The International Journal of Management and Business

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The International Journal of Management and Business provides a platform for professionals, practitioners, academics, educators and researchers in the various fields of management and business to disseminate and share the latest research, knowledge and experiences worldwide.

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From the editor

Introduction

It is with great pleasure that I welcome all of you to the seventh issue (Vol. 5, No. 1) of the International Journal of Management and Business (IJMB). In this editorial I will provide reminders of potential additions of new types of articles to the journal and of our request for proposals for special issues and their guest editors, ponder on the near future of IJMB, list IAMB future conferences, and introduce the first issue of our 5th volume.

New additions to the journal

Since its commencement, the IAMB published three types of articles: research papers, case studies and feature articles. All formats are peer reviewed. We invite our readership to consider new options, such as book reviews and opinions for future submission to IJMB.

Once again, it is a real pleasure for this editor to thank his team without whom this and previous issues would not have the qualities and the scope of subjects covered. I want to thank my Associate Editors: J. Michael Geringer, Maria Francisca Blasco Lopez, Marc Eulerich, Jan Schaaper, Zu'bi Al-Zu'bi, and Shmuel Batzri; and a large team of reviewers and the Editorial Board Members for their ongoing participation and contribution to the journal.

I also want to take this opportunity to thank Shmuel Batzri, Ph.D., the founder and the organizer of IAMB, for his continuous and unwavering support and Kelly Anklam for her continuing assistance in editing the papers. I also wish to thank the Frederick E. Baer Professorship in Business at UWGB for partial financial support.

Request for proposals for special issues and their guest editors

Once more we want to announce a request for proposals for special issues and their guest editors. We continue to look for subject matters that will strengthen the in-depth knowledge exchange between disciplines and between international academic communities by providing high-quality and novel contributions organized by renowned experts in the area that have the potential to attract articles of the highest quality.

The subject matters should be similar to those covered by the journal and are broadly defined as management and business issues that are of interest to an international academic and practitioner audience. The following subjects serve as broadly defined areas of interest:

• Organizational Studies
• International Business
• Strategic Management
• Marketing Management
• Technology & Innovation Management
• Human Resource Management
• Education & Training
The only requirement regarding content is that articles must include implications for an international audience. For some subjects this will be a natural inclusion. For others, the authors are expected to add and elaborate on such implications. In either case, the relevance and the importance of the conclusions and implications should be apparent to non-specialists.

For more information about the request for proposals for special issues and their guest editors see pp. 8-9, in Vol. 2, No. 1, available at [http://www.iamb.net/IJMB/journal/IJMB_Vol_2_1.pdf](http://www.iamb.net/IJMB/journal/IJMB_Vol_2_1.pdf)

**The near future for the IJMB**

We are presently on a track to annually publish two issues of the journal. Unfortunately, due to unforeseen circumstances, we omitted the 2nd issue last year. Special issues will be published in coordination with their editors.

The Journal continues to expect submissions for publications from the participants in IAMB conferences, as well as from other high quality scholars in the global academic and practitioners’ communities. We encourage submission of traditional research papers (empirical and theoretical) as well as feature articles, case studies, research notes, book reviews, opinion papers, and spotlight on practice papers.

To support our vision, we are including abstracts in multiple languages. This is also the place to thank wholeheartedly our translators for their excellent work, and to express interest in inclusion of additional languages that are presently missing from our journal. Specifically, we are still looking for translators of abstracts to Chinese, Japanese, Korean and Russian. Serious consideration will be given to additional languages if proposed.

If additional information is needed, you are encouraged to contact the editor.

**Future conferences**

We currently have conferences scheduled for Rome, Italy – September 17-19, 2014; and Las Vegas, Nevada, USA - January 19-21, 2015. More updated information can be found on the IAMB main website page at [www.iamb.net](http://www.iamb.net).

**This issue of IJMB**

We are extremely proud to include in the first issue of the fifth volume six outstanding papers written by highly esteemed colleagues, two of which won paper awards. The first, written by
Davide Girardelli, won the Best Overall Paper Award (co-winner) at the IAMB conference in Madrid, Spain 2010; and the second, written by Aslı Göncü, Zeynep Aycan, and Russell E. Johnson, won the Best Student Paper Award at the IAMB conference in Istanbul, Turkey 2009.

A few of the papers went through eleven reviews over a twenty eight month period, while others went through six reviews over forty months. The acceptance rate as of today is below 20.0%. All the papers in this issue were peer reviewed.

