**Organization Science**

**Volume 33, Issue 4, Jul/Aug 2022**

**1. Title: Where Do Born Globals Come from? A Neoconfigurational Institutional Theory.**

**Authors: Fainshmidt, Stav; Smith, Adam W.; Aguilera, Ruth V.**

**Abstract:** Born globals, recently established firms that obtain a substantial share of their revenue from foreign markets, can help strengthen countries' economic vitality and increase innovation levels. The extent of born global formation varies considerably across countries, yet it is unclear why this is the case. Drawing on the neoconfigurational institutional perspective, we develop a typology of institutional contexts associated with high born global formation rates. We posit that high rates of born global formation occur where institutional features favorable to border-spanning activities complement institutional features conducive to entrepreneurial activity, thus forming an institutional configuration that enables, equips, and motivates more societal members to launch born globals. Accordingly, we hypothesize a primary institutional configuration where international transaction facilitators, entrepreneurial educational capital, and entrepreneurial norms combine to propel born global formation. Further, we draw on the internationalization literature to propose two alternative types of institutional configurations conducive to born global formation. These two types provide functional substitutes for the primary type and are distinctly propelled by (1) escapism from low-quality public governance institutions or (2) immigrant entrepreneurship. Fuzzy-set qualitative comparative analysis on data from 66 countries supports our typology and illustrates why born global activity may thrive even in contexts with institutional weaknesses. Our study develops a neoconfigurational model to advance a holistic understanding of the born global phenomenon's theoretical drivers, contributing to research on comparative capitalism and international entrepreneurship.

**2. Title: Mitigating Gig and Remote Worker Misconduct: Evidence from a Real Effort Experiment.**

**Authors:** **Burbano, Vanessa C.; Chiles, Bennett.**

**Abstract:** Employee misconduct is costly to organizations and has the potential to be even more common in gig and remote work contexts, in which workers are physically distant from their employers. There is, thus, a need for scholars to better understand what employers can do to mitigate misconduct in these nontraditional work environments, particularly as the prevalence of such work environments is increasing. We combine an agency perspective with a behavioral relationship-based perspective to consider two avenues through which gig employers can potentially mitigate misconduct: (1) through the communication of organizational values and (2) through the credible threat of monitoring. We implement a real effort experiment in a gig work context that enables us to cleanly observe misconduct. Consistent with our theory, we present causal evidence that communication of organizational values, both externally facing in the form of social/environmental responsibility and internally facing in the form of an employee ethics code, decreases misconduct. This effect, however, is largely negated when workers are informed that they are being monitored. We provide suggestive evidence that this crowding out is due to a decrease in perceived trust that results from the threat of monitoring. Our results have important theoretical implications for research on employee misconduct and shed light on the trade-offs associated with various potential policy solutions.

**3.** **Title: Learning to Manage Breadth: Experience as Repetition and Adaptation.**

**Authors: Dutt, Nilanjana; Lawrence, Megan.**

**Abstract:** We examine how experience-induced adaptations that affect the breadth of an ongoing activity affect performance. The research on organizational learning suggests that accumulating experience, both from repetition and adaptation at the activity level, improves outcomes. Yet, findings on the effects of increasing breadth—the number of different processes making up an activity—are mixed. Greater breadth exposes organizations to diverse activities. It also generates an additional need for coordination that may undermine performance. We examine the joint effect of experience and breadth on waste reduction for U.S. manufacturing facilities managing their toxic waste from 1991 to 2014. These facilities manage toxic waste on a chemical by chemical basis. We find a detrimental effect of breadth on performance that is highest for facilities with low experience; however, this effect is moderated by experience with the waste management activity. Because most facilities manage toxic waste from several chemicals, we also see spillovers—in terms of both learning benefits and the costs of increasing breadth. When a facility expands waste management breadth anywhere, performance decreases for the focal chemical. Yet, this spillover effect of breadth decreases for activities where the facility has accrued more experience. Our research clarifies when facilities should consider adding breadth to a routine activity and why performance in the proximate period may falter as the organization learns and improves in the longer term.

