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

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

June 21 / Session 3.2 / 1:30-2:00 PM / Room: Denpasar Ballroom 1
MANAGING POLITICAL STRATEGIES AND INSTITUTIONS
Chair: Salii U., University of South Carolina

Mike Peng (PhD, University of Washington) is the inna-chair of Global Strategy at the University of Texas at Dallas. He is a National Science Foundation Career Award winner and a Fellow of the Academy of International Business. Every year since 2014, he has been found among Highly Cited Researchers, a list compiled by Thomson Reuters/Clarivate Analytics, which tracks the top 0.1% most cited scholars worldwide. He has published over 150 articles, and his best-selling textbooks—Global Strategy, Global Business, and Global— are used in over 40 countries. At AAOA, he has served as Editor-in-Chief (2007-2009) and Consulting Editor (2010-present) of the Asia Pacific Journal of Management. He is Program Chair for the 2019 conference in Bali.

David Ahlstrom (PhD, New York University) is a professor at The Chinese University of Hong Kong. He obtained his PhD after working in the IT field. His research interests include managing in Asia, innovation, and organizational history. He has published over 100 peer-reviewed articles in journals such as the Strategic Management Journal, Academy of Management Review, Journal of International Business Studies, Journal of Management Studies, and Asia Pacific Journal of Management, for which he also served as Editor-in-Chief. He recently was recognized as a “Highly Cited Researcher” (from Thomson Reuters/Clarivate Analytics), in the top 1% among economics and business researchers (for the years 2006-2016). At the AAOA 2019 conference in Bali, he serves as Program Co-Chair.

Board political capital and R&D investment: Evidence from a natural experiment in China
By: Jyun-Ying Trent Fu, National Chengchi University
Pei Sun, Fudan University

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

The effect of home country subnational factors on the internationalization of Indian firms
By: Arpit Raswant, University of Sydney
Chimnay Pattnaik, University of Sydney

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

Conventional wisdom holds that political institutions of host government characterized by high political risks and hazards—government imposes limited constraints on leaders’ discretion so that he cannot change policies opportunistically to expropriate foreign firms—deter foreign direct investment (FDI). We argue that another important aspect of political institutions—how the government designs a predictable internal career ladder to motivate appointed leaders to achieve the government goals—also creates constraints on leaders’ decision making. By institutionally linking FDI attraction to their career advancement, career concerns of motivated leaders become a main driver attracting rather than deterring FDI, even without checks and balances. We test this theoretical claim by examining Chinese city leaders and FDI inflows into their cities from 2000 to 2016 in China, ranking high on the political risks measurement, nevertheless has a political institution in which political leaders’ careers largely depend on local economic growth. Using a differences-in-differences approach, we find that after the Congress, newly appointed leaders, who have better prospects for promotion and have stronger incentives, attract more FDI inflows to their cities than continuing leaders. This effect of political incentives is also influenced by both formal and informal institutional arrangements.

Top management service commitment and new product development in manufacturing firms: The moderating role of dysfunctional institutional environment
By: Yaping Hao, Tongji University
Yaqin Zheng, Tongji University
Wenjun Zhang, Nanjing University
Beieli Dang, Shanghai University of Traditional Chinese Medicine

With the rise of service business models in manufacturing firms, this study examines how top management service commitment affects new product development (NPD) as well as how institutional environment in terms of dysfunctional competition moderates the main effects in emerging economies. Using data from 151 high-tech manufacturing firms in China, we find that top management service commitment promotes NPD followed by firm performance. In particular, we find that top management service commitment has a positive linear relationship with NPD speed and a positive curvature relationship with innovativeness. Moreover, dysfunctional competition can enhance top management service commitment’s impact on both NPD speed and innovativeness.
We examine how political ties influence firms' strategic actions and subsequent performance when market-supporting institutions develop. We theorize that institutional development changes incentives for connected actors and the way that they utilize political ties, increasing the likelihood that connected firms will use ties to facilitate strategic action rather than for protection. This shift is particularly salient for ties that strongly align with supporting institutions develop. We theorize that actions and subsequent performance when market-transition. We examine how political ties influence firms' strategic actions and their performance. In particular, we concentrate on the following aspects:

- The role of political ties during institutional transition.
- The impact of political ties on strategic actions and subsequent performance.
- The role of political ties in the development of supporting institutions.

Results are supportive and consistent with insights that would be helpful if one is thinking about how to conduct research in this area. This paper provides important insights for understanding the role of political ties in strategic management.

Panelists:

- CHAIR

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

Yaping Gong is Professor of Management at The Hong Kong University of Science and Technology. He has published more than 35 articles in leading journals including the Academy of Management Review, Journal of International Business Studies, and Strategic Management Journal. Currently, he is Senior Editor of the Asia Pacific Journal of Management, and serves on the editorial boards of the Academy of Management Review, Journal of International Business Studies, and Journal of World Business.

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

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

June 21 / Session 3.2.3 / 10:30 AM-12:00 NOON
Track: Department of Management and Marketing at the University of Macau. Rico is currently doing research on trust, incivility and dirty work. His research has appeared or been accepted for publication in outlets such as the Journal of Applied Psychology, Journal of Management, Human Relations, and Asia Pacific Journal of Management. His work on trust and dirty work was also published in the Handbook of Chinese Organizational Behavior in 2012. Rico is currently Senior Editor of the Asia Pacific Journal of Management. Rico holds a PhD in management from the University of Oregon.