The first paper, written by Davide Girardelli, titled “Modelling Employees’ Suggestion-Making Behavior” [from Italy] is the winner of the Best Overall Paper Award. The paper proposes and tests a model of employee suggestion-making behavior that builds on the Theory of Planned Behavior (TPB). The theory postulates that behavior is a result of behavioral intentions, attitudes, subjective norms, and perceived behavioral control. The study has a unique context in that the model was extended to include: proactive personality, trust and supervisory support, and rewards. The goal of this study was first, to verify whether TPB can be applied to explain suggestion-making behavior and second, whether the TPB variables mediate the relationship between behavior and rewards, organizational trust, and supervisory support. Overcoming limitations of earlier longitudinal studies on this subject, this study follows a single-time-point observational research design with follow-up. Participation rates were assessed three-months after the main data collection, conducted at an automotive plant: Toyota Motor Manufacturing, Kentucky Inc. The model was tested by using the structural equation modelling (SEM) statistical technique. Overall, the findings supported the proposed model. The findings also show that TPB variables mediate the effects of the studied constructs on suggestion-making behavior, specifically, the effect of proactive personality on behavior was fully mediated by intention; as well as, the effects of supervisory support, organizational trust, and perceived rewards on behavior were mediated by attitudes. Lastly, the study has specific implications for managers and practitioners utilizing suggestion systems in their companies. This paper is a welcome contribution to the growing body of the literature discussing employee involvement in suggestion systems and provides for real-life practical advice to both organizational and team leaders on improving organizational and team effectiveness.

The second paper, written by Aslı Göncü, Zeynep Aycan, and Russell E. Johnson, titled “Effects of Paternalistic and Transformational Leadership on Follower Outcomes” [from Turkey and the USA] is the winner of the Best Student Paper Award. The paper investigated the motivations through which paternalistic and transformational leadership styles of managers were associated with employees’ organizational citizenship behaviors (OCB). Transformational leadership (TL) is argued to be the ideal leadership style by scholars regardless of cultural or situational contingencies. However, some scholars argue that efficient leadership styles are contingent in part on the cultural context in which they operate. Paternalistic leadership (PL) is a culture-specific leadership style that is prevalent in Eastern European and Middle Eastern countries. Although previous studies found that TL and PL are related to OCB, the authors suggest that these relationships are mediated by follower motivations, specifically by trust, and intrinsic and extrinsic motivations. Two intrinsic motivations were studied: psychological empowerment and organizational identification; as well as three extrinsic motivations: instrumentality related to the leader, instrumentality related to the work group, and impression management. The findings of the study revealed that in the Turkish cultural context, both
leadership styles enhanced trust in leaders, and trust, in turn, enhanced the intrinsic motivations of employees to perform OCB, although PL and TL were related to OCB through different extrinsic motivations. TL increased the perception of instrumentality of OCB for leaders and for work group members which was associated with actual performance of OCB. PL enhanced employees’ motivation to manage their impression which, in turn, was positively related to their OCB. The authors hypothesize that it may be the case because paternalistic leadership is emotional or relational in nature, which causes inconsistencies in their responses to OCB across situations or between followers. Contrary to predictions, the direct relation of trust in leader with OCB was not significant, which suggests that relations of trust in leader with OCB are fully mediated by intrinsic motivations. The paper is a worthy example of the use of quantitative method when conducting an international study that synthesizes leadership and organizational behavioral aspects of companies in a multi-cultural context. This paper is strongly recommended to researchers, students of, and practitioners in international business and cross-cultural topics as to be open to the impact of different cultures on leadership and the intricate nuances this has on successful implementation of organizational initiatives.

The third paper, written by Marco Tutino, Ida Claudia Panetta, Enrico Laghi, titled “Voluntary Delisting in Italy: Are Italian Listed Firms Moved by Different Incentives?” [from Italy] examines the drivers of Italian companies’ voluntary delisting between 2001 and 2011. Voluntary delisting is undergone by a listed company asking for a revocation of its listing admission, or when the revocation of the listing admission is caused ex officio for non-compliance of issuing requirements. The authors used a sample of 53 industrial companies, and compared them with a control sample of listed companies using the paired sample design methodology, with the support of univariate and multivariate statistical analysis methods. The authors tested for hypotheses related to Free Cash Flow, Leverage Potential, Decreasing Benefits of Being Listed, Limited Capital Market Efficiency and Dividend Payments. The findings suggest that Italian companies going private are relatively small in size and mainly operate in mature sectors with a slow employment growth rate and high capital needs. The authors conclude that the results regarding Italian companies differ significantly from the Anglo-Saxon markets (US, UK). Specifically, the evidence for the positive relation between excess annual cash flow and going private operation seems to be less persuasive in Italian markets than in Anglo-Saxon markets and presents some similarities to previous studies conducted in continental markets such as Germany. Moreover, hypotheses on leverage potential are less consistent for the Italian sample. This can be linked to the generalized high level of debt of firms in Italy. The Italian sample is also marked by lower profitability and a policy of retaining earnings. This might suggest that Italian companies are mainly driven by the need to restructure their capital and business portfolio while the Anglo-Saxon companies are mostly driven by taking advantage of utilizing unused liquidity or in enhancing leverage. The study concludes by suggesting the need for a deeper analysis of potential relationships between companies’ operations, type of investors, and ownership structures in a geographical context. The paper offers an important addition to the international investment and stock market’s literature in light of the globalization of the financial markets.

