

# Doctoral Day

2022



University of Antwerp  
Faculty of Business  
and Economics



Antwerp  
Management  
School

# DOCTORAL DAY

Faculty of Business and Economics and Antwerp Management School

18 October 2022

Cloister of the Grauwzusters, Lange Sint-Annastraat 7, 2000 Antwerp

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## PROGRAMME

9:15-9:40	Registration	
9:40-10:00	Word of welcome by Prof. Dr. Koen Vandembemt Dean of the Faculty of Business and Economics Word of welcome by Prof. Dr. Marc Deloof Chair of the Faculty Doctoral Committee	Patio
10:00-12:00	Parallel sessions In each session, 3 to 4 PhD students present their paper, afterwards the paper is discussed by a PhD colleague.	
12:00-13:00	Lunch	Patio
13:00-15:00	Parallel sessions In each session, 3 to 4 PhD students present their paper, afterwards the paper is discussed by a PhD colleague.	
15:00-15:45	Presentations nominees Best Paper Award 1. <i>BLM Protests and Anti-Black Hate Crime in the United States</i> Joel Carr 2. <i>Are tacit knowledge and diverse performance measurement systems antecedents for a firm's absorptive capacity?</i> Sahar Salehi & Michiel Van Roy 3. <i>Micro firms' growth: The importance of an effectual decision-making logic and psychological flexibility</i> Peter van de Goorberg	Promotion room
15:45-16:15	Coffee break	Patio
16:15-17:15	Parallel workshops (upfront registration) 1. <i>Publishing and reviewing</i> Patrick De Pelsmacker 2. <i>Managing your supervisor</i> Sara Rosengren 3. <i>International mobility</i> Gertjan Verdickt & Joris Beckers	S.004 Chapel Promotion room
17:15-17:30	Best Paper Award ceremony	Patio
17:30-18:30	Reception	Patio

## SESSION SCHEDULE - MORNING SESSIONS

### SESSION 1 - CHAPEL

CHAIR: LUKAR THORNTON

10:00	Presenter: Dima Braiteh Discussant: Peter van de Goorberg	Leader's personality, adaptability, and attitude toward change - a study in the Middle East
10:30	Presenter: David Stuer Discussant: Ville Tuominen	Disparity in job demands and resources as potential meta-demands
11:00	Presenter: Tiffany Taylor Discussant: Liselot Bourgeois	Looking at how leaders navigate the time management paradox
11:30	Presenter: Peter van de Goorberg Discussant: Beat Hofer	Micro firms' growth: The importance of an effectual decision-making logic and psychological flexibility

### SESSION 2 - S.107

CHAIR: TOM VAN CANEGHEM

10:00	Presenter: Jovana Cadenovic Discussant: Clemens Friedl	Dividend policy of SMEs: a variance decomposition approach
	<del>Presenter: Jan Pieter Veerhoek Discussants: Jie Shang &amp; Jovana Cadenovic</del>	<del>The Value of Corporate Cash Holdings During the COVID-19 Pandemic - <u>CANCELLED</u></del>
10:30	Presenter: Hendrik Leder Discussant: Sahar Salehi	A Dialectical Perspective on Strategy Adaptation in Endgames

### SESSION 3 - S.004

CHAIR: CHERNELLE LAMBERT

10:00	Presenter: Tyché Perkisas Discussant: Elke Godden	A quantitative risk assessment approach to the trolley problem
10:30	Presenter: Khouloud Khemiri Discussant: Jorge Arturo León y Vélez Avelar	Socioeconomic inequalities of diabetes control of in Tunisia: disparities between rural and urban area
11:00	Presenter: Patrick Allmis Discussant: Alexandra Bauer	Socially Disadvantaged Ethnic Groups and Distributive Politics
11:30	Presenter: Harshil Vyas Discussant: Alexander Pavelko	How do prosociality and conservatism influence in-group bias in being fair and tolerating unfairness?

### SESSION 4 - PROMOTION ROOM

CHAIR: JOHAN SPRINGAEL

10:00	Presenter: Joel Carr Discussant: Adriana Oliveres Mallol	BLM Protests and Anti-Black Hate Crime in the United States
10:30	Presenter: Lucas Mandrisch Discussant: Tijmen van Kempen	Introduction and Reform of Universal Paid Parental Leave, Mothers and Fathers Labour Supply and the Intrahousehold Wage Gap in Germany
11:00	Presenter: Sarah Thontwa Discussant: Lara Collart	A network analysis of urban markets in a city of 12 million people: The case of Kinshasa (DRC)
11:30	Presenter: Jo Mentens Discussant: Kristien Doumen	The Influence of Visualizations in Corporate Disclosures on Nonprofessional Investors' Judgments and Decision-Making

## SESSION 5 - S.106.2

CHAIR: VALENTIN CARLAN

10:00	Presenter: Bruce Lambert Discussant: Xibei Jia	The examination of Ports in the Context of Benefit Cost Analysis
10:30	Presenter: Hubert Paridaens Discussant: Yassin Boullauazan	Logistics integration strategies in container shipping: A multiple case-study on Maersk Line, MSC and CMA CGM
11:00	Presenter: Yassin Boullauazan Discussant: Mehran Farzadmehr	A quantitative approach to digital maturity of maritime logistics port actors

## SESSION 6 - CORRIDORS

CHAIR: PALOMA DÍAZ GUTIÉRIZ

10:00	Presenter: Adithya Eswaran Discussant: Spyridon Gkousis	Including Geosystem Services for Sustainable Management of Natural Capital
10:30	Presenter: Dimitrios Georgoudakis Discussant: Luc van Limpt	Green investments and financial decisions in the newbuilding maritime segments: A systematic literature review
11:00	Presenter: Spyridon Gkousis Discussant: Adithya Eswaran	Dynamic Life Cycle Assessment of Deep Geothermal Heating
11:30	Presenter: Hanne Lamberts-Van Assche Discussant: Lize Borms	Timing is everything: a real options approach for the investment in Carbon Capture Utilization and Storage

## SESSION 7 - S.106.1

CHAIR: CAROLYN DECLERCK

10:00	Presenter: Laura De Boom Discussant: Nguyet Thi Minh Nguyen	Age-inclusive leadership and intrinsic work motivation: The moderating role of the leader-member age difference
10:30	Presenter: Björn Mestdagh Discussant: Elias Maombi Ndatabaya	How the Sustainable Development Goals affect employees - A study on individual outcomes of SDG perceptions
11:00	Presenter: Yorgo Bejjani Discussant: Ngwa Collins Ngwa	Augmenting big-data decision-making capabilities: a conceptual model

## SESSION 8 - NILE ROOM

CHAIR: JORIS BECKERS

10:00	Presenter: Xuan Vinh Nguyen Discussant: Claus Nottbrock	Global value chains and Firm performance: Evidence from Vietnamese Small and Medium-Sized Enterprises
10:30	Presenter: Babette Jansen Discussant: Michiel Van Roy	Monopsonistic Competition, Income Redistribution, and the Effects of Fiscal Policy
11:00	Presenter: Noemi Van Meir Discussant: Jan Laurijssen	A systematic literature review on liquid bulk and the energy transition in ports

## SESSION SCHEDULE - AFTERNOON SESSIONS

### SESSION 9 - CHAPEL

CHAIR: KENNETH SÖRENSEN

13:00	Presenter: Srinivasan Ananthraman Discussant: Dimitrios Georgoudakis	Too good to ignore for innovators: disclosure quality of patents and private value
13:30	Presenter: Yannick Jansen Discussant: Lucas Mandrisch	The impact of influencers on the quality of information on social media
14:00	Presenter: Hady Khawand Discussant: Srinivasan Ananthraman	Intellectual Property Rights Management and Exit Strategies among SMEs: a Systematic Literature Review
14:30	Presenter: Pedro Moraya Barros Discussant: Yannick Jansen	Country Characteristics and Personal Income Taxation: Democracy, Economic Development, and War

### SESSION 10 - S.106.1

CHAIR: ANN JORISSEN

13:00	Presenter: Maysam Ayoub Discussant: Jonas Vandennieuwenhuysen	Audit Firms' Network Structure and Audit Quality
13:30	Presenter: Jonas Vandennieuwenhuysen Discussant: Maysam Ayoub	The auditor selection process: differing views from different decision-makers
14:00	Presenter: Maysam Ayoub Discussant: Sarah Thontwa	Intra-Firm Office Changes and Knowledge Sharing: European Evidence
14:30	Presenter: Michiel Dierckx Discussant: Maysam Ayoub	The impact of output directiveness and output ambiguity on auditor's reliance on decision support systems

### SESSION 11 - PROMOTION ROOM

CHAIR: BART CAMBRÉ

13:00	Presenter: Dan Xiang Discussant: Laura De Boom	Synthesizing knowledge sharing and knowledge creation within the concept of ba: a conceptual study
13:30	Presenter: Sahar Salehi Discussant: Yorgo Bejjani	Are tacit knowledge and diverse performance measurement systems antecedents for a firm's absorptive capacity?
14:00	Presenter: Alexandra Bauer Discussant: Bruce Lambert	The Value of Tacit Knowledge Sharing
14:30	Presenter: Alexander Pavelko Discussant: Hanane Llouh	Language effect on creativity

### SESSION 12 - S.107

CHAIR: KIM DE MEULENAERE

13:00	Presenter: Roosmarij Clercx Discussant: Dima Braiteh	A temporal lens on the career decision-making process: a qualitative study
13:30	Presenter: Jan Laurijssen Discussant: Roosmarij Clercx	Why do firms organize work as they do? A comparison of three organization theories pertaining to the allocation of work
14:00	Presenter: Dima Braiteh Discussant: David Stuer	Impact of career shocks on employee well-being. The roles of individual adaptability and self-monitoring among Lebanese banking employees
14:30	Presenter: Ville Tuominen Discussant: Hendrik Leder	The relationship between customer value management and digital servitization

