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## TABLE OF CONTENTS

- 13 Preface  
*Matteo Cristofaro, Pablo Ruiz Palomino, Rocco Frondizi, Pedro Jiménez Estévez, Santiago Gutiérrez Broncano, Fiorella Pia Salvatore and Gianluca Antonucci*
- 17 A Study on the Link Between Shared Leadership and Decision Quality  
*Matteo Cristofaro, Christopher P. Neck, Pier Luigi Giardino and Christopher B. Neck*
- 25 Digital Transformation and Top Management Teams: A Systematic Review  
*David Neira and Anabel Fernández*
- 33 Impact of COVID–19 in the Big Organizational Sequences  
*Mariam Tkhinvaleli and Nino Deminashvili*
- 39 Consolidation of Neuromanagement to Organizational Strategy and Business Communications, for Adequate Emotional Quality in Workers  
*Camilo Giraldo Giraldo, Santiago Gutierrez Broncano and Juan Jose Blazquez Resino*
- 47 Social Preferences and Strategic Interaction: Implications of Reciprocal Fairness for the Optimal Incentives Provision  
*Anastassia Zannoni*

- 53 Understanding the Organizational Communication in Non-profit Organizations: A Participatory Action Research  
*Walter Vesperi*
- 59 Team Autonomy and Organizational Support, Well-Being, and Work Engagement in the Spain Computer Consultancy Area: The Mediating Effect of Emotional Intelligence  
*Julio Suárez-Albanchez, Pedro Jimenez-Estevez, Juan Jose Blazquez-Resino and Santiago Gutierrez-Broncano*
- 69 How Satisfied are we with Compensations & Benefits Package? Any COVID-19 Impact? The Case of Albania  
*Eriona Shtëmbari, Andromahi Kufo and Dea Haxhinasto*
- 77 Exploring Job-Related Skills Through Internships Before and During COVID-19  
*Eriona Shtëmbari*
- 85 Loss Aversion in Performance Management: From Systematic Literature Review to Theoretical Framework  
*Riccardo Camilli and Ivo Hristov*
- 91 Performance and the Pandemic: The Case of the Insurance Industry in Albania  
*Andromahi Kufo and Eriona Shtëmbari*
- 101 Human Resource Information System for Improving Organizational Development Concerning Private Manufacturing  
*Hemant Shinde and Alexis Jacobo Bañón Gomis*
- 109 COVID-19 Experienced by Small and Medium-Sized Family Businesses and Future Growth Prospects: Results from a Pilot Study  
*Fiorella Pia Salvatore, Lior Naamati-Schneider and Michele Milone*

- 117 Entrepreneurship Spatial Dimensions and the Effect of Public R&D Policy  
*Juan Climent Blasco and Anabel Fernandez–Mesa*
- 123 The Socio–Emotional Influence on Entrepreneurial Capabilities. The History of a Medium–Sized Family Business  
*Fernando Octavio Hernández Vilchis*
- 129 Digital Transformation in the FMCG Industry. Past Trends, Future Directions and Practical Considerations  
*Attila Loibl*
- 135 Lean Startup Principles to Align Business Innovations with Customer Needs During and After COVID–19 Pandemic  
*Alejandro Gamón Sanz and Joaquín Alegre Vidal*
- 141 It is not Gold all that Glitters: Analysing the WLB of Family and Nonfamily Firms  
*Inés Herrero and Susana Pasamar*
- 147 The International Profile of the Entrepreneurial Culture: A Case of Study Between Chinese and Spanish Students  
*Amarildo Zane, María Isabel González Ramos and Fátima Guadamillas Gómez*
- 153 Are Effective the Subsidies Policies for Self–Employment?  
*Sandra M<sup>a</sup> Sánchez–Cañizares, L. Javier Cabeza–Ramírez, Fernando Fuentes–García and M. Carmen Cano Vicente*
- 159 COVID–19 Pandemic and the Main Aspects of Agriculture  
*Jemma Saakyan*
- 165 The Evolution of Ecuador’s Banana Sector and the Transition to Competitiveness  
*Nivaldo Vera Valdiviezo, María Isabel Bonilla Delgado and Pablo Ruiz Palomino*