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

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

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

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

THE EFFECT OF CEO NARCISISM ON ORGANIZATIONAL AMBIDEXTERY

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

We examine how chief executive officer (CEO) narcissism affects the organizational ambidexterity of the firm. We theorize that firms led by more-narcissistic CEOs are less likely to achieve organizational ambidexterity because the narcissistic personality constrains the CEO in developing a paradoxical cognition in managing strategic contradictions between exploration and exploitation. Moreover, this negative relationship between CEO narcissism and organizational ambidexterity is weakened if the focal CEO is powerful. However, firm reputation amplifies the negative effect, such that, the higher the reputation of the firm, it will be more difficult in achieving ambidexterity if led by a more-narcissistic CEO. Our findings provide considerable support for our theory.
collective efficacy and increased collective stress. In addition, problem-focused IEM strategies positively moderate the relationship between team pessimism and collective efficacy but negatively moderate the relationship between team pessimism and collective stress. On the contrary, emotion-focused IEM strategies negatively moderate the relationship between team pessimism and collective efficacy, while positively moderating the relationship between team pessimism and collective stress. The results showed detrimental effect of team pessimism on team functioning and possible benefits or threats that may be caused by different IEM strategies.

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

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

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

Lei Wang, Xi'an Jiaotong University
Celes t P. M. Wilderom, University of Twente
Arjuna Snoep, University of Twente
Sylvia Hui, University of Twente

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

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

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

Jiaqian Yan, Tongji University
Xiaoying Wang, Tongji University
Jinlian Luo, Tongji University
Jianfeng Jia, Northeastern University

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

Jingxian Yao, National University of Singapore
Nanrong Tan, National University of Singapore

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

Malaysia’s guanxi: Garab social network ties and hiring decisions

Muse Abshir Yonis, Korea Development Institute
Jie Wu, Xi'an Jiaotong University
Philip Stephen Rose, Hannon University

The importance of social networks and their implications for managerial practice are widely acknowledged across national contexts. Whilst culturally distinct, forms of social network practices for mostly China’s guanxi and to a lesser degree other Asian forms of social networks, including Japan’s ikebana and Korea’s jeonha, have received much attention from organizational scholars. Manifestations of social networks on the African continent and their impact on business remain largely unexplored to date. This study investigates the impact Somalia’s culturally distinct clan-based form of social network garab, specifically the impact of tie strength on managerial hiring decisions and the moderating influence of clan status on employee selection decisions (N=112). The study finds the introduction of the contextually distinct variable of clan status, differentiates the practice of garab in Somalia from other comparative social network practices such as guanxi in Asian cultural contexts.
The study suggests the need to incorporate the contextual factors (e.g., community involvement) in the Taiwanese context. The findings indicate the importance of external CSR (such as human capital management and organizational culture) in enhancing the firm's financial performance.

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

This study investigates the influence of corporate social responsibility on employee commitment via their trust in management and perceived organizational support for development. We used data from the HCCP survey in South Korea and applied structural equation modeling to test our hypotheses. While the effect of talent management on employee commitment and the mediating role of trust in management were supported, the mediating effect of perceived organizational support was not supported. The research contributes to the human capital literature by adopting signaling and social exchange theory and linking the black box by employing trust in management.

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

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

June 21 / Session 3.2.B / 10:30 AM-12:00 NOON
Track: Organizational Behavior
Room: Tabanan
ROUNDTABLE: EMPLOYER AND EMPLOYEE RELATIONSHIP IN WORKPLACE
Chair: Xu Huang, Hong Kong Baptist University

Variation of HPWS-practices and its effect on unit performance

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<th>Variable of HPWS-practices and its effect on unit performance</th>
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<tr>
<td>Muhammad Ali, Tongji University</td>
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<td>Khalid Mehmoond, Tongji University</td>
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<td>Hina Rehman, National University of Modern Language</td>
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<td>Yan Li, Beijing Institute of Technology</td>
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The purpose of this research is to focus on the influence of implemented high-performance work system (HPWS) practices on unit performance while concerning mediating roles of collective human capital at the unit level and perceived HPWS practices at the employee level. 183 branch managers and 504 employees were participated in this study. Findings revealed that usually branch managers do actively implement HPWS practices whereas employees comparatively perceive a fairly high level of HPWS practices. Further, the path model indicated that the relationship between implemented HPWS practices and unit performance is mediated by collective human capital (CHC) at the unit level and perceived HPWS practices at employee level.

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

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

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

- Zhengwen Wang, East China Normal University
- Jianhong Du, East China Normal University
- Junhong Wu, Shanghai University

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

June 21 / Session 3.2.9 / 10:30 AM-12:00 NOON Track: Entrepreneurship and Innovation Room: Sunset

INNOVATING AND VENTURING
Chair: Kevin Au, Chinese University of Hong Kong

"Jack-of-all-trades" with passion—Keener to pursue startups

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

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

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

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

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

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

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

Predictive and non-predictive strategies are two main paths for small and medium sized enterprises (SMEs) to explore and exploit international opportunities. Prior research has studied both strategies separately. However, little is known about the effects of these strategies on firm international performance when they are modelled simultaneously. Also, relatively little evidence on the mechanism through which foreign market entry (FME) opportunities impact firm international performance has been obtained to date. This study addresses these gaps. Data were collected from 164 SMEs from different industries in New Zealand. Results find significant associations among the variables in the proposed model and indicated that predictive strategies can improve the international performance through the mechanism of experiential learning. The study’s contribution to the international entrepreneurship (IE) literature is twofold. First, both strategies and their impact on SME international performance are modelled simultaneously. Second, experiential learning is introduced as a mediating mechanism which translates international opportunities to the firm’s international performance. Data collection in New Zealand as a small and geographically distant context contributes to the empirical research on internationalisation of SMEs across the globe.

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

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

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

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

- Wonsang Ryu, Korea Advanced Institute of Science and Technology
- Joonyung Bae, Purdue University

This paper investigates how the exit strategies of hybrid entrepreneurs in academic institutions (i.e., academic hybrid entrepreneurs) influence the financing that they receive from corporate venture capital (CVC) investors. We first propose that academic hybrid entrepreneurs have a strong preference for acquisitions over initial public offerings (IPOs) as an exit strategy of their ventures because they face high opportunity and switching costs associated with full-time self-employment. Building on this reasoning, we argue that academic hybrid entrepreneurs are more likely to enter into investment relationships with corporate investors to effectively disclose the value of their resources to potential acquirers (i.e., the parent firms of CVC units). The results, based on a sample of CVC investments in the US medical device industry, provide evidence that supports this argument. Moreover, results of the supplementary analyses support the suggested mechanism.
methods in this stream of research. Later, I present a preliminary framework that integrates the existing literature and suggests potential beneficial new research directions. Specifically, I urge future scholars to examine several issues that are important to advance the development of CJE theory and research such as the effects of CJE on significant others at work and beyond work, the interaction of dark personality traits and context in determining CJE, and the potential determinants and effects of intradivisional change in CJE levels.

