Peer Reviewed Journal Articles


Abstract: Purpose
This research investigates the moderating role of hedonic and utilitarian purchase motives for the presentation order effect. Although past research finds that presenting item first and price later (e.g., 70 items for $29) increases consumers’ purchase intention than presenting the information in the opposite order (e.g., $29 for 70 items), the effect was examined mostly in hedonic consumption context. We examine whether the effect is applicable for hedonic purchases but is less applicable for utilitarian purchases, and why.

Design/methodology/approach
Seven experiments tested the moderating effect of purchase motives for the presentation order effect. Two serial mediation analyses were conducted to examine the underlying mechanism.

Findings
The “item-price” (vs. “price-item”) order increases hedonic purchases, but not utilitarian purchases. Because consumers feel guilty about hedonic purchases, they engage in motivated information processing in order to perceive greater value from their hedonic purchase when item (benefit) information is presented first and price (cost) information is presented later. Perceiving greater value reduces guilt, which consequently increases hedonic purchases. In contrast, the order effect is not observed for utilitarian purchases that do not elicit guilt. When a price discount is offered, the order effect is reversed because actual savings resulting from motivated information processing.

Originality
This research introduces a novel moderator for the presentation order effect and a novel underlying mechanism, driven by the motivation to alleviate guilt associated with hedonic purchases.

Practical Implications
When promoting hedonic products, marketers are recommended to present item information before price information, unless a price discount is offered, in which case the price should be presented first.

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Abstract: We investigate the role of the state in the R&D intensification of China’s manufacturing industries. Using a data set that spans the population of large and medium-sized Chinese manufacturing firms from 2007 to 2016, we find evidence of two distinct models of technological innovation in China: state-owned enterprises that invest heavily in R&D and actively seek patents, which are not related to their economic performance; non-state-owned enterprises have been narrowing the gap with the state-owned enterprises in R&D spending, which boosts their economic performance, but these enterprises lag behind state-owned enterprises in patenting. The non-state model has seen its share of China’s R&D spending increasing at the expense of the state model, and government grants for firm R&D are partial to obtaining patents. All of this has taken place as Chinese manufacturing industries are becoming more competitive and less export-oriented.

Paper: https://doi.org/10.1080/10438599.2023.2294906
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Abstract: Academics and practitioners have long worked to reduce negative mentoring experiences. Drawing on social cognitive theory and expectancy–value theory, we examined the link between mentors’ perceived organizational support and proteges’ negative mentoring experiences, shedding light on the mediating effect of mentoring self-efficacy and the moderating effect of mentors’ self-enhancement motives. Results based on data from 260 proteges and 214 mentors in Chinese organizations supported our proposed hypotheses. Mentoring self-efficacy mediated the negative relationship between mentors’ perceived organizational support and proteges’ negative mentoring experiences. In addition, mentors’ self-enhancement motives intensified
both the negative relationship between mentoring self-efficacy and negative mentoring experiences and the indirect impact of mentors’ perceived organizational support on proteges’ negative mentoring experiences via mentoring self-efficacy. A discussion of the theoretical and managerial implications of these findings is included.

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Abstract: The primary objective of this research is to examine the effects of green knowledge management (GKM) on green technological innovation (GTI) and sustainable performance in construction firms. The study also investigates the role of artificial intelligence (AI) as a moderator of the relationship between GKM and green human capital (GHC). A survey questionnaire was used to obtain data from 309 construction firms in Pakistan, and the AMOS-24 and SPSS PROCESS macro software packages were used to test the hypotheses. The findings revealed that GKM had significant positive impacts on GTI and long-term performance. Aspects of GIC (e.g., green structural capital, green relational capital, and green human capital) were found to be significant mediators of GKM and GTI interactions and correlations between GKM and sustainable performance. Furthermore, the study showed that AI significantly influenced the relationship between GKM and GHC. The study’s findings have important theoretical and practical implications for organizations and governments. The study theoretically contributes to the knowledge-based view of the firm by providing empirical evidence of the role of various GIC characteristics as mediators in the interactions between GKM, GTI, and sustainable performance. In practice, the findings suggest that firms can improve GTI and sustainable performance by investing in GKM and GIC.

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Abstract: Despite the growing efforts devoted to exploring humor, the extant humor literature neglects the impact of employee sense of humor in the workplace, especially in the hospitality industry, an important yet understudied context. Based on person–environment fit theory, our research examines why and when employee sense of humor can influence frontline hospitality employees’ service performance. Our multi-wave research of 232 frontline hospitality employees in two Chinese hotels unveils that employee sense of humor promotes service performance by enhancing person–service job fit. Moreover, customer contact frequency strengthens the direct impact of employee sense of humor on person–service job fit and the indirect effect of employee sense of humor on service performance through person–service job fit. Our research underlines the pivotal role of humorous frontline employees in hospitality organizations.