**4. Title: Mind the Gaps: How Organization Design Shapes the Sourcing of Inventions.**

**Authors: Eklund, John; Kapoor, Rahul.**

**Abstract:** An important problem for many firms is sustaining their rate of innovation by launching new products on an ongoing basis. Accordingly, firms need to replenish their innovation pipelines with new inventions as existing inventions are weeded out or reach fruition. The replenishment can be done through internally generated inventions or through externally sourced inventions via licensing, alliance, or acquisition modes. Drawing on incentives- and knowledge-based views of the firm, we consider the difference in managerial decision making between centralized and decentralized research and development (R&D) organization designs and how it impacts firms' propensities to draw on externally sourced inventions. As compared with centralized designs, decentralized designs are associated with greater incentives for managers to replenish their firms' pipelines but are limited in terms of intraorganizational knowledge flows that can facilitate the creation of inventions. We explore these mechanisms using a novel data set of firms' sourcing decisions within the pharmaceutical industry between 1996 and 2015. We find that firms with decentralized R&D designs replenish their pipelines with a higher proportion of externally sourced inventions than do firms with centralized designs. This difference is found to be mainly attributed to external sourcing via licensing and for inventions of moderate novelty. This study offers an important contribution to the question of how firms organize for innovation, highlighting the relationship between internal R&D organization design and the external sourcing of inventions. In so doing, it illustrates that the choice of organization design in terms of centralization or decentralization can shape a firm's locus of innovation.

**5. Title: The Primordial Soup: Exploring the Emotional Microfoundations of Cluster Genesis.**

**Authors: Aversa, Paolo; Furnari, Santi; Jenkins, Mark.**

**Abstract:** Previous research on the genesis of industrial clusters has focused on macrolevel (e.g., agglomeration economies and institutions) or mesolevel explanatory factors (e.g., serial entrepreneurship, spin-offs). Less studied are the microfoundations of cluster genesis, intended as the individual- and group-level processes underlying such macrolevel outcomes. Yet, microfoundations are key to understanding the "primordial soup" of cluster genesis—that is, the processes unfolding in the early moments of cluster formation, before the first emergence of commercial activity. Through a historical case study of the British Motorsport Valley (1911–1970s), we trace back the primordial origins of this cluster to the casual leisure activities of groups of amateur motorsport enthusiasts who then prompted the professionalization of motorsport racing and its transformation into the business at the core of the industrial cluster. We theorize that clusters emerge through the layering of different domains (casual leisure, serious leisure, and business), each made of three elements (actors, activities, and artifacts), which interact via two microlevel mechanisms: (1) localizing passion, a shared emotional energy by which people become affectively attached to the spaces where they carry out activities that they enjoy; (2) domain repurposing, the shift of a configuration of actors, activities, and artifacts toward a new purpose, originating a new domain. Whereas domain repurposing induces the transformation of activities from leisure to business (thus originating the industry at the core of a cluster), localizing passion anchors the activities to the same geographical area (clustering the industry). Our key contribution is to explore the emotional microfoundations of cluster genesis.

**6. Title: Immigrant Entrepreneurship: The Effect of Early Career Immigration Constraints on New Venture Formation.**

**Authors:** **Agarwal, Rajshree; Ganco, Martin; Raffiee, Joseph.**

**Abstract:** We examine how institutional factors may affect microlevel career decisions by individuals to create new firms by impacting their ability to exercise entrepreneurial preferences, their accumulation of human capital, and the opportunity costs associated with new venture formation. We focus on an important institutional factor—immigration-related work constraints—given that technologically intensive firms in the United States not only draw upon immigrants as knowledge workers but also because such firms are disproportionately founded by immigrants. We examine the implications of these constraints using the National Science Foundation's Scientists and Engineers Statistical Data System, which tracks the careers of science and engineering graduates from U.S. universities. Relative to natives, we theorize and show that immigration-related work constraints in the United States suppress entrepreneurship as an early career choice of immigrants by restricting labor market options to paid employment jobs in organizational contexts tightly matched with the immigrant's educational training (job-education match). Work experience in paid employment job-education match is associated with the accumulation of specialized human capital and increased opportunity costs associated with new venture formation. Consistent with immigration-related work constraints inhibiting individuals with entrepreneurial preferences from engaging in entrepreneurship, we show that when the immigration-related work constraints are released, immigrants in job-education match are more likely than comparable natives to found incorporated employer firms. Incorporated employer firms can both leverage specialized human capital and provide the expected returns needed to justify the increased opportunity costs associated with entrepreneurial entry. We discuss our study's contributions to theory and practice.