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

• Yunyan Guo, Oyakama University
• Youjin Lim, Yamanashi Gakuin University
• Fang Liu, Guangzhou University
• Motohiro Morishima, Nakagun University

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

Expatriate careers and family embeddedness

• Jakob Lauring, Aarhus University
• David E. Grønmo, BI Norwegian Business School
• Washika Saheem, University of Dubai
• Charlotte Jonasson, Aarhus University

A number of studies have established the role of the family as crucial for expatriate work life balance. Still we only have limited knowledge on the relationships between the context of an expatriate family and expatriates’ career development. In this article we focus on the role of the family context of an expatriate family and expatriates’ career development. Based on the prospect theory, we propose that family embeddedness may reduce expatriates’ career option gap. Finally, in our triple interaction we show that if the spouse is not from the host country (low embeddedness) this will reverse the buffering effect of expatriate family successfulness. Our research thus connects theories on expatriate careers with the theory building related to the expatriate family context.

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

• Junting Li, Rutgers University
• Xiangmin Liu, Rutgers University
• Zhengang Zhang, Nanjing University

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

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

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

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

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

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

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

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

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

• Zheng Shi-Hui (施世輝), National Chengchi University
• Hu Chang-Ya, National Chengchi University
• Eklo K. Pellegrini, University of Missouri at St. Louis
• Huang Jui-Chieh, National Taiwan University of Business

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

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

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

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

June 21 / Session 3.3.3 / 1:00-2:30 PM
Track: TAOM English Room: Denpasar Ballroom 5
HUMAN RESOURCE MANAGEMENT/ ORGANIZATIONAL BEHAVIOR
Chair: Nai-Wen Chi (紀乃文), National Sun Yat-sen University

This paper proposes a proposition of curvilinear correlation between shared mental models and PG fit, which is moderated by job demands at group level by integrating intellectual capital theory, job demands-control model, as well as job strain and stress model. This paper explores the concept of PG fit in response to the criticism of the development of theory and antecedents of PG fit from previous research suggestions. Based on theories, we suggest that shared mental models enhance group member’s collective fit perceptions by contributing the development group cognition structure to complete tasks better. But, very high ability of the group to build its cognitive structure becomes a psychological strain when encountering a job demand that simple and does not require excessive ability of the group.

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

• Jiaying Chen, University of Manitoba
• Riki Takeuchi, University of Texas at Dallas
• Wai San (Cash) Shum, University of Nevada

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

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

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

Based on affective events theory, we delineate coworkers’ ostracism as a relevant workplace affective event that triggers a focal employee’s unethical decision making. We propose that employees’ emotional exhaustion mediates the relationship between workplace ostracism and unethical behavior. Using data collected through multiple waves from 520 employees in 5 public hospitals in China, we find support for the proposed main effect and mediation hypotheses. Furthermore, employees with high hostile attribution bias are more likely to engage in emotional exhaustion and subsequent unethical behavior in response to workplace ostracism. In contrast, employees with low hostile attribution bias are less likely to engage in emotional exhaustion and subsequent unethical behavior in response to workplace ostracism.

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

- Melody Jun Zhang, City University of Hong Kong
- Chao Ma, Australian National University
- Guang Xu, Harbin Normal University
- Guang Su, Harbin Normal University

This research examines how and why reactions to peers’ unethical pro-organizational behavior (UPB) differ among coworkers and in different situations. Drawing on construal level theory and perception theory, we propose that the relationship between UPB and coworkers’ reactions is moderated by coworkers’ construal level, and coworkers’ attribution and perceived unethicality mediate the moderating effect. Specifically, our study indicates that while coworkers at higher construal levels tend to view peers’ UPB as a behavior with more unethicality and thus are more likely to exclude UPB actors, coworkers at lower construal levels tend to view peers’ UPB as a reflection of competence but are not more likely to support UPB actors. The findings help to better understand coworkers’ reactions to peers’ UPB and provide insights into organizational management.

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

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

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

Drawing on the conservation of resources theory, this study examines the boundary conditions and intermediate mechanisms in which abusive supervision influences employee’s social loafing. Specifically, we propose a moderated mediation model wherein abusive supervision influences social loafing through the mediating role of employee’s mobility, with individual face and perceived mobility as the boundary conditions. We collected two-wave data from employees and their immediate supervisors to test this theoretical model (N = 200 matched pairs). The results show that abusive supervision has an indirect effect on social loafing via decreasing employee’s mobility. The indirect effect of abusive supervision on social loafing via employee’s mobility is stronger when employee’s face and perceived mobility are both low.

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

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

Research investigating contextual antecedents of employee silence remains underdeveloped. Drawing from approach-inhibition theory of power, we proposed supervisors’ power be an important antecedent of employee silence. Guided by the perfectionism literature, we developed a moderation model in which conscientiousness and neuroticism were expected to influence the relationship between perceived supervisor power and employee silence.
How do firms improve innovation? A resource-based view of open innovation

A conceptual framework for absorptive capacity. This research can help to improve the innovation performance of firms with the mediating role of absorptive leadership and knowledge sourcing impact the innovation of firms belonging to a knowledge intensive services sector of the telecom service organizations across the value chain.