SESSION 13 - CORRIDORS

CHAIR: SVEN BUYLE

13:00	Presenter: Mehran Farzadmehr Discussant: Katrien Storms	AI technologies' costs and benefits framework within port industries: Case study arrival process to the port of Antwerp
13:30	Presenter: Gül Gündüz Discussant: Amy Van Meir	Conflict-free routing of workstation capacitated tow trains for assembly line feeding optimization in Just-in-time
14:00	Presenter: Xibei Jia Discussant: Noemi Van Meir	Airport Sustainability Evaluation: An Apply Case of Amsterdam Schiphol Airport Using Composite Indicator Approach
14:30	Presenter: Amy Van Meir Discussant: Jolien Pauwels	The impact of responsiveness on the design and capital cost of a make-to-order multiproduct batch plant

SESSION 14 - S.004

CHAIR: JOOST HINTJENS

13:00	Presenter: Luc van Limpt Discussant: Juha-Pekka Jäpölä	The decision to invest in nature-based solutions from an environmental economic and financial perspective: a systematic review
13:30	Presenter: Lize Borms	Toward resilient organizations after COVID-19: an analysis of circular and less circular companies
14:00	Presenter: Beat Hofer Discussant: Khoulood Khemiri	Shared decision-making in the age of artificial intelligence
14:30	Presenter: Charlotte Fabri Discussant: Konstantina Vasilakou	Adaptation to climate change: switching between irrigation technologies in Italian agriculture

SESSION 15 - S.106.2

CHAIR: ANS DE VOS

13:00	Presenter: Elke Godden Discussant: Rafael Arevalo Ascanio	Nutri-Score Reformulations
13:30	Presenter: Jorge Arturo León y Vélez Avelar Discussant: Tiffany Taylor	Communicating CSR to consumer: Perception and Interest. A study of the Mexican consumer in the post-covid era
14:00	Presenter: Sofie Goethals Discussant: Dieter Brughmans	PreCoF: Counterfactual explanations for fairness

## PARALLEL WORKSHOPS

### **Publishing and reviewing**

**Patrick De Pelsmacker, University of Antwerp, Faculty of Business and Economics**

The purpose of the workshop is to provide guidelines, tips and tricks, do's and don'ts when preparing a paper for submission to an academic journal and when performing a peer review of a paper that was submitted for publication.

Attention will be devoted to demonstrating relevance and fleshing out the contribution of an article, developing a conceptual framework, research questions and hypotheses, developing and describing a research method and the results of empirical work, and writing a compelling discussion section. The purpose of peer reviewing will be explained, and the duties and tasks of an academic peer reviewer will be discussed. All these principles and guidelines will be illustrated by means of real-life examples.

Participants are expected to actively contribute to the discussion and are invited to share their own publishing and reviewing issues with the other participants.

### **Managing your supervisor**

**Sara Rosengren, Stockholm School of Economics, Sweden**

Being a doctoral candidate is weird. But, so is supervision. This workshop deals with how to manage your supervisor(s) in a way that ensures that you're both contributing to the ultimate goal: completion. Sara Rosengren is Professor at the Center for Retailing at Stockholm School of Economics. She is also a board member of European Advertising Academy. Sara's completion track record this far includes successfully managing three supervisors (her own!) and ten doctoral candidates, resulting in a grand total of eleven completed PhDs.

### **International mobility**

**Gertjan Verdickt, KULeuven and Joris Beckers, University of Antwerp, Faculty of Business and Economics**

An international research stay gives researchers the opportunity to gain experience in international research groups, to network with colleagues in your field and to learn new skills and insights. It is an excellent opportunity to develop yourself as a person and as a researcher.

The organization of an international research stay however comes with some challenges.

From their own experiences, Prof. dr. Gertjan Verdickt (Stanford, Columbia, Notre Dame) and Dr.

Joris Beckers (Leeds University) will discuss some of the most pressing questions, such as:

- Why should I conduct an international research stay?
- How to set-up an international research stay?
- How to contact foreign professors and choose a destination?
- How to fund an international research stay?
- How can I get the most out of my stay?



## LIST OF ABSTRACTS

Patrick Allmis

### *Socially Disadvantaged Ethnic Groups and Distributive Politics*

This study examines whether socially disadvantaged ethnic groups practise favouritism when they reach national power. We use the case of Bolivia, where Evo Morales, a member of the traditionally disadvantaged Indigenous Aymara, became the first Indigenous president in 2005. We develop a theoretical framework to uncover necessary conditions for favouritism. Incentives to practise favouritism vary depending on the income and size of an ethnic group. In municipalities with higher income or relatively few Aymaras, favouritism is more likely to occur. We investigate whether different forms of favouritism occurred using a fuzzy regression discontinuity design and a first-difference estimator. Our empirical results show no evidence for favouritism towards Aymaras on a national level. However, we document evidence for favouritism in areas with high income or where few Aymara reside. Ethnic groups thus differ in how prone they are to practise favouritism. Interestingly, poorer groups practise less favouritism and suffer more when other groups do. ([back to session overview](#))

Srinivasan Ananthraman

### *Too good to ignore for innovators: disclosure quality of patents and private value*

Patent disclosures facilitate the diffusion of the technical information embodied in innovations among the public. How do patent disclosures benefit the disclosing patent holder? We ground our research in one aspect of the disclosure theory of patents and test, for the first time, the effect of the disclosure quality of patents on their private value. By drawing upon related literature in business communication, accountancy, and finance, we measure the quality of patent disclosures as their ease of readability. Our empirical findings are consistent with theoretical predictions. Our research has implications for practice. Ceteris paribus, for patents assigned to public listed firms, an increase in the readability of patent disclosures by 10% corresponds to an increase in the dollar value of patents by 25%, and for patents assigned to firms, a similar increase in readability corresponds to an increase in the likelihood of reassignment of patents by 68%. Our findings suggest that it may be possible (to an extent) to remove poorly enabled patents from the system at source, which would improve the efficiency of the patent office. ([back to session overview](#))

Maysam Ayoub

### *Audit Firms' Network Structure and Audit Quality*

Audit offices function as semi-autonomous units within their audit firm network and individual partners have much autonomy in the course of their engagements. Therefore, maintaining a uniform level of quality across engagements is difficult to achieve for audit firms. We hypothesize that differences in audit quality between audit offices and partners from the same audit firm increase with the complexity of an audit firm's network structure. The network structure of an audit firm increases in complexity with the number of local offices, number of individual audit partners, and its spatial distribution (i.e., the geographic dispersion of its offices and partners). To test this, we examine auditors' going-concern reporting decisions for a sample of 23,086 firm-year observations from 25 European countries for the period 2011-2019. Consistent with prior research using data from the US, we find evidence consistent with larger audit offices providing higher quality audits (i.e., there is a positive association between audit office size and the likelihood of going-concern opinions). However, our results do not support our hypothesis that this office size effect increases as a function of the complexity of audit firm's network structure. ([back to session overview](#))

Maysam Ayoub

### *Intra-Firm Office Changes and Knowledge Sharing: European Evidence*

There is evidence that the quality of audits is affected by office-level characteristics. Yet, a number of factors are likely to influence whether within-firm office changes result in a positive or negative

association. The effect of office changes within audit firms on clients' audit quality may be positive if a new team can offer new perspectives and insights. Conversely, such changes may impair audit quality due to reduced client-specific knowledge and initial cost pressures associated with engagement teams tooling up on new assignments (Greiner et al. 2021). The "spillover" of audit competency from large offices to small offices is not uniform; rather it increases with geographic proximity. (Beck et al. 2019). The ability of an audit office to provide a high-quality audit depends partly on how it relates to the network of offices in which it operates through partner knowledge sharing (Seavey et al. 2017). Additionally, Hollingsworth et al. (2020) provide some evidence of lower audit quality in clients with a change in the issuing office where the distance between the new and old issuing office within the same audit firm is farther. Building on this evidence, we formulate predictions on the effect of office changes within audit firms on clients' audit quality based on audit firms' network connectedness. ([back to session overview](#))

Alexandra Bauer

#### *The Value of Tacit Knowledge Sharing*

Harsh market conditions demand a high degree of agility and adaptability of today's supply chains (SC) to remain competitive. A SC's intellectual capability constitutes a fundamental asset resource in contemporary organizations. Knowledge management is regarded as a strategic factor in efficiently operating in a knowledge economy. As research portends, it is conducive to differentiate between tacit and explicit knowledge as particularly sharing of tacit knowledge constitutes a major challenge in the field of knowledge management. Encouraging team members to share their tacit knowledge has gained utmost attention among researchers to amplify the understanding of inhibitors and facilitators of tacit knowledge sharing behavior. Trust is a crucial factor to successfully share knowledge in teams as knowledge sharing (KS) is a critical reciprocal team process and, thus, the presence of trust is indispensable to enable KS behaviors. Common and shared perceptions and beliefs strengthen people's identification with the organization and influence them in how they interact and socialize. The phenomenon of socialization is paramount if different cultures clash – as this is the case for supply chains dealing in international markets. In an ever more globalized and interconnected world, it is essential for organizations to understand cultural differences and their effects on individual behavior. Cross-cultural competence and intercultural capabilities allow for higher levels of effectiveness in SC teams to attain superior team performance. The aim of this research is to gain an in-depth understanding of the mechanisms supporting or inhibiting KS intentions in teams operating in a volatile and multi-cultural SC environment. ([back to session overview](#))