**7. Title: "Feeling in Control": Optimal Busyness and the Temporality of Organizational Controls.**

**Authors: Lupu, Ioana; Rokka, Joonas.**

**Abstract:** This study extends prior research seeking to understand the reproduction and persistence of excessive busyness in professional settings by addressing the relationship between organizational controls and temporal experiences. Drawing on 146 interviews and more than 300 weekly diaries in two professional service firms, we develop a framework centered on the emerging concept of optimal busyness, an attractive, short-lived temporal experience that people try to reproduce/prolong because it makes them feel energized and productive as well as in control of their time. Our findings show that individuals continuously navigate between different temporal experiences separated by a fine line, quiet time, optimal busyness, and excessive busyness, and that optimal busyness that they strive for is a fragile and fleeting state difficult to achieve and maintain. We show that these temporal experiences are the effect of the temporality of controls—that is, the ability of controls to shape professionals' temporal experience through structuring, rarefying, and synchronizing temporality. Moreover, we find that professionals who regularly face high temporal pressures seek to cope with these by attempting to construct/prolong optimal busyness through manipulating the pace, focus, and length of their temporal experiences, a process we call control of temporality. Our study contributes to a better understanding of the reproduction of busyness by explaining why professionals in their attempts to feel in control of their time routinely end up overworking.

**8. Title: The Effect of Role-Based Product Representations on Individual and Team Coordination Practices: A Field Study of a Globally Distributed New Product Development Team.**

**Authors: Mattarelli, Elisa; Bertolotti, Fabiola; Prencipe, Andrea; Gupta, Amar.**

**Abstract:** The investigation of the appealing indication that a modular product architecture is best associated to a loosely coupled organizational structure—that is, the mirroring hypothesis—has produced contradictory evidence, especially in the dynamic and ambiguous context of new product development. By integrating modularity theory and product-representation theories, we investigate how individual agency affects coordination in teams developing modular products. We conducted a field study of Flower-Net, a globally distributed team in a major IT company, engaged with the development of a modular software using agile practices. Our grounded model shows that, whereas top managers defined the product as modular and coordinated work accordingly, individuals developed different representations of the product's architecture and conflicting individual coordination practices. We traced the individual development of product architecture representations back to the individual interpretations of organizational roles as more or less "segmented." Conflicting individual practices, associated to different role-based product representations, were not addressed by the team—that developed a state of illusory concordance—and impaired the functioning of the team. This study contributes to the literature on modularity and the mirroring hypothesis by proposing individual role-based representations as an underexplored level of analysis for the matching between product and organizational modularity (Mirroring Hypothesis II). It also contributes to the debate on how representations affect team coordination, by detailing how role-based product representations can influence team members' divergence and sustain illusory concordance.

**9. Title: The Theory and Measurement of Expertise-Based Problem Solving in Organizational Teams: Revisiting Demonstrability.**

**Authors: Bonner, Bryan L.; Shannahan, Daniel; Bain, Kristin; Coll, Kathryn; Meikle, Nathan L.**

**Abstract:** The current paper revisits and builds upon task demonstrability, which defines the criteria necessary for groups to choose a correct response if any member prefers that response. We identify boundary conditions of the current conceptualization of task demonstrability with respect to its use in understanding modern organizational teams. Specifically, we argue that, in its current form, task demonstrability is not optimally suited to studying ongoing teams in which member expertise varies and teams work to complete complex multifaceted tasks. To address this issue, we provide a revisited perspective on demonstrability. We specify the nomological network of revisited demonstrability and recast each of its criteria in a form that preserves the original intent of the construct, but has broader applicability, particularly to organizational contexts. We then discuss theoretical implications and managerial applications of the construct. Finally, noting that there is no standard assessment tool for demonstrability (original or revisited), we develop and validate a measure to facilitate future research.