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

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

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

This study aims to analyse the effects of network, self-efficacy, and creativity on the identification of business opportunities for undergraduate students in Indonesia. This study uses quantitative methods with the number of respondents as many as 396 undergraduate students determined by using purposive sampling. The research data was collected using an online questionnaire and processed using partial least square analysis technique. The results showed that the network and self-efficacy owned by the undergraduate students in Indonesia influence the creativity and identification of business opportunities. While the identification of business opportunity is influenced by the creativity of the students. Being there: The role of mindfulness in the entrepreneurial process

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

Educational entrepreneurs engaging in social innovation

Carol Ye-Hyun Lin, National Chengchi University

So-Hwa Wu, National Chengchi University

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

Mindfulness in entrepreneurship: Theoretical and empirical evidence

Tomoki Sekiguchi, Kyoto University

Dhyah Harjanti, Universitas Kristen Petra

Airlannga

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

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PsyCap is a substitute of the indirect effect of transformational leadership from two large hospitals in Indonesia, we hypothesized that psychological capital (PsyCap) on the relationships among transformational leadership and team performance was not significant. In practical terms, transformational leadership appears beneficial for teams with a low degree of PsyCap, because this style provides them with goal clarity which is, in turn, related to team performance. Teams with a high level of PsyCap already have the necessary goal clarity and do not need transformational leadership to be highly performing.

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

- Juan-Yun Wu, Kyoto University
- Tomoki Sekiguchi, Kyoto University
- Sunu Widianto, Universitas Padjadjaran
- Hong Kong
- Celeste P. M. Wilderom, University of Twente
- Sinto Sunaryo, Universitas Selebas Maret
- Sultamah Wahyuni, Universitas Selebas Maret
- Abdul Hakim, Universitas Syiah Kuala
- Jiun-Yan Wu, Kyoto University
- Sunu Widianto, Universitas Padjadjaran
- Hong Kong
- Celeste P. M. Wilderom, University of Twente

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

June 21 / Session 3.3.8 / 1:30-2:30 PM
Track: Entrepreneurship and Innovation
Room: Sunset
THE ROLE OF CONTEXT IN ENTREPRENEURSHIP
Chair: Shira Y. Foy, Ecole Polytechnique Federale de Lausanne

Should I stay or should I go? Job demands push and the pull of entrepreneurial resources influence the intention of Chinese migrant workers to return to their hometowns. In this paper, we engage in entrepreneurial activities. Data were collected from 302 Chinese migrant workers working in urban cities. The main findings are as follows: (a) job demands can increase entrepreneurial intention and returning migrant workers through the mediation of job burnout; (b) entrepreneurial resources can positively influence entrepreneurial intention of returning migrant workers through the mediation of entrepreneurial conviction; (c) generation positively moderates the job demands—job burnout—entrepreneurial intention relationship and negatively moderates the entrepreneurial resources—entrepreneurial conviction—entrepreneurial intention relationship. This study reveals the importance of examining push and pull factors concurrently, and emphasizes the intergenerational differences in explaining the entrepreneurial intention of Chinese returning migrant workers.

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

- Komala Inggrawati Efendi, Satya Wacanast Christian University
- Artemis Chang, Queensland University of Technology
- Roxanne Zolin, Australian Institute of Business

Third parties often become involved in and influence the dynamics of family business conflicts. Despite their important roles, little is known about the roles of non-family CEOs (NFC) in family business conflicts. This qualitative study was performed to obtain NFC experiences and perspectives on their involvement in family business conflicts. By analyzing 63 unique and detailed incidents reported by 28 NFCs of 24 privately held family firms in Indonesia, this study has found that NFCs are often involved in conflicts because they are invited by the conflict parties, affected by the conflicts, or take an initiative to intervene. Various roles of NFCs are identified and grouped into five categories: conflict avoiders, messengers, peacekeepers, settlement agents, and yes-men.

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

- Shira Y. Foy, Ecole Polytechnique Federale de Lausanne

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

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

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

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

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

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

For entrepreneurial firms in emerging markets, what factors shape organizational strategies for monetary donations as part of corporate social responsibility (CSR) programs? To reveal this riddle, we draw data from nationwide entrepreneurial firms operating in China from 2010 to 2012 to investigate the relationship between political party participation and monetary donation. Integrating the instrument and political constrains of CSR, we find that individual political party participation has a negative effect on entrepreneurial firms’ monetary donations.
The influence of high-performance work system (HPWS) on organizational performance has attracted considerable research attention over the last two decades. However, existing studies have primarily focused on the macro-level HRM architecture, limiting our understanding about the cross-level origin of performance outcomes. Moreover, little research has been done to determine how implemented HPWS affect employees’ perceptions of them and their impact on performance at the individual level. The purpose of this research is to focus on the influence of implemented high-performance work system (HPWS) practices on unit-performance while concerning mediating roles of human capital at the unit level and perceived HPWS practices at the employee level. In this study, branch managers and their subordinates of the largest state-owned banks in China will be targeted. To address a much-needed multi-level mediation model, our framework will incorporate a multi-level mediation technique of analysis through MPlus to formulate a two-level structural equation modeling (SEM) model that fully encompasses the relationships.

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

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

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

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

- Mijjong Kim, Korea University
- Johngseok Bae, Korea University

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

Recruitment discrimination against immigrants, out-group trust, and voluntary association activity:

- Jorgen X. Yang, Hang Seng Management College
- Tatjana Schneidmuller, Erasmus University

Evidence from thirty-nine countries in East and West supports this argument. We make several contributions; most notably, we draw on political ideology explanations on the role of HR will contribute to both the HR studies and the burnout literature.

The 11th AAOM and 12th TAOM Joint Conference
June 21 / Session 3.4.2 / 2:45-4:15 PM
Track: International Management Room: Denpasar Ballroom 5
CAPABILITIES IN INTERNATIONAL CONTEXTS
Chair: Qian Gu, Georgia State University

The appropriability of absorptive capacity: A cross-contextual assessment of role of institutions

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

Three decades after the seminal paper by Cohen and Levinthal, we still find traces of their work in one out of every ten papers published in international business studies. Scholars have explored individual-, firm- and industry-level boundary conditions, focusing on endogenous mechanisms and exogenous absorptive capacity appropriation. Applying an institutional perspective, we theorize and empirically test how formal and informal institutions serve as exogenous constraints, moderating absorptive capacity appropriation. Our meta-analytical assessment supports this argument. We make several contributions; most notably, we draw on political ideology to proxy informal institutions.