Yorgo Bejjani

#### *Augmenting big-data decision-making capabilities: a conceptual model*

The potential of data-driven decision-making emanates from the need to surmount rational human constraints through generating organizational actions founded on facts and indisputable findings. The advent of Big Data (BD) affirmed even more the importance of data-driven decision-making, as firms can extract a more profound knowledge of their environment and be at the forefront of trends and opportunities. Despite the literature exploring the various aspects of BD implementation, empirical research is scarce to evaluate how firms can absorb BD insights to augment their organizational decision-making capabilities. The study uncovers a BD decision-making conceptual framework by adopting a systematic literature review approach. The dynamic capability view represents a potential medium influencing the BD absorption factors. This study contributes to the body of knowledge on BD and decision-making by conducting a thematic analysis of BD decision-making absorption, mediator, and mediating factors. In addition, this study developed a manual that helps firms address the right questions to ensure high absorption of BD insights into decision-making and build this crucial capability. ([back to session overview](#))

## Lize Borms

### *Toward resilient organizations after COVID-19: an analysis of circular and less circular companies*

The COVID-19 pandemic had large repercussions for our economy and organizations. Improved resilience can give organizations the ability to withstand crises and build back better and faster. This article assesses resilience of organizations and sole proprietorships in the context of the COVID-19 pandemic with eight circular strategies as explanatory variables. Furthermore, these eight circular strategies are also used to assess the organizations' and sole proprietorships' resilience outside of the COVID-19 pandemic. This analysis is performed to explain how circular strategies can help companies and sole proprietorships maintain stability. The analysis was performed by means of a survey conducted between May and June 2020 in Flanders (Belgium), using a sample of 542 respondents. After performing a regression analysis, we find that companies and sole proprietorships with a higher circularity score have a significantly higher resilience score during crises and during normal times, compared to less circular companies. Furthermore, we find that the size of the company does not matter during a crisis to adapt and react flexibly, while it is important when there is no crisis. Finally, we argue that it is the combination of different circular strategies which yields to the highest results for the organizations' resilience and we provide policy recommendations based on the most asked support measures. ([back to session overview](#))

## Yassin Boullauazan

### *A quantitative approach to digital maturity of maritime logistics port actors*

Already since the early '80s port actors have implemented digital solutions continuously. This has led to significant advancements for some leading port logistics stakeholders, but there remains room for improvement for many actors. In this context, there is little information on the smart port maturity of port logistics stakeholders to substantiate and understand whether there is a gap between ports and port logistics stakeholders concerning the digital solutions adopted.

The purpose of this paper is to operationalize and develop an empirical assessment instrument for the smart port maturity of port logistics stakeholders. The authors will do this by quantifying concepts of the Smart Port Maturity Model (SPMM). This goal is achieved by developing, pre-testing and piloting a comprehensive survey. This survey is used to collect data through a survey and benchmark the digital maturity of five ports.

The quantification is much needed hence it allows to benchmark port stakeholders and ports-as-a-whole in regards to their maturity for the five defined domains of the SPMM. The five domains are as follows: Safety and security, port operations, synchro-modality, energy and environment and lastly capability. The benchmark provides port policy and executive actors insights into their current state and how they compare to the benchmark. ([back to session overview](#))

## Dima Braitheh

### *Leader's personality, adaptability, and attitude toward change - a study in the Middle East*

Our research focuses on the Middle East, a region with many subsequent waves of disruptive change. It seeks to understand the mediating role of a leader's adaptability in the relationship between their personalities and Attitude Towards Change. The study contributes to the literature and real-world practice by testing the relationships between leaders personality (self-monitoring and self-efficacy), adaptability, and attitude towards change. It provides practitioners with insights on how to best prepare leaders for change in volatile environments. As for researchers, it empirically tests underexplored relationships. The hypotheses are built based on the Conservation of Resources Theory and the I-ADAPT Theory. A cross-sectional design was adopted to collect primary data. A survey scale was distributed to leaders and their (matched) subordinates working in Middle East organizations. Structural equation modelling (SEM) was used to analyze the data and test the hypothesized relationships. Suggestions were supported by finding that leaders high on self-monitoring and self-efficacy are more adaptable, open, and thus, less resistant to change. The predictor role of self-monitoring as a personality trait was examined on the leader's adaptability and attitude towards change. We also investigated the role of self-efficacy on the leader's attitude toward change through

the mediating part of the leader's adaptability. One of our study contributions is the data collected from the Middle East, which has been hardly explored. This implies that we can neither generalize conclusions to other regions nor avoid the impact of different economic changes in times of a pandemic.

#### Dima Braiteh

##### *Impact of career shocks on employee well-being. The roles of individual adaptability and self-monitoring among Lebanese banking employees.*

The context of our study is Lebanon, a country in the Middle East that has been suffering from the worst economic and financial crisis the world has seen; The banking sector employees are experiencing ongoing adverse events, which can be conceived as negative career shock. Therefore, we studied how two individual factors (individual adaptability and self-monitoring) affect the way people deal with such career shocks and how this, in turn, influences their well-being. Accordingly, this research contributes to the current career shock literature. It will add to our understanding of how specific personal characteristics can explain people's sensitivity and reaction against negative career shocks. We built our model on the Conservation of Resources Theory (COR) with the I-ADAPT and the self-monitoring theories. We used a cross-sectional design to collect primary data and structural equation modelling (SEM) to analyze the data and test the hypothesized relationships.

Our sample was made of 500 "Bank Employees". The empirical results showed that Negative Career Shocks significantly impact employee well-being; however, positive career shocks have a more intense influence on the well-being of employees. Also, Individual Characteristics can play a role in how employees take the impact of the shocks. From the current results, we have noticed that the overall well-being of low self-monitored employees is more impacted by negative career shocks than those with high self-monitoring. Finally, Employees with a low level of individual adaptability are highly impacted by negative career shocks than those with high IA. ([back to session overview](#))

#### Jovana Cadenovic

##### *Dividend policy of SMEs: a variance decomposition approach*

Previous research on dividend policies in privately held firms has been largely focused on the determinants of dividend policies which are identified at the firm-year, firm, and industry levels. Studying these effects in isolation would, however, provide an incomplete picture of the overall drivers of dividend policy. In this study we go a step further by analysing these effects simultaneously by applying a variance decomposition method to explore how much each level of the analysis contributes to the dividend policy of Small and Medium Sized Enterprises (SMEs). Based on a sample of 110,050 Belgian SMEs, our data reveal that firm-year and firm-level differences explain most of the variance of dividend policies which is in line with the resource-based theory. Industry-level differences and regional differences matter very little for the dividend policy of SMEs. ([back to session overview](#))

#### Joel Carr

##### *BLM Protests and Anti-Black Hate Crime in the United States*

We provide evidence of the impact of protests following the death of George Floyd in the United States on anti-Black hate crimes in the US. Using an event study design and an augmented local regression discontinuity in time model we find that racial hate crimes committed against Blacks increased by up to 15 incidents per day. In the United States the total effect is an additional 1400 reported anti-Black, or an estimated 2460 anti-Black hate crimes committed in 2020. This corresponds to a 112 percent increase in the likelihood of victimization. To account for changes in incentives to commit racial hate crime during the coronavirus pandemic we control for anti-Black hate crime using other ethnic groups. The effect was greater in small and medium cities and counties and was more immediate in protest spaces. In addition, we test for mechanisms driving the changes, including retaliation, protectionism, and changes in victim reporting. We attribute the increase in anti-Black hate crime to changes in perceived costs and benefits of committing such a crime due to the protests and that anti-Black hate

crime is most sensitive to changes in the saliency of police violence against protesters, the arrest or trial of Derek Chauvin and the number of protests held in the previous week. ([back to session overview](#))

### Roosmarij Clercx

#### *A temporal lens on the career decision-making process: a qualitative study*

Career decision-making is frequently studied within organizational research and vocational behavior. However, both fields mainly take a static approach and do not take into account non-linearities such as career inaction. Given the unpredictable nature of careers, a dynamic approach on career transitions and a focus on how they emerge, will allow us to better understand the career decision-making process. In addition, including unrealized transitions will enable us to understand why careers remain stable. In this paper, we analyzed 65 transitions that were realized or unrealized occurring in 24 interviews. Using a codebook approach, the analysis resulted in 4 main pathways describing the decision-making process of realized and unrealized transitions. This paper contributes to the literature by taking into account non-linearities in careers and thereby contributing to the theory of career inaction (Verbruggen & De Vos, 2020). Second, it contributes by taking a dynamic perspective on career decision-making and thereby providing insight into the complex career decision-making process. ([back to session overview](#))

### Laura De Boom

#### *Age-inclusive leadership and intrinsic work motivation: The moderating role of the leader-member age difference*

The aging population trend renders teams within workforces increasingly age diverse. Scholars and practitioners have long been interested in how age-diverse teams can be effectively managed to keep members of all ages motivated. Previous literature has suggested that age-inclusive management is effective and that leaders might play a crucial role. In this study, building on the self-determination theory and similarity perspective, we examined the role of the leader more in depth by studying how the leader-member's age difference moderates the relationship between age-inclusive leadership and team members' intrinsic work motivation. Using a Belgian sample of 100 employee observations and 21 leader observations within 21 teams\*, we show that team members' perceived level of age-inclusive leadership positively affects their intrinsic work motivation. This relationship is reinforced by the member-leader's (absolute) age difference to the extent that age-inclusive leadership stimulates members' intrinsic work motivation especially when the leader is much older or much younger. This research offers valuable contributions to the literature on age diversity (management) and leader-members' age difference. From a practical perspective, understanding the impact of age-inclusive leadership and its boundary conditions may help organizations to manage age-diverse teams and keep employees from all age groups motivated.