**10. Title: Simulating the Cause: How Grassroots Organizations Advance Their Credibility Through the Dramaturgical Curation of Events.**

**Authors: Khoury, Theodore A.; Shymko, Yuliya; Vermeire, Jacob.**

**Abstract:** To survive, nascent grassroots organizations—and their respective causes—must earn the trust of various audiences that can impact credibility advancement. However, it can be quite difficult for grassroots organizations to access suitable settings, times, and collocated audiences. One context that can yield this type of access is an event as it constitutes a rare opportunity for organizations to engage in practices that impact credibility advancement. We investigate how a volunteer-based grassroots organization orchestrates a high-profile event at the United Nations to promote African diaspora entrepreneurs as a valuable force in the mitigation of development challenges in their home countries. We employ qualitative data collected from ethnographic observations, interviews, and secondary sources and apply grounded theory approaches to demonstrate how organizational credibility can be advanced through performative strategizing within event settings. Drawing from heuristics used in theatrical performances, we found that the grassroots organization mobilized specific audience groups in participative role-playing across two acts, thereby producing and consecrating a temporary simulacrum of a cause-related community it claimed to represent. Our findings demonstrate how an unproven organization can strategically use audience mobilization to convert event settings into performative spaces for simulacrum creation and credibility advancement.

**11. Title: Institutional Disruptions and the Philanthropy of Multinational Firms.**

**Authors: Ballesteros, Luis; Magelssen, Catherine.**

**Abstract:** This paper studies philanthropy by multinational enterprises (MNEs) during institutional disruptions—the sudden and unexpected, temporary, and systemic breakdowns in market-oriented institutions. The central argument is that, under institutional disruptions, MNEs aim to restore factors that are essential for the market to function, such as infrastructure and labor markets, and the strength of the market restoration motive is positively associated with the economic importance of the affected country to the MNE. Analyses of donations from 2,000 MNEs headquartered in 63 countries in the aftermath of 265 major epidemics, natural disasters, and terrorist attacks affecting 129 countries suggest that the economic importance of the country to the firm strongly explains donations. Country market concentration, public aid, and the country's regulatory quality moderate this effect. These associations are robust to a matching method; a vector of firm-, country-, and event-specific time-varying and -constant variables; and alternative motives, such as reputation, altruism, media salience, market standing, and poverty-gap avoidance. They offer evidence that company philanthropy in the aftermath of institutional disruptions may deviate from predicted behavior under stable conditions. Particularly, the findings contest the expectation that philanthropy rises in market competition. Monopolistic firms are comparatively large donors and may act as an economic stop-loss mechanism during large disruptions.

**12. Title:** **The Dynamism of Daily Justice: A Person-Environment Fit Perspective on the Situated Value of Justice.**

**Authors:** **Lennard, Anna C.; Matta, Fadel K.; Lin, Szu-Han; Koopman, Joel; Johnson, Russell E.**

**Abstract:** Despite the generally positive consequences associated with justice, recent research suggests that supervisors cannot always enact justice, and responses to justice may not be universally positive. Thus, justice is likely to vary in both how much it is received and the employee reactions it engenders. In order to understand the range of justice responses, we develop a dynamic theory of justice by using person-environment fit to take both the value that an individual places in justice and the justice they received into account. Using this framework, we clarify the consequences of congruence versus incongruence in daily justice received and valued, which have implications for treatment discrepancies and subsequent work behavior. We also identify the differences between excess and deficient justice on cognitive and affective responses to justice. Our findings reveal that employees' experience of justice is more complicated than simply whether the justice they received was high or low on a particular day. Using experience sampling and polynomial regression methods, we observe that not all instances in which employees receive high levels of justice are equivalent. In fact, we find that, depending on justice valued, receiving high levels of justice can be just as detrimental as receiving low levels. Additionally, we find that although both forms of justice misfit (excess and deficiency) cause-negative work outcomes, they affect these outcomes through differential responses to justice — with excess causing increased rumination and deficiency causing decreased positive affect. We conclude by discussing the implications of these findings for extant justice theory and for supervisor-employee work interactions.