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

- Koji Kojima, Kawasaki Gakuin University
- Ranjan Kumar Mitra, University of Dhaka
- Bishnu Kumar Adhikary, Doshisha University

Despite voluminous literature on the link between CEO duality (i.e., chief executive officer, the CEO, also serves as chairman of the board) and corporate performance, there is scant research on the link between CEO-chairman family relationship and firm performance, whereby CEO and chairman of the board are individually different persons but come from the same family. We fill this gap by hand-collecting necessary data from the annual reports of non-financial firms listed in Dha Stock Exchange (DSF), Bangladesh, covering the period 2010-2014 employing multivariate regression analysis (OLS and two-way clustered standard error). We find that CEO-chairman family connection has a significant negative influence on
As a competency enhancing strategy, various types of unconventional foreign direct investment (FDI) are adopted by emerging economy (EE) firms to catch up with global market leaders. In this study, we investigate the effect of EE firms’ top manager-ment team (TMT) functional diversity on their choice of an (1) exploratory and (2) ambitious FDI portfolio against other types of FDI. Meanwhile, we also examine how this effect is moderated by the industrial environments that affect the extent to which TMT members exchange and integrate their complementary knowledge. Through testing the panel data of Chinese outward investing firms, we find empirical support for the hypothesized effects of TMT functional diversity on the choice of an (1) exploratory and (2) ambitous FDI portfolio, as well as its industrial contingencies.

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

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

[DISTINCTION] IM Track Best Paper
Competitive disadvantage and internal R&D of local firms in emerging economies: A threat-catch-up perspective
- Jun Xia, University of Texas at Dallas
- Qian Gu, Georgia State University
- Marshall S. Jiang, Brock University
- Zhouyu Lin, Fuzhou University

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

June 21 / Session 3.4-A / 2:45-4:15 PM
Track: Organizational Behavior
Room: Giamyary
POWER AND POLITICS Chair: Grace M. Y. Poon, Chinese University of Hong Kong

The buffering effect of political skill on the relationship between patient mistreatment and nurses’ career withdrawal intention
- Fengyu Li, Shandong University
- Fengwei Li, Shandong University
- Lei Qi, Shandong University

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

 Silence is golden? The dual effects of silence on career success in political workplace
- Yi Li, Shanghai University
- Feng Wei, Tongji University
- Steve Si, Bloomsburg University of Pennsylvania

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

Personal strategy and leader behavior in a large emerging Asian country: An exploratory conceptualization
- Rameshan Pallikara, Indian Institute of Management Kozhikode

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

Effect of power loss: Exploration from three perspectives
- Grace M. Y. Poon, Chinese University of Hong Kong
- Dora C. Lau, Chinese University of Hong Kong

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

Leader humility and employee voice: The mediating role of trust and felt trust
- Dan Yang, Chinese University of Hong Kong
- Kenneth S. Law, Chinese University of Hong Kong
- Lin Wang, Sun Yat-sen University

The leader plays a critical role in affecting employee voice behavior. Drawing on social exchange theory, we investigated how leader humility affects employee voice through the mediating effect of trust and felt trust. We found that leader humility is positively related to employee voice through the mediating effect of trust.
When and why positive affect may be harmful: A perceptual contrast perspective
- Randy Lee, National University of Singapore
- Ke Michael Mai, National University of Singapore
- Feng Qiu, University of Oregon
- Remus Ilies, National University of Singapore

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

Doing good, feeling good? The roles of helping behaviors and citizenship pressure
- Katrina Jia Lin, Hong Kong Polytechnic University
- Krishna Savani, Nanyang Technological University
- Reem Alzaabi, National University of Singapore

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

ROOM: WANTILAN
TRACK: ORGANIZATIONAL BEHAVIOR
CHAIR: JU Li-Y. ZHU, University of Macau

June 21 / Session: 3.4.5 / 2:45-4:15 PM

Taken together, our investigation suggests that pursuing employees’ willingness of voice induce more trust from employees, thus increasing help provision, and whether citizenship pressure and employees’ feelings and behavior. We collected data from employees’ affect, cognition, and negative word-of-mouth
- Iris Zhang, University of Macau
- Long W. Lam, University of Macau
- Cheris W. C. Chow, University of Macau

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

ROOM: AMBARAN
TRACK: BUSINESS POLICY AND STRATEGY
CHAIR: BRIAN PINKHAM, ERASMUS UNIVERSITY

Examining purchase intention toward green-packaged products among young consumer in emerging market: Does convergence matter?
- Tuwanku Arie Auliandri, Universitas Airlangga
- Andy Setyawan, Universitas Surabaya

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

The development of corporate social responsibility (CSR) in multinational companies (MNCs): Evidence from Vietnam
- Lan Do, RMIT Vietnam University
- Charlie Huang, RMIT University
- Adela McMurray, RMIT University

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

Stakeholder involvement in performance measurement as an organizational response to institutional complexities
- Ego Onwuka, RMIT University
- Adela McMurray, RMIT University
- Sam Tavassoli, RMIT University

With the growing turbulence in the global environment such as increased societal upheaval, environmental...
Socially unacceptable behavior in the context of Asian

While corporate behavior is greatly influenced by the cultural forces of the environment where their business operation is. Integrating views of stakeholders to organizational performance provides context to decisions made by the organization to retain competitive advantage. Through an empirical qualitative study, we gauged the role of stakeholder involvement in performance measurement, as a strategic response of an organization to competing institutional logics. Data is collected by conducting semi-structured interviews with participants from 7 multinational enterprises operating in developing countries of Asia-Pacific. We found that, for corporate sustainability, organizational response to institutional complexities is through the use of identity as a filter.