(\*We are currently in the process of analyzing an additional online experiment to test the underlying mechanisms of our study. The results of this additional analysis can also be presented on the doctoral day) ([back to session overview](#))

### Michiel Dierckx

#### *The impact of output directiveness and output ambiguity on auditor's reliance on decision support systems*

Our paper aims to experimentally investigate how output ambiguity and output directiveness influences auditor's reliance on decision support systems (DSS). Traditionally, auditors relied on their professional judgment to select the appropriate audit evidence. However, technological developments have substantially increased the volume and ambiguity of audit evidence. Therefore, auditors increasingly rely on DSS aggregating different sources of information into a more manageable format. Many aspects of DSS have been examined including visualization and interactivity. However, these manipulations could be more subtle, DSS are often built to direct users to a certain choice by providing guidelines or recommendations, thus reducing the required effort needed to use the system. Nevertheless, these designs do not take into account the expert nature of professional users. When

experts are confronted with a more directive DSS , they perceive the system as more subjective, threatening their expertise. Therefore a directive design may enhance algorithm aversion. The design of a directive DSS should thus take into account the trade-off between an increased accessibility and a decreased reliability. We expect that this effect will be driven by the ambiguity of the information, as ambiguity drives both the value (increased accessibility) and cost (increased algorithm aversion) of directiveness. We will conduct an experiment with professional auditors, manipulating DSS directiveness (directive vs. non-directive) and output ambiguity (ambiguous vs. consistent). The experiment uses an information board design, enabling the collection of more detailed data on the decision process, including the sequence and distribution of time spent for each information object. ([back to session overview](#))

### Adithya Eswaran

#### *Including Geosystem Services for Sustainable Management of Natural Capital*

Ecosystem management provides an integrated approach for sustainable management and protection of ecosystem services. However, the ecosystem approach fails to consider and represent the components, structures, formations, and processes resulting from the subsurface. The policies and governance on the exploitation of geosystem services are yet to match with rapid utilization and heavy reliance on geosystem services. It is not known if the increasing reliance and the rate of exploitation rate of the subsurface resources will allow for sustained use in the long term. In this article, the issue of sustainable scale is addressed for the exploitation of geosystem services.

A systematic literature review is conducted to understand the different terms of geosystem, geosystem services, and geodiversity. Furthermore, the existing methods to value geosystem services have been reviewed and analyzed under the context of sustainable management of the subsurface. The reviewed literature focuses on identifying, mapping, and analyzing the value of geosystem services. The findings suggest that the issue of scale has not been comprehensively tackled to inform on sustainable exploitation of subsurface. To bridge the shortcomings of sustainable management of the subsurface, theoretical formulations of sustainable scale in ecological economics are utilized to develop conceptual pathways for sustainable exploitation of the subsurface. A multi-functional perspective is derived from the conceptual pathways by applying it to the Campine Area in Belgium. ([back to session overview](#))

### Charlotte Fabri

#### *Adaptation to climate change: switching between irrigation technologies in Italian agriculture*

This research focuses on irrigation as a climate adaptation measure in Italian agriculture. Due to an increased need for irrigation as a result of climate warming and due to growing water scarcity, farmers should increasingly adopt more water-efficient irrigation technologies, such as drip irrigation. This research analyses whether this trend is visible in practice. The study is based on data from over 2500 Italian farms and models irrigation choice as a function of climatic and control variables. The irrigation choice consists of the fractions of a farmer's land that are rainfed, and irrigated with surface, sprinkler and drip irrigation. Since these fractions sum to one, they require the use of a suitable compositional data analysis approach. Based on the limitations of the existing irrigation choice literature, we develop a new method which takes into account spatial correlation and the presence of zero values in the dependent variable. We find that, indeed, temperature and rainfall are significant determinants of irrigation choice. Surprisingly though, we find that farmers do not switch to drip irrigation as climate warms. Rather, they adapt by switching to farm types which do not require irrigation. Other variables, like consortium membership and whether the farm is located in a less-favoured area, also play an important role in the irrigation decision. ([back to session overview](#))

Mehran Farzadmehr

*AI technologies' costs and benefits framework within port industries: Case study arrival process to the port of Antwerp*

AI technologies' adoption is increasing in most industries, but their capabilities differ. With the utilization of AI, there is a potential to boost the maritime industry through higher commercial speed and better quality of services. Therefore, AI would be an opportunity to enhance efficiency in diverse aspects of port stakeholders' operations. To evaluate whether AI technologies and their benefits emerge, the consciousness of the costs and benefits of these innovations is essential. There is no cohesive framework concerning AI technologies' cost and benefit thus far. Therefore, this research fills in this gap in the existing literature. An exhaustive literature review is carried out, and a comprehensive framework is developed to identify the costs and benefits of AI technologies used in port operations. To validate this framework, a case study associated with ships' arrival process to the port of Antwerp is investigated. The case study demonstrates that even while a micro-level challenge is tackled through AI, other stakeholders who interact with the challenge owner also can enhance their operation. Moreover, the proof of benefits gained by initial challenge owners can stimulate similar companies to leverage the exact solution for overcoming their challenges. ([back to session overview](#))

Dimitrios Georgoudakis

*Green investments and financial decisions in the newbuilding maritime segments: A systematic literature review*

This paper provides a systematic literature review of the ship investment literature from 1996-2021, following 77 peer-reviewed journal articles. The review is based on a framework that integrates and synthesizes the literature regarding the timing and viability of shipping investment, managing investments, and investments decision concerning the new-building maritime market. The main objective of the literature is the contribution to the understanding of the investment decisions in the new-building maritime segment and to provide an insight into the shipping investment processes based on the new environmental regulations toward decarbonization. Based on this review, several promising directions for future research are laid out through the identification of the major contributions and the progress that has been made so far concerning the broader thematic area of shipping investments, as well as through highlighting essential knowledge gaps that could potentially serve as a research agenda for the future. ([back to session overview](#))

Spyridon Gkousis

*Dynamic Life Cycle Assessment of Deep Geothermal Heating*

Geothermal energy is a weather- and time independent, renewable energy source (RES) with large unexploited potential. Life cycle assessment (LCA) studies assessing the environmental impacts of geothermal energy plants usually follow a static approach, and do not consider future socio-technological changes or the evolution of the impacts through time. To address these issues, we develop a semi-dynamic and a fully-dynamic LCA approach that we apply them to a geothermal heating plant located in Northern Belgium for which site-specific data are available. We perform a static LCA and compare it to the dynamic approaches. We find that grid electricity consumed for covering the pumping needs of the plant causes more than 50% of the global warming impact. Also, the development of the wells is responsible for a major portion of the environmental burden. We show that the consideration of the expected changes in the Belgian electricity mix lead to much different results (for example, 70% higher global warming impact), because of the nuclear phase out. Dynamic impact assessment methods calculate the impact up to various years and show that toxicity and global warming impacts are caused for hundreds of years, while the ozone depletion impact is wholly caused during the first 150 years after the plant's construction. We recommend introducing the time parameter in LCA studies of geothermal, and other RES, energy plants in order to obtain a more realistic estimation of the environmental impacts and of the factors that drive them. ([back to session overview](#))

## Elke Godden

### *Nutri-Score Reformulations*

During the past years, an attentive consumer might have noticed how the Nutri-Score on some products has changed. Although this Front-Of-Pack nutrition label has the goal to nudge consumers towards healthier choices, it comes with an interesting side effect. It can also motivate producers to reformulate their products with the aim to score better on this label scale. We are interested in which products are mainly reformulated, how companies tackle this and whether the products actually become healthier. ([back to session overview](#))

## Sofie Goethals

### *PreCoF: Counterfactual explanations for fairness*

Machine learning is used more and more for decisions in high stakes domains of our life such as employment, finance or justice. This can be a threat to fairness as machine learning models can amplify bias present in the dataset and there is no consensus on a metric to detect this. The literature already confirmed the need for an increase in transparency in the fairness domain. We will provide this by using counterfactual explanations, a well-known technique in the Explainable AI (XAI) domain, that are defined as the smallest change to the instance so that it ends up with a different classification outcome. We show that they can be used to detect both explicit bias, when the model is directly using the sensitive attribute, and implicit bias, when the model does not use the sensitive attribute directly but other correlated attributes lead to a substantial disadvantage for the protected group. We call this metric PreCoF, or Predictive Counterfactual Fairness. Our results show that PreCoF succeeds in detecting patterns in the dataset by assessing which attributes are more present in the explanations of the protected group, compared to the unprotected group.