**13. Title: Global Leaders for Global Teams: Leaders with Multicultural Experiences Communicate and Lead More Effectively, Especially in Multinational Teams.**

**Authors: Lu, Jackson G.; Swaab, Roderick I.; Galinsky, Adam D.**

**Abstract:** In an era of globalization, it is commonly assumed that multicultural experiences foster leadership effectiveness. However, little research has systematically tested this assumption. We develop a theoretical perspective that articulates how and when multicultural experiences increase leadership effectiveness. We hypothesize that broad multicultural experiences increase individuals' leadership effectiveness by developing their communication competence. Because communication competence is particularly important for leading teams that are more multinational, we further hypothesize that individuals with broader multicultural experiences are particularly effective when leading more versus less multinational teams. Four studies test our theory using mixed methods (field survey, archival panel, field experiments) and diverse populations (corporate managers, soccer managers, hackathon leaders) in different countries (Australia, Britain, China, America). In Study 1, corporate managers with broader multicultural experiences were rated as more effective leaders, an effect mediated by communication competence. Analyzing a 25-year archival panel of English Premier League soccer managers, Study 2 replicates the positive effect of broad multicultural experiences using a team performance measure of leadership effectiveness. Importantly, this effect was moderated by team national diversity: soccer managers with broader multicultural experiences were particularly effective when leading teams with greater national diversity. Study 3 (digital health hackathon) and Study 4 (COVID-19 policy hackathon) replicate these effects in two field experiments, in which individuals with varying levels of multicultural experiences were randomly assigned to lead hackathon teams that naturally varied in national diversity. Overall, our research suggests that broad multicultural experiences help leaders communicate more competently and lead more effectively, especially when leading multinational teams.

**14. Title:** **Taking Your Team Behind the Curtain: The Effects of Leader Feedback-Sharing and Feedback-Seeking on Team Psychological Safety.**

**Authors: Coutifaris, Constantinos G. V.; Grant, Adam M.**

**Abstract:** Although scholars have highlighted the benefits of psychological safety, relatively few studies have examined how leaders establish it. Whereas existing research points to the importance of seeking feedback, we draw on theories of self-disclosure, trust, and implicit voice to propose that leaders can also promote psychological safety by sharing feedback—openly discussing criticisms and suggestions they have already received about their own performance. In Study 1, naturally-occurring feedback-seeking and feedback-sharing by CEOs independently predicted board member ratings of top management team psychological safety. In Study 2, a longitudinal field experiment, randomly assigning leaders to share feedback had a positive effect on team psychological safety one year later, whereas assigning leaders to seek feedback did not. In Study 3, to explore the processes through which feedback-sharing had an enduring effect but feedback-seeking did not, we conducted qualitative interviews with participating leaders and employees two years later. We found that leaders initiated vulnerability through seeking feedback, but it dissolved due to defensiveness and inaction. In contrast, sharing feedback normalized and crystallized vulnerability as leaders made a public commitment to keep sharing and employees reciprocated, which opened the door for more actionable feedback, greater accountability, and ongoing practices that allowed psychological safety to endure. Our research suggests that to achieve enduring improvements in psychological safety, it may be particularly effective for leaders to share criticism they have received—and that doing so does not jeopardize their reputations as effective and competent.