- 173 Exploring Platform Capitalism: Considerations on Labour and Employment  
*Nathalie Colasanti and Rocco Frondizi*
- 179 The Effect of Digitalization on Innovation Capabilities Through the Lens of the Knowledge Management Strategy  
*Sergio Sánchez Ramírez, Fátima Guadamillas, M<sup>a</sup> Isabel González and Olga Grieva*
- 187 Artificial Intelligence and Patient Empowerment in the Healthcare Industry  
*Mona Eisa Yagoub Mohammed, Fátima Guadamillas Gomez and Beatriz Ortiz García*
- 193 The Generativity of Sport as a Tool for Social Value Creation in the Post–COVID Era  
*Gianluca Antonucci and Gabriele Palozzi*
- 199 The Effect of OTC Medicines Advertisements on Television During the COVID–19 Pandemic on Purchase Intention: A Qualitative Study on Academics  
*Yasemin Keskin Yilmaz and Hulisi Binbasioglu*
- 207 The Brand Experience and the Engagement Like Influencers on Centennial’s Decisions Making in the Dermo–cosmetics Sector in Spain  
*Marta Gotor Cuairán and Dolores Lucía Sutil*
- 215 Guarantee Brands and Trust Generation: Context of COVID–19  
*María Cordente–Rodríguez, Juan–José Villanueva–Álvaro, José–María Valero–García and Juan–Antonio Mondéjar–Jiménez*
- 223 Big Data Analytics for Smart Healthcare Management  
*Nicola Cozzoli and Michele Milone*



- 231 Modeling and Forecasting Stock Price Movements  
*Marija Spasovska, Violeta Cvetkoska, Aleksandar Naumovski and Igor Ivanovski*
- 239 Bibliometric Analysis in Banking on Women and Corporate Governance  
*Evica Delova Jolevska and Violeta Cvetkoska*
- 249 What Skills Should a Management Scientist Consultant Possess?  
*Violeta Cvetkoska and Katerina Fotova Čiković*
- 257 Proposal of a Framework to Analyze the Mechanism of Dynamic Capacities in a Public Organization  
*Quinones Nilton*
- 265 Hospital Crisis Management: Can Transformational Management be the Answer?  
*Lorenzo Pratici, Simone Fanelli, Fiorella Pia Salvatore and Michele Milone*
- 273 Participatory Public Governance in Local Settings: Comparing Digital Civic Engagement Initiatives  
*Chiara Fantauzzi and Rocco Frondizi*
- 279 Healthcare Organizations and Public Hospitals: Emerging Issues During and After the COVID–19 Pandemic  
*Lior Naamati–Schneider, Fiorella Pia Salvatore and Michele Milone*
- 285 Towards Effective Sustainable Models for Developing Underdeveloped and Unpopulated Regions. The Experience of Urban Forest Innovation Lab (UFIL) Project in Cuenca (Spain)  
*Alberto Alcalde–Calonge, Francisco José Sáez–Martínez and Pablo Ruiz–Palomino*
- 295 The Circular Economy and its Effects on Reducing the Carbon Footprint in Ikea Company  
*Pedro Jimenez–Estevez, Juan Jose Blazquez–Resino, Santiago Gutierrez Broncano and Luis Alfredo Ferrer–Bauza*

- 301 The Relationship Between Socio–Economic Inequality and Environmental Factors: The Case of Rome  
*Alessia Careccia*
- 307 Circular Economy in the Maritime Sector: A Literature Review  
*Erika Jonuskiene*
- 315 External Quality Certifications and Hospitality Firms in the Post COVID–19 Era  
*Thais González–Torres, Eva Pelechano–Barahona and José–Luis Rodríguez–Sánchez*
- 321 The Transactive Memory System for Improving Innovation Capability and Reputation: An Analysis in the Spanish Hotel Sector  
*Miguel González–Mohino, Mario J. Donate, Fátima Guadamillas and Javier Cabeza–Ramírez*
- 329 Unveiling Rural Accommodations’ Resilience Factors to COVID–19 Pandemic  
*Francisco Sánchez–Cubo, Alejandro García–Pozo and José Mondéjar–Jiménez*
- 333 The Effects of COVID–19 Crisis on the Spanish Hospitality Sector. An Expenditure–Based Approach  
*Francisco Sánchez–Cubo, José Mondéjar–Jiménez and Inmaculada Crespo–Morán*
- 339 COVID–19 and its Impact on Tourism and Hotel Business. The Case of Georgia  
*Marina Metreveli and Tinatin Dolidze*
- 345 Social Media and Tourist Expectations: An Application in Industrial Tourism  
*María Ángeles García–Haro, Ricardo Martínez–Cañas, Pablo Ruiz–Palomino and Jorge Linuesa–Langreo*