These results have important implications as insights into the nature of the bias can help policymakers decide how they should tackle it. ([back to session overview](#))

## Gül Gündüz

### *Conflict-free routing of workstation capacitated tow trains for assembly line feeding optimization in Just-in-time*

Conflicts of tow trains are a serious problem in a lean manufacturing system that relies on tow trains to transport essential parts of a product to workstations because they compromise safety and efficiency in just-in-time production systems. This paper focuses on the traffic problem in the just-in-time concept to solve conflict-free tow train routing for line feeding optimization. For that purpose, the production layout is divided into pixels, and Simulated Annealing (SA) is used to determine the optimized conflict-free routes to feed part demanded workstations. After determining the target workstation routes of tow trains to be fed the parts to the shelves of the workstations with the SA, the A-star (A\*) algorithm is used to plot path plans of the target workstations in the unit of time-based tow train movements on the available pixels. Finally, a novel algorithm called Conflict Detection Algorithm (CDA) is developed to detect the conflict status of tow trains on routes performed on the pixel layout. Conflicts of tow trains may be simulated prior to the delivery of demanded parts, and time-cost balanced routes can be rebuilt in a conflict-free routing way, owing to the proposed algorithms. ([back to session overview](#))

## Beat Hofer

### *Shared decision-making in the age of artificial intelligence*

Decisions are necessary when more than one option is available and action is mandatory. These should be understood as the selection of one option and the simultaneous rejection of the others. The quality of decisions has a significant influence on the achievement of the goal and is based on several factors but not purely rational. Decision quality is essential and therefore of considerable interest of research. Artificial Intelligence (AI) can make a valuable contribution here and should therefore be considered in decision-making. Deep Learning (DL) as a subcategory of AI can analyze vast amounts of data and recognizes patterns or creates profiles out of them. In addition, this general purpose technology (GPT)



can process large numbers of parameters simultaneously and drawing logical conclusions from them. These capabilities might be applied, for example, to support physicians in analyzing patient status, identifying diseases or determining treatment plans. However, this collaboration requires certain prerequisites, which are scarcely researched yet. This paper aims to shed light on this topic and elucidates a Shared Decision Making (SDM) approach. ([back to session overview](#))

### Babette Jansen

#### *Monopsonistic Competition, Income Redistribution, and the Effects of Fiscal Policy*

After the Great Financial Crisis, there has been a revival of research on the effects of fiscal policy. Baseline models used to assess the effectiveness of fiscal policy as a stabilization tool are built on two main transmission channels through which fiscal policy affects the economy: a wealth effect on labor supply and countercyclical price markups. However, there is uncertainty on the extent and plausibility of these transmission channels. In this paper, we consider a new transmission channel for fiscal policy based on countercyclical monopsony power in the labor market. We show that countercyclical employer market power may amplify business cycle fluctuations and the effects of fiscal policies. Ignoring this labor market characteristic may give a wrong picture of how fiscal policy can stabilize the economy after a recession. In this paper, we first provide empirical evidence for the countercyclicality of monopsony power, conditional on government spending shocks. Second, we present a Two-Agent New Keynesian model, consisting of a capitalist and a worker featuring an endogenously time-varying degree of employer market power. The introduction of endogenous monopsony power allows us to study the macroeconomic effect of fiscal policy from a novel perspective. The main result of this paper shows that introducing a cyclical variation in monopsony power leads to larger fiscal multipliers. ([back to session overview](#))

### Yannick Jansen

#### *The impact of influencers on the quality of information on social media*

In this paper, we investigate the fact-checking and sharing behavior of influencers and their followers regarding true/false information on social media. Upon receiving a message, individuals can share the information without fact-checking, not share the information without fact-checking, or fact-check the information and only share if it is truthful. We show that the effect of the presence of influencers on the quality of information depends on several characteristics of the influencers. While the impact of influencers is strictly increasing in the neutrality of influencers, it is only weakly increasing in the size of their follower-base, implying that more followers do not guarantee a larger impact when an influencer's follower-base is already large. Overall, this paper underlines the importance of influencer's fact-checking behavior as a tool to limit the spread of fake news on social media. ([back to session overview](#))

### Xibei Jia

#### *Airport Sustainability Evaluation: An Apply Case of Amsterdam Schiphol Airport Using Composite Indicator Approach*

Sustainability has become a prominent topic in the air transport field. However, the definition of airport sustainability is still contested, and no mature methodology has been formed to quantify it. Based on the connotations of sustainability and sustainable development, this paper proposes a holistic definition of airport sustainability, explaining how airport contribute to sustainability in terms of four dimensions: social responsibility, economic feasibility, operational efficiency, and environmental friendliness. Methodologically, a composite indicator approach is applied to build the Airport Sustainability Evaluation Index (ASEI), which aims to benchmark airports' sustainability performance across four sustainable dimensions. To justify the issue of subjectivity in composite indicator building, two different methods are used in each of the normalization, weighting, and aggregation processes. Consequently, this forms eight composite indicator building schemes. Then, a variance-based sensitivity analysis, average shift in ranking (ASR), and Cronbach's alpha test are performed to examine the sensitivity and reliability among the eight schemes. Finally, Schiphol airport is selected as an apply case to validate the ASEI with its data from 2012 to 2021 as inputs... ([back to session overview](#))

Hady Khawand

*Intellectual Property Rights Management and Exit Strategies among SMEs: a Systematic Literature Review*

Purpose: This paper examines the link between intellectual property (IP) rights and the exit strategies of smaller firms with specific consideration paid to merger and acquisition (M&A) transactions. This systematic literature review (SLR) analyzes the conceptual foundations and research methods used in existing studies.

Design/methodology/approach: Using filter procedures, an initial return of over 36,000 papers published over a 12-year-period (2010 to 2022) was narrowed down to 130 relevant publications with a subset of 56 works in Q1 and Q2 journals.

Findings: We found that most extant studies focus on the direct impact of Intellectual Capital (IC) and IP on innovation, growth, and performance. Some papers highlight a lack of IP awareness as a reason behind the insufficient integration of IP strategies within business strategies. Only a few explicitly addressed the influence of IP strategies on the exit strategy of SMEs through M&A transactions.

Originality: This SLR is one of the first papers that systematizes the literature on the role of IP strategies in the success of SMEs' exit policies. First, it highlights the importance of raising IP awareness as a foundation for SMEs in implementing IP strategies as part of their business model. Second, it identifies the main areas of existing research around the effects of IC and IP on firms' performance. Third, it suggests future research to evaluate the influence of IP strategies on SMEs' exit policies through M&A, particularly in developing countries. ([back to session overview](#))

Khouloud Khemiri

*Socioeconomic inequalities of diabetes control of in Tunisia: disparities between rural and urban are*

Background: Non communicable diseases counted for 87.7% of diseases burden in Tunisia where cardiovascular diseases are the leading cause of mortality and disability despite their decrease from 1990 to 2017 (Khiari et al , 2017). The country copes essentially with Diabetes and hypertension. Tacking account of the adverse effects on non-regular control of the diabetes, we aim to investigate factors explained the regular control of diabetes in Tunisia and its inequalities.

Methods: We performed the analysis by applying the Wagstaff decomposition analysis on the Tunisian Health Examination Survey-2016 to decompose the concentration index of the regular control of diabetes.

Results: Results provided that, regular control of diabetes among urban dwellers depended on the socio-economic factors (income CI = 0.01, insurance CI=0.05, instruction level (0.04)), demographic factor (age class (CI=0.02) and gender (CI= 0.0.5), life style (physical activity (CI= and smoking) and comorbidity (Hypertension and Hypercholesterolemia).

In the rural areas, inequalities in the he regular control of diabetes were more concentrated amongst poor people (CI = -0.005). The concentration index for insurance sis positive (CI= 0.01). Gender was a source of inequalities (CI= - 0.01). Smoking tobacco is positively associated to the regular control of diabetes in rural areas (CI=0.006) and healthy food (CI= -0.007)

Conclusions: The present study showed substantial income-related inequalities in regular control of diabetes in Tunisia and provided explanations for this. Results revealed a serious challenges for the Tunisian health system notably for income, insurance, gender and age class. ([back to session overview](#))

Bruce Lambert

*The examination of Ports in the Context of Benefit Cost Analysis*

Most public port authorities in the United States operate as landlord ports, so the development of properties and the generation of revenues remains critical for long-term viability. But the projects are diverse, ranging from terminal development, utilities, channel deepening, roadways/bridges, etc. At the same time, the costs associated with building these projects is forcing more ports to seek state and federal grants to offset costs. This trend is not unique to the United States, as ports worldwide struggle with securing investment, which leads to more reliance on public sector grant programs.

These programs often utilize Cost Benefit Analysis (CBA) to justify investment approval and/or additional funding external to the project sponsor. The CBA analysis is critical in a project going forward. To reduce public sector risks, CBA are often required to discuss “sensitivity”, which may be accomplished through economic analysis or institutional structures. The challenge is that different groups approve the role of sensitivity analysis different, but in many cases, there is the potential for a project to not be advanced due to the potential influences. This paper will discuss sensitivity analysis in port projects, with an emphasis on estimating where potential distortions may occur from the actions of others from the conception of a project to its construction. ([back to session overview](#))

Hanne Lamberts-Van Assche

*Timing is everything: a real options approach for the investment in Carbon Capture Utilization and Storage*

Carbon Capture and Storage and Carbon Capture and Utilization are essential solutions to reduce GHG emissions worldwide and to mitigate climate change effects. While CCS is mature and ready to install today, CCU is still in the R&D phase. The rising CO2 prices in the EU Emission Trading System provide incentives to firms to invest in emission abatement technologies. To find the optimal timing for firms to invest in CCS and CCU as emission abatement solutions, we employ a real options approach that allows for flexibility in the timing of the investment decision. The real options model considers the uncertainty of the arrival timing of CCU and the future CO2 prices. The optimal timing to invest is defined by the critical CO2 price levels that need to be reached, before the value of investing is greater than the value of waiting for the firm. This study shows how the investment in CCS is delayed, compared to traditional investment analysis, due to the anticipated CCU arrival and the CO2 price uncertainty. Surprisingly, the expected arrival rate of CCU barely affects the investment threshold for CCS. The trend and variance of the CO2 price, on the other hand, significantly influence the CO2 price threshold triggering investment in CCS and CCU. The real options model could be extended in the future by integrating the environmental impact in the firm’s investment decision. ([back to session overview](#))