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Abstract: Status difference is prevalent within working groups, profoundly influencing employees’ perceptions and behaviours towards coworkers and their groups. Despite this ubiquity, exploring the effects of status difference within groups remains relatively unexamined. Drawing on social identity theory, this study examined how and when horizontal status difference (i.e., status comparison between a focal employee and his/her peers) and vertical status difference (i.e., status comparison between a focal employee and his/her leader) influence employees’ perceived insider status and proactive behaviour. Results from 421 employees across 113 working groups indicated that horizontal status difference was positively related to perceived insider status, but vertical status difference had a curvilinear effect on perceived insider status. Furthermore, perceived insider status significantly mediated the impact of horizontal and vertical status differences on proactive behaviour. We also demonstrated that promotion criteria significantly moderated the relationship between horizontal status difference and perceived insider status; in particular, this relationship was stronger when organizations used a relative rather than an absolute promotion criterion.

Paper: https://doi.org/10.1111/jop.12489
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Abstract: Fighting climate change is a promising area for engagement between Western companies and China. However, geopolitical strains, the disruption of business relationships by the Covid pandemic, and domestic Chinese policies all make engagement complex. In this article the authors examine the complexities of the current climate-change opportunities in China and present practical strategies for businesses ready to enter the market. There is a twofold opportunity, they explain. First, China offers a vast market for Western-developed solutions. The Chinese government has set ambitious targets, aiming to achieve carbon neutrality by 2060. That goal creates significant opportunities for firms with cutting-edge technologies. Second, businesses have an opportunity to integrate China’s own advances in climate-related technology. The authors go on to outline four strategies, all of which involve partnering in some way. They advise companies to make sustain-ability a global theme, to join or form coalitions to find safe spaces for technological development, to forge partnerships with local companies for market access, and to insource technology.

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Abstract: The literature provides conflicting arguments and mixed results regarding whether capital markets punish managerial myopia. Using managers’ cutting research and development (R&D) investments to meet short-term earnings goals as a research setting, this study reveals that capital markets penalize managerial myopia, especially for firms with high investor sophistication.
Moreover, the negative market reactions to managerial myopia are weaker for firms with overinvestment problems than for those without such problems. Overall, the results support the notion that security markets are not shortsighted. In further analysis, we document that compensation, especially earnings-based compensa-
tion, may cause managers to behave myopically. Our study con-
tributes to the literature, reconciling previously mixed findings by
capturing managers’ myopic behavior in a more targeted way and
showing that markets punish myopic R&D cutting.

**Paper:** https://www.cambridge.org/core/journals/journal-of-
financial-and-quantitative-analysis/article/do-capital-markets-
punish-managerial-myopia-evidence-from-myopic-research-and-
development-cuts/BI719CF4510295E1E289E1014979B491

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**Abstract:** Paradox theory suggests that contradictory demands, like applying current work methods while exploring new ones, should be viewed as dualities with competing and complementary aspects. It advocates for employee ambidexterity, where employ-
eses must manage exploitation and exploration. We know little about how personal dispositions affect ambidexterity inde-
dependently or when interacting with situational factors. Based on a
time-lagged survey of 364 employee–supervisor pairs from 74
R&D teams, we found that proactive disposition was positively related to ambidexterity, enhancing creativity. Guided by trait
activation theory, we found further that paradoxical supervision and job autonomy enhanced the relationship between proactive
disposition and employee ambidexterity and the indirect effect of
proactive disposition on creativity via ambidexterity. We discuss
these findings’ theoretical and practical implications, extending
the literature on proactivity, ambidexterity, and paradox theory.

**Paper:** https://doi.org/10.1002/job.2786

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**Abstract:** Using a broad sample of earnings announcements by firms with available Thomson Reuters Refinitiv ESG ratings data, we find more pronounced stock market reaction to earnings an-
nouncements by firms with higher ESG ratings. We interpret this as evidence consistent with the information credibility hypothesis as opposed to the information preemption hypothesis. We further examine the stock market response to negative earnings news and find that the stock market responds more favorably to nega-
tive earnings news for firms with higher ESG ratings, consistent with the resiliency hypothesis of such firms. Finally, we investi-
gate how ESG ratings interact with institutional ownership to
shape the stock market response to earnings news. We find that
firms with higher ESG ratings appeal more to long-term institu-
tional investors who are less likely to trade around short-term
earnings news. This in turn leads to more muted stock reaction at
announcement times. Our findings highlight important economic
benefits of sound ESG practices.