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

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

CSR disclosure against boycotts: Evidence from Korea

- Jiwon Yang, Korea University
- Ji Hyun Ree, Korea University

While corporate behavior is greatly influenced by the institutional environment, research on corporations’ socially unacceptable behavior in the context of Asian countries remains relatively scarce. Furthermore, how the public reacts against corporations’ bad deeds may vary across regions. Using a sample of 1,523 boycott events with 93 targeted firms in Korea over the period 2006-2016, we investigate whether the public’s use of boycotts affects the targeted organization’s CSR disclosure speed. We also examine whether the effect of boycotts on CSR disclosure speed may vary depending on the magnitude of the potential loss resulting from Taylor’s act or from reacting too slowly in response to such boycotts. We find that boycotts positively affect CSR disclosure speed and that this relationship is moderated by the business environment. Taken together, this study reveals CSR disclosure as a risk-reduction mechanism against boycotts.

Goverance reforms and corporate transparency in business groups

- Muneer Ahmed, Indian Institute of Management Tiruchirapalli
- K.S. Manikandan, Indian Institute of Management Tiruchirapalli

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

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

- Jianhong Chen, University of New South Wales

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

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

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

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

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

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

Some theoretical models used in postmodern marketing may lack explanatory power and consistency because of their failure to provide a framework of marketing for contextual and situational factors which influence competitive advantage of corporations, especially family corporations. The framework of competitive dynamics, the resource-based view (RBV), theory of means-ends-chains, and theory of planned behavior addresses these problems for important new areas. This study made original research by theorizing the theory of means-ends-chains, as framework also clarifies the function and meaning of building and maintaining family corporate in theoretical models. In this paper, the origin and prior uses of the framework are presented, its components and structure are explained, its purpose in the constellation of postmodern marketing theories is discussed, theoretical and practical justifications for its use in family corporate competitive dynamic research are presented, and recommendations are offered.

Bancassurance and bank performance in Indonesia

- Windarti, Universitas Airlangga

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

Consumer animosity, local dominance, and international joint ventures

- Fong Cher-Min, National Sun Yat-sen University
- Chang Chao-Cheng, Tajen University
- Ho Hsiao-Hui, Tajen University
- Chang Hung-Hua (王宏華), National Sun Yat-sen University

Technological collaboration in higher education: Development of collaborative relationships between Chinese universities and industry
A multilevel examination of entrepreneurial orientation and corporate entrepreneurship: The joint impact of unit-level social capital and firm-level transformational leadership

Chair: Chang Yi-Ying (National Taiwan University of Science and Technology)

COFFEE BREAK 3

June 21 / Session 3.5.2 / 4:30-6:00 PM
Track: Entrepreneurship and Innovation
Room: Denpasar Ballroom 5

ENTREPRENEURIAL ACTIVITIES AND SOCIAL ISSUES
Chair: Jintong Tang, Saint Louis University

Embedded entrepreneurship within the context of BoP: A systematic review of the literature and directions for future studies

Chair: Jing Li, Soochow University

What is the role of entrepreneurship for population living in bottom of the pyramid (BoP)? How could entrepreneurship make a difference in reducing poverty? What factors drive entrepreneurial activities in the BoP context? To answer these questions, we conduct a systematic review of the literature on entrepreneurship studies within BoP context in the past three decades. We identified three main influential factors of entrepreneurship in BoP: institutional environments, entrepreneurial characteristics, and organizational resource management. We also reviewed social impacts of entrepreneurial activities in BoP.

Can entrepreneurial environment’s impact be handled? A study on the role of regional entrepreneurial environment from social cognition perspective

Jing Li, Soochow University
YuHua Cao, Soochow University

Based on an interaction model adapted from social learning theory, this study explores the effect of regional entrepreneurial environment on entrepreneurship. The structural equation modeling method is used to test the questionnaire data. The results show that the regional entrepreneurial environment has both direct and indirect impact on entrepreneurial activity, and indirect effect is through the intermediary role of entrepreneurial efficacy. The results also enrich the theoretical connection of interaction among cognition, behavior, and environment, which provides a useful idea for exploring entrepreneurial cognition and regional entrepreneurial environment.

Family endowment or personal effort? The effects of equality of opportunity on firm philanthropy and growth

Zhi Tang, Rochester Institute of Technology

How do entrepreneurs with unequal opportunities (at the start of their business) view and engage in social responsibilities? How does equality of opportunity (EOP) affect the growth of their business? With the soaring income gap in major economies, the answers to these questions bear important theoretical and practical implications: Integrating EOP, entrepreneurship, and philanthropy literatures and relying on the data from 2,503 Chinese entrepreneurial firms, we found that entrepreneurs with a higher level of individual effort are more likely to engage in philanthropic activities, but the individual effort further reduces the contribution of philanthropy to firm growth. No significant effect related to family circumstance was found.

Brribery in the new venture creation process

Jintong Tang, Saint Louis University
Zhi Tang, Rochester Institute of Technology
Yuli Zhang, Nankai University
Jun Yang, Nankai University

We extend bribery research toward entrepreneurial theory and practice by examining how bribery impacts new venture disbanding. Contradicting conventional wisdom that bribery may enhance firms’ competitive advantage, we propose that firm bribery activity hurts new ventures by increasing the hazard of venture disbanding. Further, guided by resource dependence theory, we examine how local economic development and organizing activity moderate the relation between bribery and disbanding. Data from Chinese entrepreneurs support the majority of our hypotheses.

A short scale to measure responsible innovation

Stephen Zhang, University of Sydney
Afreem Choudhury, University of Sydney

The concept of responsible innovation is spreading, however, the literature on responsible innovation remains stymied by the lack of a validated measure of responsible innovation. To enable empirical works on responsible innovation, we aim to develop a short measurement scale that is handy for practitioners and researchers interested in assessing responsible innovation at the organizational level. Such a measure was developed based on the theory of responsible innovation and validated based on standard scale development protocols. Subject-matter experts examined the content validity of the measure, and we assessed the other validities via a sample of professionals working in companies that innovate. We discuss how this new measure of responsible innovation scale serves as a groundwork for researchers and practitioners to further our understanding of responsible innovation.