Jan Laurijssen

*Why do firms organize work as they do? A comparison of three organization theories pertaining to the allocation of work*

One of the key contemporary challenges facing employers is to decide whether to employ people to work for them or to engage workers using other work arrangements than employment. Firms have been exploring different employment modes to allocate work for decades and alternatives to standard employment continued to grow in number and variety. Different theoretical perspectives, often referred to as core-periphery theories, have addressed questions related to internalization and externalization of work. We investigate how three organization theories explain why work is allocated to different employment modes. We discuss the Resource-Based View of the Firm (Barney, 1991), Resource Dependence Theory (Hillman et al., 2009) and Transactions Cost Economics (Williamson, 1991), and compare these theoretical perspectives on their respective contributions to the understanding of why firms organize work as they do. Building on these theories, we formulate propositions and outline the empirical design that will be used to empirically address our research question. ([back to session overview](#))

Hendrik Leder

*A Dialectical Perspective on Strategy Adaptation in Endgames*

Research on strategic management in declining industries has paid little attention to processual and temporal dimensions. Existing strategy models assume that firms choose a single response strategy in a declining industry and underrate internal and external dynamics of strategic change over time. To understand the temporal dimension of strategic change, we build on a unique and longitudinal case study of Software Corp. which operates in an endgame scenario for more than 15 years. As a result, we propose a dialectical process model, which explain mechanism leading towards sequences of strategies over time based on the interplay of strategic rigidity, accumulating conflicts under the

influence of permanent and increasing pressure through the drivers of decline, strategic resolutions and practicing the strategy. Our findings contribute to theory building on the strategic dynamics in endgames. ([back to session overview](#))

### Jorge Arturo León y Vélez Avelar

#### *Communicating CSR to consumer: Perception and Interest. A study of the Mexican consumer in the post-covid era*

This study is part of a complete thesis that analyses Corporate Social Responsibility (CSR) communication in digital media to respond to the link between what the company wants to communicate -the vision of the company manager- what is being communicated -analysis of data in social networks- and what the consumer is perceiving and desiring -consumer survey.

This document focuses on the third element, the consumer's vision, trying to explain what consumers have in mind about companies distinguished as socially responsible (ESR) and the factors that would like to be developed and communicated by those.

The information generated is very relevant to know the consumer's perspective, the impact that the media, especially the digital ones, have on it, and which elements should still be more communicated (or carried out by companies).

Specifically, the questions to be answered are:

¿What does the customer have in mind in terms of CSR of companies?

¿How do you find out about that information?

¿What other actions would the consumer like to be communicated? ([back to session overview](#))

### Lucas Mandrisch

#### *Introduction and Reform of Universal Paid Parental Leave, Mothers and Fathers Labour Supply and the Intrahousehold Wage Gap in Germany*

This paper examines how the introduction and reform of Universal Paid Parental Leave in Germany affects the labour supply of mothers and fathers - who remain within couples - and the evolution of the intrahousehold wage gap in the short-, medium- and long-run. The regime introduced in 2007 saw a means-tested system distributing benefits for 2 years replaced by a universal system - which thereby allowed for more recipients - giving out benefits for 1 year. The reform in 2015 - implemented to give parents more flexibility - saw multiple constellations possible which should foster a longer period of leave time whilst both parents working closely to full-time hours at the same time. Exploiting panel data (GSOEP) the estimated labour supply responses of fathers between treated and control groups show no significant drop and no significant differences for the introduced and later reformed policy. For mothers contrastingly, the labour supply dropped significantly after birth with regards to the level before. Though with the new policy an increase in labour supply can be observed but only in the short-run, with no significant differences in the longer-run. For the reformed version no significant change can be detected. The intrahousehold wage gap though saw no differences between treated and control group in this system while the no significant change in the wage gap can be found for the reformed system. The policy goal of greater economic independence may therefore be achieved with the reformed policy instrument. ([back to session overview](#))

### Jo Mentens

#### *The Influence of Visualizations in Corporate Disclosures on Nonprofessional Investors' Judgments and Decision-Making*

We report the results from a pre-registered study on the influence of visualizations in corporate disclosures on investors' investment decisions. Specifically, we examine if visualizations improve investors' understanding of corporate disclosures and if investors incorporate this knowledge into their investment decisions. We find that visualizations in corporate disclosures increase investors' investment willingness regardless of whether the information is preference-consistent or not. Moreover, we find that this effect does not extend to subsequent non-visual disclosures. We also find that for investors that receive preference-consistent information, the effect of visualizations on

investment willingness is partially due to increased feelings of processing fluency. Furthermore, we provide evidence that these subjective feelings of processing fluency lead to a higher reliance on a disclosure, which increases investors' investment willingness. Finally, while we find evidence that visualizations increase investors' understanding of corporate disclosures, we fail to find evidence that increased understanding influences investors' investment willingness. ([back to session overview](#))

### Björn Mestdagh

#### *How the Sustainable Development Goals affect employees - A study on individual outcomes of SDG perceptions*

In September 2015, the United Nations (UN) General Assembly adopted 17 Sustainable Development Goals (SDGs). So far SDG research has mainly focused on implementation and indicators, leaving organizational and individual outcomes of the SDGs, and more specifically organizational SDG implementation, relatively unexplored. This paper contributes to this research gap by examining the possible effects of the SDGs on employee commitment and employee behavioral reactions. Drawing on Social Identification Theory and Social Exchange Theory, this paper uses a moderator-mediator model where employees' organizational commitment mediates the relationship between their perceptions of the organization's SDG commitment, and their work engagement, but the relationship between perceived organizational SDG commitment and employee organizational commitment is moderated by employees' perceived importance of SDG. Data to test this model were drawn from a mid-size intermediate public organization in which a trajectory on SDG implementation has been established over the past three years. Using a survey of employees of the Province of Antwerp, the hypothesis ... ([back to session overview](#))

### Pedro Moraya Barros

#### *Country Characteristics and Personal Income Taxation: Democracy, Economic Development, and War*

Which are the countries more likely to (not) tax personal income? According to the Median Voter Theorem, the Modernization Theory, and bellicist theories, democracy, economic development, and war should positively impact the probability of a country having personal income taxation (PIT). However, this literature is plagued with mixed empirical evidence. Therefore, to better understand these associations, I put together a novel dataset that covers 233 countries between 1778 to 2019. Such a comprehensive dataset helps to fill in potential selection bias in the literature (e.g. including small countries and non-OECD states); generates more efficient coefficient estimators due to larger N and higher variation (e.g. including Napoleonic Wars period, temporary PITs, and PIT variations after its permanent introduction); and successfully divides short-term and long-term influence of the variables of interest on PIT. Using this dataset, I find supporting empirical evidence for the Median Voter Theorem and bellicist theories, although the association between PIT and democracy/war seems to be stronger in certain periods of time and geographical regions. Nonetheless, I do not find significant evidence for the Modernization Theory in any setting. This paper has important implications for personal taxation, economic development, regime type, and war literatures. ([back to session overview](#))

### Xuan Vinh Nguyen

#### *Global value chains and Firm performance: Evidence from Vietnamese Small and Medium-Sized Enterprises*

Several studies highlight the importance of global value chains (GVCs) for productivity gains, technology transfer and output growth for small and medium-sized enterprises (SMEs) in developing countries. However, SMEs' participation in GVCs are concentrated in labor-intensive and low value-added activities, raising concerns for reaping these gains. This paper examines whether the participation of Vietnamese manufacturing SMEs into GVCs improves their performance. We identify the participation of a firm by combining information on the firm's imports of inputs, exports of outputs and inputs, and supplying relationship with foreign invested companies. Using propensity score matching method, our study finds that GVC participation positively affect SMEs' performance in sale growth, but not in labor productivity. ([back to session overview](#))

## Hubert Paridaens

### *Logistics integration strategies in container shipping: A multiple case-study on Maersk Line, MSC and CMA CGM*

Shipping lines have recently been reshaping their operations to include more logistics integration, which could indicate a change in business strategy. This paper analyses recent developments in the strategic paths of Maersk Line, CMA CGM and MSC in the context of logistics integration and presents empirical findings on their strategic positions and associated drivers. By applying a conceptual framework highlighting and exploring various key strategic, tactical, and operational issues, the study provides an in-depth overview of logistics integration in liner shipping. First, we perform a literature review to figure out how the literature on logistics integration has changed over time in response to economic cycles and corporate interests. Second, we present a conceptual research framework exploring the ways in which logistics integration takes place among Maersk Line, CMA CGM and MSC. Third, we empirically demonstrate that different facets, building blocks and attributes shape the strategic path of these three shipping lines. A summary reading grid facilitates the concluding analysis of logistics integration developments at work within the three container carriers. The multi-case study provides empirical findings on intra- and inter-carrier differences in the temporal paths of logistics integration, the spatial coverage when rolling out logistics integration initiatives and the implementation methods. ([back to session overview](#))

## Alexander Pavelko

### *Language effect on creativity*

Objective: Literature displays a growing attention to studies on foreign language effect on creativity. In our global world individuals and organizations witness creative dilemmas of all magnitudes, from the need to be more creative individually to enhancing creativity in linguistically diverse professional teams. The authors investigate whether or not the use of foreign versus native language affects team's creativity.

Research method: This research is an extension of the qualitative study, which initially took place in Germany in 2021. This paper will report evidence based on the interviews conducted in Ukraine to find out whether or not the language use affects creativity. Using the semi-structured interviews, the authors explore the systematic effect of native versus foreign language on individual perception of team creativity.