**Paper:** https://www.sciencedirect.com/science/article/pii/
S154463242001612

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Yang, J., Zhang, W. and Zhao, X.. 2024 Apr. "How can suppliers strategically involve downstream manufacturers in re-
search and development collaboration? A knowledge spillo-

**Abstract:** Innovative collaboration has become increasingly important for supply chain partners. In this study, we examine
the impact of innovation collaboration on supply chain partners, spe-
cifically focusing on how suppliers can design strategies to moti-
vate downstream buyers to engage in cost-reduction research
and development (R&D) activities. We present a scenario in which
two downstream manufacturers purchase identical parts from a
shared supplier and compete on the end market while individually
investing in R&D. Our findings indicate that the manufacturers
may be less inclined to invest in R&D due to knowledge spillover
effects, which can reduce their order quantities from the supplier.
To address this issue, we propose that the supplier become in-
volved in the R&D through a cost-sharing agreement, aligning
the incentives of all supply chain partners and internalizing both sup-
ply chain and knowledge externalities. Our results suggest that
this approach allows the supplier to share R&D costs with the
manufacturers while ensuring that the manufacturers are not
worse off in a supply chain collaboration scenario compared to other scenarios. We also recommend that the supplier involve
downstream manufacturers with perfect spillovers.

**Paper:** https://doi.org/10.1016/j.ejor.2023.08.057

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Yin, Shimeng, Ying, Hao, Yan, Fangxu, Zhao, Xiande and
Chen, Lujie. forthcoming. "Collaborative supply chain finance
based on transaction cost theory: a multiple case study in the
POF scenario". *International Journal of Logistics Re-
search and Applications*.

**Abstract:** In traditional supply chains, downstream distributors of
core companies often face significant cash pressure and market
uncertainty. In this case, purchase order finance (POF), as an
important form of supply chain finance (SCF), plays a vital role in
addressing these challenges by providing loan support to finan-
cially constrained companies during the ordering stage. To gain
more empirical insights into SFC in the POF scenario, this study
conducts an in-depth case analysis of the collaborative POF ser-
ices between three banks and one Chinese core manufacturing
enterprise. Based on the results, we identified the collaborative
details (goal congruence, information sharing, resource sharing,
and synchronised decision-making) and the impacts of the digital
investment of banks. The main conclusions of this study have
certain reference values for banks in establishing digital capabili-
ties and for core companies in making SCF-related decisions.

**Paper:** https://doi.org/10.1080/13675567.2024.2311204

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Zheng, Yilong, Wang, Qi, and Park, Chang Hee. forthcoming.
"Friend or Foe? The Impact of Refurbished Products in Mar-
kets with Network Effects and Standards Competition". *Jour-

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Zhang, Yiying, Peng, Xiaosong (David), Zhao, Xiande and Lei,

Abstract: E-commerce platforms are playing an increasingly important role in influencing manufacturers' supply chain and product decisions. An emerging supply chain innovation, known as the platform-based consumer-to-manufacturer (PC2M) model, has been initiated by several large e-commerce platforms based on established digital links between consumers and manufacturers. These links enable consumer inputs into manufacturers' operations, indirectly by capturing consumer preferences from platform-accumulated big data and directly by enabling consumer interaction with manufacturers through the e-commerce platform. Although manufacturers are increasingly integrating PC2M into new product development (NPD), there is little research on operations innovations in connection with the PC2M model and its impact on manufacturers' new product success. To fill this research gap, we investigate the PC2M model of JD.com, a leading e-commerce platform in China that launched the PC2M model in 2018. We first identify two uses of PC2M by manufacturers to facilitate product development — platform-enabled big data analytics (PBA) and platform-enabled simulated product trials (PST) — and explore how PC2M enables operations innovations in NPD. Next, drawing on the knowledge-based view, we develop research hypotheses and empirically examine whether PC2M adoption improves new product performance using a large-scale, transactional dataset from JD.com. Through a series of carefully executed analyses, our study consistently finds that use of either PBA or PST in manufacturers' NPD processes improves new product performance. We also explore how these effects vary across product types and markets with varying new product introduction rates. The findings offer important managerial insights for improving new product success in today's data-rich environment.

Paper: https://journals.sagepub.com/doi/10.1177/10591478231224958
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