EXPLAINING THE RELATIONSHIP BETWEEN AGE DISIMILARITY AND TASK PERFORMANCE. THE ROLES OF JUSTICE AND VALUE DISIMILARITY

Mladen Admovic, University of Melbourne

Due to the increase of the retirement age and better healthcare, age dissimilarity becomes more important in the workplace. Past age dissimilarity research usually drew on the social identity perspective and predicted negative age dissimilarity effects on workplace outcomes. However, past research often did not confirm its negative theoretical predictions and suffers from inconsistent findings. To expand age dissimilarity research, we integrate it with organizational justice research. We investigate in teams the mediating role of age dissimilarity and injustice perceptions. We further expect that value dissimilarity plays a key role to determine the direction of age dissimilarity effects and therefore investigate its moderating role. To test our hypotheses, we conducted a three-phase survey study. The results show that age dissimilarity is negatively related to injustice perceptions, contradicting the social identity perspective. Reduced injustice perceptions further moderate the positive indirect relationship between age dissimilarity and task performance. This indirect relationship becomes non-significant when employees perceive value dissimilarity.
The effect of job routinization on employees’ motivation and performance: The moderating role of safety climate

• Mengsan Chen, Sun Yat-sen University
• Haibo Wu, Sun Yat-sen University
• Xiaohui Wang, Sun Yat-sen University

Drawing on the self-determination theory, the current study explores the influence of job routinization on employees’ emotional exhaustion and task performance through work motivations. In addition, group-level safety climate moderates the relationship between job routinization and controlled motivation. Multilevel analyses of a multi-wave survey of 579 high school teachers revealed that group-level job routinization relates positively to employees’ emotional exhaustion and task performance via controlled motivation and autonomous motivation. The analyses also showed that, in the groups with higher levels of safety climate, job routinization relates negatively to employees’ emotional exhaustion through controlled motivation of job routinization and attenuate job routinization’s negative effect.

Understanding when misfit employees stay and harm the organization: The moderating roles of job/community sacrifice and performance-rewards contingency

• Nai-Wen Chi, National Sun Yat-Sen University
• Ling Juan Lu, National Sun Yat-Sen University

Based on Hom, Mitchell, Lee and Griffiths’s (2012) proximal withdrawal states model, we attempt to identify the conditions under which employees’ demand-ability (D-A) misfit and/or A-D misfit might lead to “dysfunctional retention”. Specifically, we propose that job employee sacrifice (JS)/community sacrifice (CS) and performance-rewards contingency (PRC) are important forces that determine employees’ responses to misfit. Employing a multisource and multiphase research design, we collected data from 327 supervisor-employee pairs from high-technology industries in Study 1, and from 218 supervisor-employee pairs from high-technology industries in Study 2. The results of the Hierarchical linear modeling show that: (a) D-A misfit increases employee retention intentions and work avoidance behaviors (WABs), and reduces task performance when JS is high and PRC is low. However, these relationships are attenuated when JS and PRC are both high. (b) H-S misfit reduces employee retention intentions and task performance, and increases WABs when CS is high and PRC is low. However, these relationships are attenuated when CS and PRC are both high. Our findings suggest that it is important to consider employees’ JS/CS and perceived performance-rewards contingency in order to mitigate the harmful effects of employees’ person-job misfit.

Affective mechanisms linking team voice to performance in work teams: The moderating role of team reflexivity

• Chu-Ding Ling, Hong Kong Polytechnic University
• Melody Jun Zhang, City University of Hong Kong
• Wu Liu, Hong Kong Polytechnic University
• Xiao-Yun Xie, ZhongJiang University

The impact of team-level voice has been raised to attention in organizational research. In this study, drawing on affective event theory and the dynamic view of team affect, we propose a second-stage moderated mediation model in which positive and negative team affective tone operate as mediating mechanisms between team voice and team performance and team reflexivity functions as a moderator amplifying or attenuating the indirect relationships. With two samples of multiple-wave and multiple-source survey data, we found that team positive affective tone mediated the positive relationship between promotive team voice and team performance and team reflexivity accentuated this mediating effect. Moreover, we further found that team negative affective tone conditionally mediated the positive relationship between prohibitive team voice and team performance; the mediating effect occurred only when team reflexivity was high.

Does procedural justice make employees thrive? The moderating role of organizational identification and moderating role of psychological empowerment

• Alice J. M. Tan, University of Macau
• Xiaowen Lin, University of Macau
• Raymond Loi, University of Macau
• Lida L. Zhang, University of Macau

This study examines thriving at work as an outcome of procedural justice. Building on the group engagement model of procedural justice and the socially embedded model of thriving, we hypothesize that procedural justice shapes employees’ organizational identification but, in turn leads to thriving. We further predict that psychological empowerment strengthens this indirect relationship. We conducted a three-phase online survey with a sample of 407 Chinese working adults. Our findings support our hypotheses and imply that organizations should provide procedural justice and empowerment to employees to make them thrive at work.

June 21 / Session 3.5.4 / 4:30-6:00 PM
Track: Organization and Management Theory Room: Umbra

Revisiting the concept of institution in a changing global economy

• Daniel Etse, RMIT University
• Adela McMurray, RMIT University
• Nuttawut Muensohn, RMIT University

The purpose of this paper is to examine the concept of institution in a changing global economy. Using the theory of historical institutionalism and literature review as its method, this paper explores the underlying elements of the concept of institution and related relationships, as well as the response of institutions to changing conditions in their environment. The findings suggest that institutions are undergirded by four major elements: culture, political actors, regulatory factors, and historical events; these influence the formation and development of institutions, and institutions in turn regulate these underlying factors. Moreover, institutions respond to changing conditions in four major ways: resistance, adaptation, evolution, and fading away.

