



**13th Annual Conference of the
EuroMed Academy of Business**

**Business Theory and Practice
Across Industries and Markets**

Edited by: Demetris Vrontis,
Yaakov Weber,
Evangelos Tsoukatos

Published by: EuroMed Press

13th Annual Conference of the EuroMed Academy of Business

CONFERENCE READINGS

BOOK PROCEEDINGS

September 09-10 2020

Business Theory and Practice Across Industries and Markets

Copyright ©

The materials published in this Readings Book may be reproduced for instructional and non-commercial use. Any use for commercial purposes must have the prior approval of the Executive Board of the EuroMed Research Business Institute (EMRBI).

All full papers and abstracts submitted to the EMRBI Conference are subject to a peer reviewing process, using subject specialists selected because of their expert knowledge in the specific areas.

ISBN: 978-9963-711-89-5

Published by: EuroMed Press

FOREWORD

The Annual Conference of the EuroMed Academy of Business aims to provide a unique international forum to facilitate the exchange of cutting-edge information through multidisciplinary presentations on examining and building new theory and business models for success through management innovation.

It is acknowledged that the conference has established itself as one of the major conferences of its kind in the EuroMed region, in terms of size, quality of content, and standing of attendees. Many of the papers presented contribute significantly to the business knowledge base.

The conference attracts hundreds of leading scholars from leading universities and principal executives and politicians from all over the world with the participation or intervention of Presidents, Prime Ministers, Ministers, Company CEOs, Presidents of Chambers, and other leading figures.

This year the conference attracted about 170 people from over 25 different countries. Academics, practitioners, researchers and Doctoral students throughout the world submitted original papers for conference presentation and for publication in this Book of Proceeding. All papers and abstracts were double blind reviewed. The result of these efforts produced empirical, conceptual and methodological papers and abstracts involving all functional areas of business.

Due to challenges associated with the COVID-19, the EuroMed 2020 conference had to go online this year. The EuroMed Academy of Business would like to wish you the very best during these challenging times. We want you to know how much we value and appreciate your contribution to the EuroMed community and we wish you and your families all the best. Our thoughts go to those who suffered from the disease, to their families and friends, and to the doctors and medical staff who are fighting day after day at the forefront of the pandemic.

We wish to all that this 'different' and unique conference will be both fruitful and stimulating, as it used to be during the last 12 years.

ACKNOWLEDGEMENT

We have all worked hard to ensure that this new online experience will be a great one for all participants. Consequently, most of our annual regular activities were normally scheduled online, including the inauguration event and key note speeches, parallel presentation and discussion sessions, journal special issue paper development workshops, networking and collaboration workshop, research project and publication workshop and more.

Many people and organizations are responsible for the successful outcome of the 13th Annual Conference of the EuroMed Academy of Business.

It is acknowledged that a successful conference could not be possible without the special co-operation and care of the Track Chairs and Reviewers for reviewing the many papers that were submitted to this conference. Special thanks to the Session Chairs and Paper Discussants for taking the extra time to make this conference a real success.

The last but not the least important acknowledgment goes to all those who submitted and presented their work at the conference. Their valuable research has highly contributed to the continuous success of the conference.

BOOK OF CONFERENCE PROCEEDINGS

BOOK OF CONFERENCE ABSTRACTS

DILEMMAS OF CONTROL IN REMOTE WORK

Errichiello, Luisa¹; Pianese, Tommasina¹; Cunha, Joao²

¹Institute for Studies on the Mediterranean (ISMed), Italian National Research Council, Naples, Italy

²IESEG School of Management, Lille, France

ABSTRACT

Remote work arrangements (RWAs), such as telework, mobile work and virtual teams, lead to major changes in the control of work (Bélanger *et al.*, 2013). However, existing studies reveal contradictory effects of RWAs on control. Some argue that RWAs increase control while others argue that RWAs decrease control over employees (e.g. Kurland and Cooper, 2002). The question is not whether there is more or less control in computer-mediated RWAs. Instead the question is how that control is produced, reproduced and enacted in practice as people cope with, and take advantage of opposing effects produced by RWAs on control. We first review organizational literature on control (see Long and Cardinal., 2020, for a recent review) to explore whether and how each form of control (e.g. direct supervision, standardization, mutual adjustment) are exercised in RWAs. Then, we analytically review empirical research on RWAs and control to address the described tensions. The authors show that control in RWAs is specified by the relationship between the tension between *directive* and *delegative* control on one side, and tension between *connective* and *protective* participation, on the other side.

Research on RWAs has discussed the role of both directive and delegative leadership practices in the control of teleworkers and virtual team members. In directive leadership practices, managers take upon themselves to enforce control over employees (Dambrin, 2004). Delegative leadership practices allocate part of the burden of control to employees themselves (Brocklehurst, 2001). There is a tension between these practices in RWAs because directive control practices need delegative control practices to work and vice-versa. However, delegative control practices can hinder directive control practices and vice-versa. Our analytical literature review shows that rather than choosing one or the other, managers can incorporate both sets of practices and attempt to address the challenges of doing so as they surface. The tension between these two types of leadership and their effect on control depends on the practices that managers use to navigate through these tensions.

Research on RWAs has shown how employees can enact connective or protective practices towards their organization, in responses to managers attempts at directive or delegative control. Connective practices make employees' work visible to the organization so as to increase their sense of belonging and to allow them to benefit from their relationship with their managers. Protective practices make employees' work invisible so as to increase their sense of independence from the organization and to

allow them to avoid direct supervision (Barsness *et al.*, 2005). The tension between connective and protective practices comes from the increased control that employees must pay to benefit from visibility. The outcome of the tension between visibility and invisibility is specified by employees' adaptive choices to address these conditions. In sum, our analytical review of literature reveals that level of control in RWA depends on the tension between *aggregation* and *disaggregation* which is enacted by the relationship between (a) managers' leadership practice (ie. their attempts at addressing the tension between directive and delegative leadership) and employees' distancing practices (ie. their attempts at addressing the tension between connective and protective participation in RWAs).

Keywords: Control, new work arrangements, remote work, telework, virtual teams, supervision, leadership, literature review

REFERENCES

- Barsness, Z. I., Diekmann, K.A. and Seidel, M.D.L. (2005), "Motivation and opportunity: The role of remote work, demographic dissimilarity, and social network centrality in impression management", *Academy of Management Journal*, Vol. 48 No. 3, pp. 401-419.
- Bélanger, F., Watson-Manheim, M.B., and Swan, B.R. (2013), "A multi-level socio-technical systems telecommuting framework", *Behaviour & Information Technology*, Vol. 32 No.12, pp. 1257-1279.
- Brocklehurst, M. (2001), "Power, identity and new technology homework: Implications for "new forms" of organizing", *Organization Studies*, Vol. 22 No 3, pp. 445-466.
- Dambrin, C. (2004), "How does telework influence the manager-employee relationship?", *International Journal of Human Resources Development and Management*, Vol. 4No. 4, pp. 358-374.
- Kurland, N.B. and Cooper, C.D. (2002), "Manager control and employee isolation in telecommuting environments", *The Journal of High Technology Management Research*, Vol. 13 No. 1, pp. 107-126.
- Long, C.P. and Cardinal, L.B. (2020), "Assessing the Control Literature: Looking Back and Looking Forward", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 7, pp. 339-368.