**15.** **Title: Generalized Trust, External Sourcing, and Firm Performance in Economic Downturns.**

**Authors: Vanneste, Bart S.; Gulati, Ranjay.**

**Abstract:** Going beyond prior research that has focused on dyadic, party-specific trust, this study investigates the importance of generalized trust, which is not specific to a counterparty and originates from a broader context. We analyze how generalized trust at the regional level affects the extent to which a firm relies on external suppliers and the performance effects of doing so. Furthermore, we assess how these relationships are impacted by an economic downturn. We exploit differences in generalized trust across 145 regions in 12 European countries and use data on more than a million small- and medium-sized enterprises (SMEs) before and during the Great Financial Crisis (from 2008 to 2010). Control variables are selected via a double-selection procedure based on machine learning. We find that firms in high generalized trust regions, compared with those in low generalized trust regions, source more externally (but do not reduce external sourcing less in an economic downturn) and benefit more from external sourcing during an economic downturn.

**16. Title: Beyond Spatial Proximity: The Impact of Enhanced Spatial Connectedness from New Bridges on Entrepreneurship.**

**Authors: Dutta, Sunasir; Armanios, Daniel Erian; Desai, Jaison D.**

**Abstract:** Various strands of work have explored how spatial proximity helps (metaphorically) bridge barriers to resource mobilization and foster knowledge transfer. However, much of that work takes spatial connectedness as a given. We argue that spatial connectedness is a distinct construct that affects the extent to which spaces are not just proximate but are actually able to link people, ideas, resources, and knowledge together. We explore one such source of connectedness—physical (not metaphorical) bridges. We find that the opening of newly built bridges enhances startup founding in the local geographic community. Beyond their impact on startup founding, newly built bridges also influence the organizing process for such ventures. This includes a positive impact on the entry of prospective founders into entrepreneurship and an increase in the number of early-stage investors. The subsequently founded ventures are also more likely to engage in recombination and to cross industry boundaries. We explore scope conditions around industry and connective heterogeneity. We also test for robustness to various modeling approaches. The discussion highlights contributions of these findings to the study of entrepreneurship, as well as of organizations and the institutional fields in which they operate.

**17. Title: Organizing Form, Experimentation, and Performance: Innovation in the Nascent Civilian Drone Industry.**

**Authors: Bremner, Robert P.; Eisenhardt, Kathleen M.**

**Abstract:** Our aim is to explore whether the benefits to firms of using community-based innovation extend to nascent markets: uncertain, high-velocity settings with novel, often complex products. Grounded in a rare empirical comparison, we closely track the two ventures (one using community-based innovation and the other firm-based) that pioneered the nascent civilian drone market. We unpack how each addressed the three major innovations that shaped this setting. Our primary insight is that the firm organizing form for innovation performs best relative to communities in nascent markets. Firms have a coordination advantage that enables quickly and accurately targeting experimentation and problem-solving processes to reduce the many specific uncertainties that characterize these markets. Although communities can help, their task self-selection advantage works best in stable settings such as established markets with simple products (e.g., modular software) and in ambiguous settings in which low-cost randomness pays off. Broadly, we contribute a theoretical framework that identifies how organizing form and problem type jointly shape innovation performance. Most important, uncertainty forms a boundary condition for when firms should rely on firm-based (versus community-based) organizing for innovation.

**18. Title: Entrepreneurship Through a Unified Sociological Neoinstitutional Lens.**

**Authors: Sine, Wesley D.; Cordero, Arkangel M.; Coles, Ryan S.**

**Abstract:** The institutional context, which includes the normative, regulative, and cognitive dimensions of social life within the various constitutive spheres of society, has a strong influence on entrepreneurial processes and outcomes. Institutions shape who becomes an entrepreneur, opportunity creation, identification, and evaluation, as well as how entrepreneurs attempt to start new firms. We introduce a novel framework that unifies the two dominant perspectives in sociological neoinstitutionalism, the institutional logics and the institutional pillars typologies, and apply this unified framework to examine the existing research at the nexus of entrepreneurship and institutional theory while outlining a set of entrepreneurial phenomena to which the framework can be applied. We analyzed the citation pattern of all 77 articles published since 1999 in top management journals (Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Organization Science, and Strategic Management Journal) that used institutional theory to examine entrepreneurial phenomena, and we demonstrate how the unified framework effectively organizes past research while also pointing to new and important areas for development.