Expected results and contribution: It is expected that the results of this study will potentially have a differential impact on further advancement of knowledge in the areas of employee motivation, creativity enhancement, linguistics and cross-cultural management. This paper extends the geography of observation and broadens the conventional view on the inclusive nature of creative teams. We predict that the findings of this study will have important implications for creative practitioners worldwide taking a new perspective on the underlying roots of language effect on team creativity. ([back to session overview](#))

## Tyché Perkisas

### *A quantitative risk assessment approach to the trolley problem*

The topic of decision making in artificial intelligence has been getting more attention as it has definitively moved from the realm of thought experiments and science fiction to reality. As such, the topic of the ethical component of this decision making and how to implement it are hotly debated. In this work, the DALY framework in conjuncture with quantitative risk assessment in order to assess decision making based on economic impact. A set of trolley problems (in which one has to choose whether or not to sacrifice a person to save another group of people) provide a well-known setting for the experiment, in which we vary the information available to the AI, as well as the mortality rate and severity of disabilities as a result of the trolley collision. The experiment shows that using this consequentialistic approach does not allow the AI to choose the most optimal economic decision at a significantly high enough rate for implementation. ([back to session overview](#))

### Sahar Salehi

#### *Are tacit knowledge and diverse performance measurement systems antecedents for a firm's absorptive capacity?*

Absorptive capacity (AC) is one of the most discussed managerial topics during the last 30 years since it can enhance innovation and sustain competitive advantage. Prior research has identified four dimensions of AC: acquisition and assimilation of information, and transformation and exploitation of knowledge. We investigate which type of prior knowledge acts as an antecedent of AC by focusing on the amount of tacit knowledge and firm-specific knowledge generated by performance measurement systems (PMS). We thereby wonder whether tacit knowledge and PMS information are directly related to AC, or whether this is a moderated relationship. Our survey indicates that a higher amount of tacit knowledge is harmful to the assimilation of information and transformation of knowledge. However, designing a more diverse PMS is positively associated with the acquisition and assimilation of information. We also find that firms with a higher amount of tacit knowledge benefit more from a diverse PMS when they are in the exploitation phase. We conclude that the different types of prior knowledge impact differently on the four dimensions of AC, and thereby extend previous research that has investigated AC at a more aggregated level. ([back to session overview](#))

### David Stuer

#### *Disparity in job demands and resources as potential meta-demands*

According to the job demands resources model, the configuration of job demands, and resources are responsible for producing motivation, strain, and productivity in employees (Demerouti et al., 2001). However, these job resources and demands do not exist in a vacuum: employees tend to be embedded into social structures such as work groups. This embeddedness adds a social layer to how demands and resources are divided (Festinger, 1954; Foa & Foa, 2012). Given that job demands, and resources are not going to be distributed the same way across work groups, there will be work groups where there is a more equitable distribution of resources and demands than others. This will result in some teams having higher and others lower disparities when it comes to job demands and resources. This paper will theoretically reflect on the implications of these disparities at both the group and the individual level. Using the frameworks of justice theory (Colquitt, 2012), social resources theory (Foa & Foa, 2012) and looking at job demands and resources from a deep level diversity perspective (Harrison & Bell, 1998) we argue that at the individual level resources positively affect outcomes, whilst demands will negatively affect outcomes, but that the effects will be more pronounced in groups with high disparities. Furthermore, we expect at the group level that groups with higher disparities in demands and resources will show more negative outcomes in terms of motivation, strain, and productivity. We are still gathering data, so current work will only show the theoretical discussion. ([back to session overview](#))

### Tiffany Taylor

#### *Looking at how leaders navigate the time management paradox*

This qualitative study looks at individual approaches to paradoxical leadership in actors and proposes political skill may be a tool used by leaders to navigate paradox. For the past quarter of a century, management theorists and researchers' have looked at organizations and leaders through a paradox lens, postulated new theories of paradox in organizations and started to test these theories. As called for by other researchers, this study proposes to investigate how leaders navigate one paradox, short-term versus long-term planning, in their careers. Through a semi-structured interview process with 10 political leaders, five in the United States and five in the European Union, we will explore the behaviors and traits individuals use to navigate paradoxical situations and whether there are similarities or not to political skill (sub-categories: social astuteness, interpersonal influence, networking ability, and apparent sincerity). This study will not only take a deeper look at individual reactions to and management of paradox, but it may also help researchers to begin to understand whether paradox thinking can be taught. ([back to session overview](#))

### Sarah Thontwa

#### *A network analysis of urban markets in a city of 12 million people: The case of Kinshasa (DRC)*

Rural to urban migration continues to increase the pressure for urban areas to accommodate demographic shifts and the food needs for a growing urban population. In Kinshasa DRC, separate categories of markets have emerged out of urban poverty to serve consumers across socio-economic lines. We conduct a network analysis of 135 markets and hopping locations within the most affluent and poorest economic zones in a city of 12 million people. The main take away is that markets tend to cluster according to their districts, thus resembling those within their communities. However, the connection based on geographical locations no longer hold when price is introduced.

The markets of the poor are more integrated, more advantageous and more influential than those in the affluent areas. Policies aiming to leverage upon current market conditions in low income areas can unlock dormant economic opportunities in the city. ([back to session overview](#))

### Ville Tuominen

#### *The relationship between customer value management and digital servitization*

We argue that integrating customer value management practices with service-oriented strategy is the way to succeed in digital servitization. This research is bringing insight into the interplay of digital servitization and customer value management. We explore what the pillars of customer value management in digital servitization are. We have adopted a broad definition of customer value management and consider customer insight as a long-term strategic asset.

We have taken a qualitative approach to investigate companies investing in digital services in the business-to-business context. The study gathers evidence from four company cases to identify needs to evolve inter-organizational relationships and customer value management practices. The companies included in the study are operating in the field of health technology. The research is based on the in-depth understanding of the management about the current obstacles, and future development needs to succeed in the digital servitization. The companies in the study are of various sizes, and each has its own historical paths. We have purposefully selected best-practice companies presenting different perspectives. Each of the companies has indicated the need to evolve in their customer value management practices. ([back to session overview](#))

### Peter van de Goorberg

#### *Micro firms' growth: The importance of an effectual decision-making logic and psychological flexibility*

Research has shown that growth of entrepreneurial (micro) firms into well-organized corporations is closely related to entrepreneurs thinking logics, were an entrepreneurs thinking logic can be effectual or causal. Effectual logics are more applicable in times of uncertainty. Causation on the other hand is more applicable for creating long term strategic plans. Uncertainty weakens the utility of causal approaches, and increases the use to adopt effectual methods.

Entrepreneurial processes are associated with high uncertainty. The entrepreneur needs to reduce uncertainty to allow causal approaches to enhance company growth and development. The ability of handling or coping with uncertainty positively influences entrepreneurial well-being and company growth. Therefore, the entrepreneur needs resilience to deal with uncertainty to be able to both apply causal and effectual thinking logics when needed. A key factor on how resilient people adapt to uncertainty is psychological flexibility.

Our research integrates effectuation, psychological flexibility and company growth into one research model. In contradiction of our expectations we did not find any significant influence of psychological flexibility and thinking logics on company growth. From our PLS-SEM analysis we find that there are direct effects of the sub dimensions of effectuation. Although further analysis has to be made to confirm this. With this finding we provide new insides on psychological flexibility at entrepreneurial level. ([back to session overview](#))



Luc van Limpt

*The decision to invest in nature-based solutions from an environmental economic and financial perspective: a systematic review*

Due to climate change, cities are facing major environmental challenges, like the urban heat island effect, loss of biodiversity and ecosystems, and flood risk. Nature-based solutions (NBS) harness the power of nature to adapt to and mitigate global warming's adverse outcomes. City budgets often do not have the required resources to provide for extensive urban infrastructure. Alternative ways of financing are therefore being sought, including value capturing, impact financing and crowdfunding via initial coin offerings (ICO). However, it is unclear whether such alternative financing affects the economic feasibility of the underlying investments. In the existing literature, there are several studies that apply economic evaluation techniques to analyze the feasibility of investments in NBS. However, there is no structured overview of how economic feasibility studies can encourage investment in NBS. To fill this gap, this paper examines how the economic feasibility of NBS is currently assessed, whether and how non-monetary benefits are addressed, as well as uncertainty issues, and to what extent policy measures are proposed to encourage investment in NBS. In doing so, we adopt a systematic review approach by applying the framework of Reporting Standards for Systematic Evidence Syntheses (ROSES). This framework allows for a structured, transparent, and replicable review of the scientific literature. We contribute to the existing literature by providing an overview of how current studies value non-monetary benefits, integrate flexibility and adaptive management options, and assess alternative financing instruments to capture the benefits of NBS and stimulate the investment decision. ([back to session overview](#))

Amy Van Meir

*The impact of responsiveness on the design and capital cost of a make-to-order multiproduct batch plant*

Most batch plant design models, found in existing batch plant literature, focus on optimizing capital or operational costs. However, having a responsive production environment is equally important in today's business world. A metric to define responsiveness is the delivery lead time (DLT), i.e. the time a customer waits between ordering and receiving a product. Having a responsive plant can be expressed as having a competitive DLT for each customer order. In this research, we study the responsiveness of a multiproduct MTO batch plant by introducing a target delivery lead time to the plant design model, and observe the impact of this DLT on the capital costs of all production and storage tanks needed to cover the target demand over a specific planning horizon. Orders finished earlier than their due date must be stored in non-dedicated storage tanks until loaded for transport. All batches remain in storage tanks for at least a few hours, to account for administration and quality control. Since customer orders have a due date (out-of-factory date), and the delivery lead time is constrained by the target delivery lead time, the earliest start date for production and end-of-storage date of all batches are known. The number and sizes of production equipment and storage tanks are obtained by minimizing the total capital cost of the plant. The mathematical model is solved by means of exact methods and heuristics in case of respectively small and large instances. ([back to session overview](#))

