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12.1.09: Cultural issues in international HRM

Session Chair: George Nakos, Clayton State University, United States of America

Location: Room 101 (Floor 1)

Socially Responsible Human Resource Management in Post-M&A Integration: A Case Study on Employees' Occupational Cultures

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This study's purpose is to offer a broader multilevel perspective on socio-cultural integration and establish research on socially responsible HRM in M&As. This is important since alterations accompanying M&A processes can negatively impact employees' sense of organizational belonging, leading to unfavorable identity discontinuities that can weaken well-being. However, there is an inadequate understanding of peoples' diverse, multilevel identities in M&As' complex socio-cultural settings, particularly concerning occupational cultures. This study, therefore, develops and tests a theory-driven conceptual model that explains how employees' occupational cultures can enable socially responsible HRM in post-M&A integration processes. The model is tested using survey-data collected from respondents affiliated with both the acquirer and target in a cross-border M&A context. To obtain a better understanding of the results, in-depth interviews were also conducted. The findings show that affiliation with professional communities and identification with products and processes constitute important aspects of the employees' occupational cultures. Furthermore, three specific HRM practices to facilitate organizational and occupational cultural integration, improved fairness perceptions, and trust are identified. Based on the results, an expanded conceptual framework is developed.

Personality and Cultural Influences on the Talent vs. Hard Work Perceptions of Success

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This paper explores the impact of personality and national culture on the talent versus hard work perceptions of success. Previous research has examined the importance of perceptions in determining the origin of a person's success in talent or hard work. However no previous study has looked at potential antecedents that may influence an individual's bias towards talent or hard work. This paper explores how an individual's personality and national culture may influence a bias towards selecting an individual that displays talent or hard work. Theoretical considerations and propositions are offered to help future researchers.

Culture-free vs. Culture-bound: Implementing Agile Working Methods in MNCs

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Since the publication of the Agile Manifesto, there is a growing interest among management researchers and practitioners in agile methods. The assumed benefits of agile methods have led many MNCs to adopt these methods on a firm-wide basis. From a culture-bound perspective, this is surprising, as the implementation of agile methods in MNCs requires consideration of the cultural profile of employees, as agile methods may not be suitable for all cultures. However, the cultural prerequisites for successfully implementing agile methods have thus far only been studied insufficiently. This lack of research raises the possibility that the adoption of agile methods by MNCs is influenced by management fashion. With this paper, we aim to investigate cultural profiles of employees that are favorable for the successful implementation of agile methods. Applying the GLOBE study, we check our propositions for both the cultural value and cultural practice scores in ten country clusters. Moreover, we run a literature analysis documenting the degree of cultural spread of research on agile methods. The respective results show no culture-bound effect; rather they can be interpreted as reflections of global academic interest in and promotion of agile methods. This culture-free character is typical of management fashion trends.

East meets West Japanese Income Tourism A proposal to improve luxury hotels management strategy

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The main goal of this study is to understand the strategy of Portuguese luxury hotels (before and after covid-19), concerning Japanese tourists, identifying the customers factors of satisfaction or dissatisfaction with hotel attributes, explaining the gap between expectations versus perceptions. The study was based on qualitative and quantitative research methods, taking a three-step approach: first, the relevant literature was reviewed for a better understanding of Japanese culture, Japanese tourists, and the keys to success of hotel management; second, content analysis was conducted of "booking.com" online customers review for Lisbon (1.354 hotel guests: 538 Japanese and 816 Chinese) to compare satisfaction and dissatisfaction with hotel attributes. Some exploratory interviews revealed that in Portugal, Asian tourists are considered, in general, as Chinese, so Chinese tourists were introduced in the study, third: 501 questionnaires had been sent to managers.

The study has theoretical and practical implications to the hospitality sector, a plan to improve hotels strategy is presented in a four-dimensional approach (Market, Processes/Procedures, People and Finance/Price), Customer as an umbrella dimension. A new dimension had been discovered: "Features". The study was made in Portugal, but the plan of improvement proposed, can be applied to other western countries.

Cross cultural comparison of HR analyst job roles and responsibilities: a six country study

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This research explores cross cultural differences in skill requirements of the emerging HR analyst role. We extract data from 517 HR analyst job postings across six culturally distinct countries and use python software to conduct text analysis. Our text analysis is guided by a recently published competency model for the HR analyst role. We thus evaluate the practicality and applicability of such a competency model and offer important suggestions for revisions. This research also examines skill requirement differences across various types of HR analyst roles, an area that has yet to be explored. We find several cross-cultural differences in the skills advertised