The strategies for sustainable development among small and medium sized firms in China—Empirical evidence and implications

• Ji Li, Shenzhen University
• Yanghong Hu, University of Aberdeen
• Qil Song, Southwestern University of Finance and Economics
• Min Liu, Southwestern University of Finance and Economics
• Fangbai Song, Dongbei University of Finance and Economics

Collecting data from small and medium sized entrepreneurial firms in China, we compare the effect of three dimensions of sustainable strategy adopted by the Chinese firms, i.e., economic, environmental and social sustainable ones. It is argued that these strategies may influence a firm’s CSR legitimacy and consequent performance. Analyzing data from 187 entrepreneurial firms, we find that the social dimension of sustainable strategy is the most effective at influencing firms’ legitimacy in the China. This legitimacy, in turn, has a positive effect on the firms’ performances, including marketing new products, entering new geographic markets, and improving operation efficiency.

June 21 / Session 3.5.5 / 4:30-6:00 PM
Track: International Management Room: Tabanan

Observing ownership structure from a lifecycle angle: The evidence from China

• Yongquan Ma, Nanjing University of Aeronautics and Astronautics
• Peng Wang, City University of Hong Kong
• Xi’an Jiaotong University
• Ao Shen, Xi’an Jiaotong University; National University of Singapore

Ownership structure (i.e., ownership concentration and ownership control) is often regarded as related to performance in the finance literature. In this study, from the perspective of firm life cycle, we explore how ownership structure influences firm performance, and examine the relationship between ownership structure and performance variability in China. We test our hypotheses using secondary data in China from 2007 to 2012. The result generalizes our hypothesis. Our research contributes to a reconciliation of prior inconsistent findings by pinpointing the relationship between ownership structure and the effects of corporate governance in different stages of life cycle in China.

Founding members’ status and firm performance: A study on China’s rich list

• Li Li, University of Sydney
• Gracy (J. Y.) Yang, University of Sydney
• Wei Liu, University of Sydney

This paper examines whether and how the status of an entrepreneur brings benefits or burdens to his/her firm. By analyzing the well-known Hurun Rich List in China, we develop a two-stage framework to reconcile the debate of the status’s effect: “status acts as a benefit” and “status acts as a burden”. In the first stage, we find that firms whose founding entrepreneurs are included in the Rich List generally perform better than those without any members listed in the Rich List. However, if only comparing among the firms whose founding entrepreneurs are listed in the Rich List, their ranking tends to present an inverted-U shape with firm performance. This finding suggests that the status of entrepreneurs (as indicated by the ranking frequency) can create benefits to their firms and increase the firm performance at a decreasing rate; in the meanwhile, the status of entrepreneurs that can decrease the firm performance at an increasing rate. Using 275 entrepreneurs who are included in the Rich List as the top 100 wealthiest persons in China between 2008 and 2016, and their associated 723 publicly listed firms in China, we find empirical support for our main argument.
Max von Zedtwitz, Kaunas University of Technology

This paper explores how foreign multinational corporations (MNCs) manage risks associated with “forced” technology transfer (“FTT”) policies in emerging markets. Although MNCs are increasingly exposed to appropriability risks from these policies, how they respond is relatively under-studied in international business (IB) research. We explore this topic based upon a survey and interviews with Western MNCs doing business in China, as well as a discussion about the recent US-China trade war. We find that, as traditional IB theory would predict, internally-oriented strategies (e.g., internalization, maintenance of informal intellectual property (IP), and control of technological centrality and sophistication) are often used to respond to FTT policies; however, the risks from such policies can sometimes be more efficiently managed by externally-oriented strategies (e.g., non-market activities and reliance on formal IP). We discuss how the co-evolution of MNCs’ risk management strategies alongside changing value chains, IP institutions, and conditions determining the leverage of FTT policies appear to contribute to this phenomenon. We argue that IB research should more prominently recognize the role of externally-oriented strategies, not only internally-oriented ones, in managing the complex IP-related institutional challenges present in emerging markets today.

Cultural barriers in counter-urbanization: A study of workers with urban backgrounds in remote areas of Australia and China

Pi-Shen Seet, Edith Cowan University
Janice Jones, Flinders University
Tim Acker, Tracker Development
Michelle Whittle, Flinders University
Uma Jogulu, Edith Cowan University

Intensive rural-urban internal migration in Australia and China has led to increasing competition for jobs in major cities as well as key skill shortages in more remote areas. Government incentives, reinforced by individuals’ changes in lifestyle preferences for a ‘sea change’ or ‘tree change’ to escape stress, congestion and pollution, has resulted in ‘counter-urbanisation’ with many urbanites seeking opportunities in more rural and remote settings. However, many people who relocate face significant issues coping with and adjusting to their new settings, particularly individuals with an urban upbringing and background. Hence, this paper explores the challenges these people experience when they move to and work in remote parts of the country. This study is based on primary research in Australia among urbanite managers who had moved to remote Aboriginal and Torres Strait Islander communities and secondary research among Chinese workers, including those with non-governmental organisations (NGOs) living and working in interior parts of China. Several cultural competence challenges were identified among these workers with individuals from the Australian and Chinese contexts differing along four dimensions.

The who you know or what you know? Service sector subsidiaries located in Taiwan. We investigate the performance determinants of foreign- owned service sector subsidiaries located in Taiwan. We focus in particular on the dimensions of intra- and inter- owned service sector subsidiaries located in Taiwan. We analyze the antecedents and consequences of expatriate adjustment related to expatriate adjustment. Prior studies have shown that individual and organizational factors are all significantly about expatriate adjustment. This study examines complexity in expatriate adjustment, the who you know or what you know? Service sector subsidiaries located in Taiwan. We investigate the performance determinants of foreign-owned service sector subsidiaries located in Taiwan. We focus in particular on the dimensions of intra- and inter-
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九篇至第二十一篇主要包含了参与者的名字列表，每篇分别列出了不同的人名。参与者的名字后面可能有数字编号，表示他们在特定部分的顺序或部分的编号。