Noemi Van Meir

*A systematic literature review on liquid bulk and the energy transition in ports*

Climate change gained importance in the last two decades. Regulations are imposed to encourage the maritime industry to. More recently, more attention is also being paid to the energy transition. This transition to alternative fuels impacts consumption, production and transportation. The liquid bulk segment is vital as one-third of the total cargo loaded on ships is transported on tanker vessels. In this research, the liquid bulk market is studied and the existing literature is examined between 1900 and 2022. The paper provides a market overview and a systematic literature review on liquid bulk and port sustainability related to the liquid bulk sector. The study shows growth in published papers over this period, and a more substantial increase can be seen from 2005 for all researched papers. The results show that the papers have focused on sustainability since 1995. Only since 2015 has there been

interest in the energy transition in the liquid bulk segment. Furthermore, much research focuses on alternative fuels in the shipping industry. However, little attention is paid to how it affects ports, storage and the change in cargo transported. ([back to session overview](#))

### Jonas Vandennieuwenhuysen

#### *The auditor selection process: differing views from different decision-makers*

Despite the alleged importance of the auditor selection and appointment process in audit quality, few studies have studied how audited companies select an auditor. We conducted semi-structured interviews on four audit firm rotations to investigate how the parties involved manage and perceive the auditor selection process. We interviewed 16 respondents, ranging from audit partners, audit committee (AC) members to managers. Our results imply that although most audit clients have a relatively rigid selection process, the eventual decision is based on their interpersonal connection with the audit partner and team, using the quantifiable results to rationalize their choices. The audit committee's role appears to be less pronounced than prescribed by regulators, with the managers being the key decision-makers. Furthermore, due to cooling-off and cooling-in periods, the search for an auditor is impeded. Our study informs regulators and practitioners on how the auditor selection process is conducted, questioning recently implemented regulations. In addition, our results may be of interest for researchers investigating selection criteria and the involvement of management and the AC in an audit. ([back to session overview](#))

### Harshil Vyas

#### *How do prosociality and conservatism influence in-group bias in being fair and tolerating unfairness?*

People have a tendency to favor their own group over others. There is a lot of heterogeneity in when and why individuals exhibit such in-group bias. Social Identity Theory (SIT) posits that such a phenomena is due to identification and emotional connection to their own group, while Bounded Generalized Reciprocity Theory (BGR) deems a group as a means to gain economic benefits, wherein individuals rely on reputation and indirect reciprocity. Based on these theories, we develop hypotheses regarding how individual differences in Social Value Orientation (SVO) and Conservatism influence in-group bias in sharing behavior and accepting/rejecting unfair offers. We test these hypotheses by conducting a two-part, pre-registered, online experiment (n=795). In part 1 we categorized participants into two "minimal" groups based on their aesthetic preferences. In part 2 participants made decisions in a dictator game (DG) and ultimatum game (UG) while they were matched with someone who had similar preferences (in-group member), different preferences (out-group), or with someone with unknown preferences (stranger), using a within-subject design. Results corroborated that there was significant in-group bias in sharing in both DG and UG. There was also a significant positive effect of prosociality and conservatism on sharing, but no interaction effect. Because unfair shares can be punished in UG, sharing in this game significantly increased compared to DG. SVO did not moderate the differences between the two games. Finally, when deciding whether or not to accept/reject unfair shares in UG, participants were more tolerant of unfair shares from their in-group, irrespective of SVO. ([back to session overview](#))

### Dan Xiang

#### *Synthesizing knowledge sharing and knowledge creation within the concept of ba: a conceptual study*

Interorganizational knowledge collaborations for innovation purposes are gaining increasing attentions in the field of knowledge management among which knowledge sharing is considered as a core issue. However, in interorganizational collaborative R&D projects setting, knowledge sharing is not the end point but rather an indispensable step for knowledge creation, in other words, knowledge sharing and knowledge creation are intertwined. Based on knowledge creation (SECI) model, we synthesize knowledge sharing and knowledge creation within the concept of ba by looking at the relationship of project participants, which is one of the most attended driving/hindering factors of knowledge sharing, as an enabling context. We contend that such relationships not only impact the knowledge sharing related processes of SECI – S (socialization) and E (externalization), but also lay the

foundation of and further influence the remaining processes – C (combination) and I (internalization) and thus make a certain degree/form of skewness of the SECI model. Therefore, we propose relationship quality that represents mental aspect of ba as a means to explore the knowledge creation in collaborative R&D projects. ([back to session overview](#))

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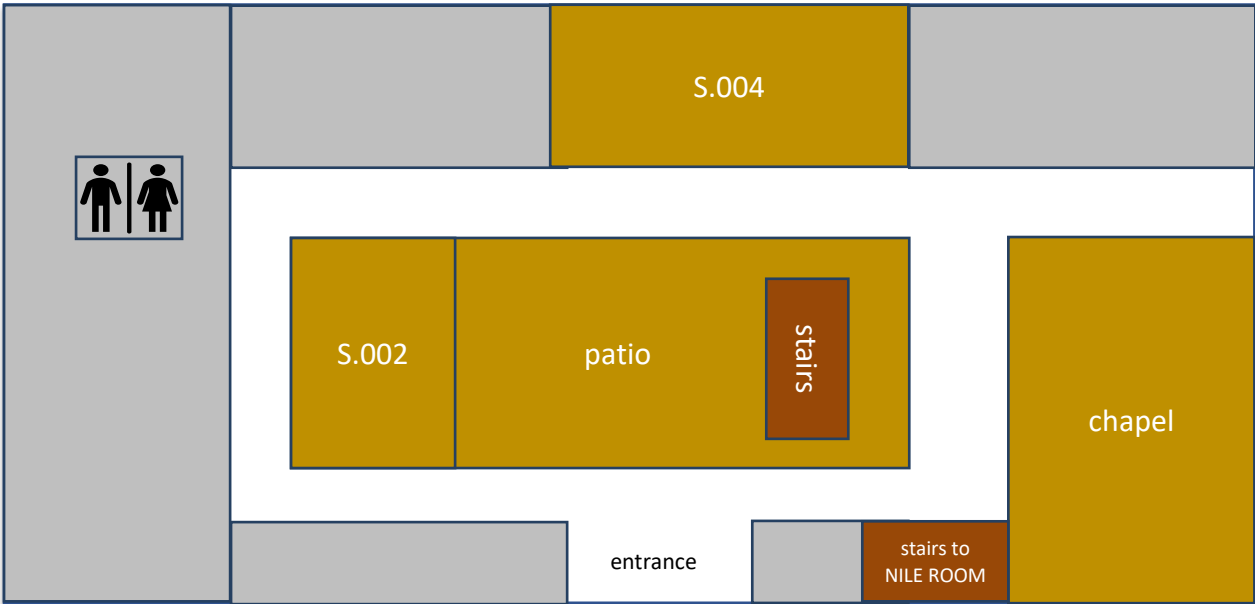
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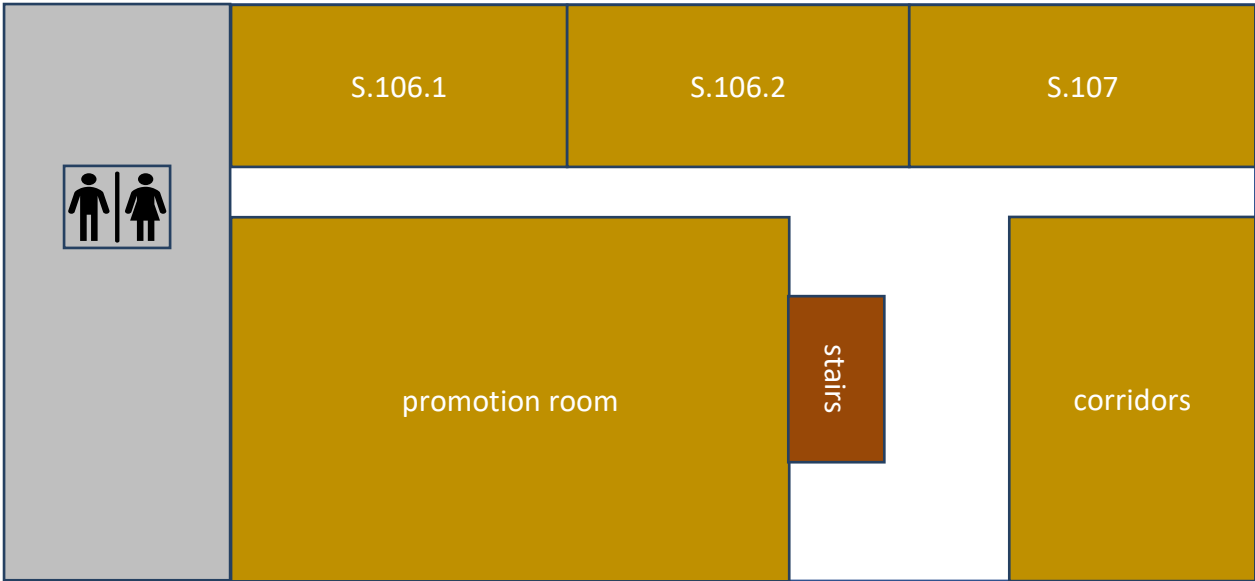
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