The fourth paper, written by John-Erik Mathisen and Jan Ketil Arnulf, titled “Entrepreneurial Mindsets: Theoretical Foundations and Empirical Properties of a Mindset Scale” [from Norway], develops and tests a measurement scale for entrepreneurial mindsets. The
instrument builds on the research at the Würzburg School of psychological research and uses the concepts of “Bewusstseinslage,” (state of mind) and “Einstellung” (mindsets) developed in the late 19th and early 20th centuries. A three-dimensional scale using a 24 item questionnaire (reduced to 14 items with acceptable psychometric properties) was constructed measuring elaborating mindsets, implemental mindsets, and compulsiveness about business ideas. The authors suggest that this is the first scale that quantitatively measures the intensity of unique mindsets associated with different stages in the process of becoming engaged in entrepreneurial activities. The authors also measured the big five personality traits to control for personal characteristics. The study used exploratory and confirmatory factor statistical analyses. Using two samples of 608 business students, the authors demonstrated that elaborating mindsets are antecedent to implemental mindsets. Also, the authors found that compulsive mindsets about entrepreneurial activities were mediated by implemental mindsets and that neuroticism is not correlated with entrepreneurial compulsiveness, while openness, extroversion, consciousness, and agreeableness are related to the three different entrepreneurial mindsets. Particularly interesting is the fact that openness to experience is a factor that explains most of the variance in entrepreneurial intention and entrepreneurial performance, emphasizing the role of innovative thinking at an early stage. An important part of this study is the temporary distinction between the different types of mindsets. Elaborating mindsets are a necessary initial step toward entrepreneurial activities. In contrast, implementing mindsets are characteristic of particular – mindedness, necessary for planning of specific actions. The paper submits an important theoretical enhancement and validates a research tool for the cognitive aspect of entrepreneurship and opportunity identification, which is a significant contribution for researchers as well as for practitioners interested in this subject. The study also indicates potential venues of managerial training, suggesting that potential entrepreneurs, students and managers might benefit from receiving training on the planning aspects of new ventures and innovation, but not on the implementation, which would suggest that other methods, for example mentoring, might be more effective.

The fifth paper, written by Irina Cozma, Golshan Javadian, Vishal K. Gupta and Mario Canever, titled “Narcissistic Personality Inventory: An Assessment of Measurement Equivalence across Countries and Gender” [from the USA and Brazil] studies narcissism. The paper postulates that narcissism has emerged as an important construct in recent scholarly journals and popular press and transcends national boundaries. In this study, narcissism is seen as a higher order construct composed of four related facets: entitlement, authority, arrogance, and self-admiration. Despite the academic popularity, a number of weaknesses were identified in the literature, specifically, the inconsistent approaches to specifying its dimensionality, and the absence of systematic psychometric research on the cross-cultural and cross-gender generalizability of narcissism measures. Measures are cross-nationally equivalent to the extent that relationships between observed variables and the latent constructs are similar across countries. If items vary across countries, researchers cannot reliably assess the meaningfulness of differences in subjects' responses. This study assesses the cross-national and cross-gender invariance of the narcissistic personality scale (NPI). Data was collected from 784 men and women in the U.S., Brazil and Iran, representing three different cultural clusters, and analyzed to identify the optimal model for invariance testing across gender and country using the multi-group Confirmatory Factor Analysis. The findings indicate that NPI does demonstrate satisfactory levels of configural and metric equivalence across these three countries and across
gender. Also, results from the study highlight the optimality of a 15 item, one-factor narcissism scale. The authors suggest that this study is the first attempt to examine the measurement equivalence of the NPI across countries and gender. Based on their findings, the authors strongly recommend that researchers who will use the NPI scale across groups (e.g., countries, gender, etc.) test for measurement equivalence first, before proceeding to compare substantial differences across groups. The paper is a worthy example of the rigor needed when conducting an international comparison study of a construct and should provide a benchmark for future research in cross-cultural studies.

The last and sixth paper, written by Charles Hampden-Turner and Raymond Ferris Abelin, titled “Can the Digital Media Revolution Restore a Vital Balance Within Civil Society and International Business?” [from the UK and the USA] discusses the digital media revolution. The paper starts by discussing the current global economic challenges and the impact technology had on the economy, society and culture in the recent past. The authors then suggest that technology can outgrow its usefulness and become a monstrous threat to business and national interests, particularly where further innovation is concerned. On the other hand, the authors propose that digital media technologies allow for greater expression through more effective simulation and prototyping of innovative conceptual designs before moving into full production while its costs are falling rapidly. Digital media appeals to the whole brain, both hemispheres and their functions, and allows individuals and organizations to play, experiment and simulate alternative futures. The risk and danger associated with innovation on a global industrial scale can be dramatically reduced when reality is simulated. Also, digital media technologies make it possible for individual and organizational aspirations to provide meaning, facilitate transformation, make a difference, and leave behind a legacy. This is especially important when the competition is becoming more innovative. The paper provides for a critically needed discussion of the role of technology in the new economy in light of the economic slowdown in the global markets.

I hope you will agree that our journal is a valuable academic resource, and you will consider submitting a paper to the journal, reference appropriate papers in your own work, as well as promote it among your colleagues. I am looking forward to an exciting future and I hope to hear from you if you have comments or questions.

Meir Russ