- 353 Resilient Collaborative Decision–Making in Research Project Implementation  
*Ioana Andreea Stefan, Jannicke Baalsrud Hauge and Antoniu Stefan*
- 359 How COVID–19 Influenced Technological Changes in SMES in a Transitional Country  
*Mimoza Arifi*



## PREFACE

**MATTEO CRISTOFARO<sup>1</sup>, PABLO RUIZ PALOMINO<sup>2</sup>, ROCCO FRONDIZI<sup>1</sup>,  
PEDRO JIMÉNEZ ESTÉVEZ<sup>2</sup>, SANTIAGO GUTIÉRREZ BRONCANO<sup>2</sup>,  
FIORELLA PIA SALVATORE<sup>3</sup> AND GIANLUCA ANTONUCCI<sup>4</sup>**

COVID–19 has revolutionized the lives of people and organizations. In particular, business and public entities, all over the world, had to rethink the way they operate within a rapidly changing, increasingly complex, and unpredictable environment. In a context in which governments have been forced to impose restrictive measures to contain the spread of the virus, companies ought to adapt, evolve, and innovate to respond to the economic, social, health, and environmental challenges that the pandemic presented. Nowadays, organizations are not only asked to be profitable and in equilibrium but to be resilient and flexible in a sustainable way.

In such a new scenario, management scholars will inevitably have to rethink and question the logic and theoretical assumptions that dominated recent decades.

The aim of the *1st Conference in Business Research and Management* (CBR&M), is to discuss the most important managerial and organizational implications of the pandemic and the future challenges that public and private organizations will have to face in the coming years, so-called ‘New Normal’.

The *1st Conference in Business Research and Management* is organized by the University of Castilla – La Mancha and the University of Rome “Tor Vergata”. The event took place on May 26<sup>th</sup> and 27<sup>th</sup> 2022 in a

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hybrid format, on–site at the University of Castilla – La Mancha in Toledo, but also allowing the participants to join online.

At the end of the promotional window, 51 Extended Abstracts (EAs) were collected, and 49 were presented during the Conference. The 49 EAs are theoretical, conceptual, and empirical contributions to the field of business research and management. In particular, the following topics have been investigated by the submitted EAs and they formed the title of the parallel sessions of the Conference: 1) Organizational Behavior; 2) Human Capital and Performance Management; 3) Entrepreneurship and Small Business Management; 4) Economics and Production; 5) Technology and Marketing Management; 6) Big Data, Analytics, and Artificial Intelligence; 7) Public Management and Governance; 8) Sustainability Management and Circular Economy; 9) Tourism and Hospitality Management.

In total, the number of authors (corresponding and non–corresponding ones) was 115. The Institution distribution of corresponding authors was the following: University of Castilla – la Mancha (14 EAs); the University of Rome “Tor Vergata” (5 EAs); University of Valencia (4 EAs); Georgian Technical University (3 EAs); University of New York Tirana (3 EAs); “Ss. Cyril and Methodius” University in Skopje (3 EAs); King Juan Carlos University (2 EAs); Arizona State University (1 EA); Corvinus University of Budapest (1 EA); the D’Annunzio University of Chieti–Pescara (1 EA); Hadassah Academic College Jerusalem (1 EA); Klaipeda University (1 EA); Magna Graecia University of Catanzaro (1 EA); Malatya Turgut Özal University (1 EA); Pablo de Olavide University (1 EA); Pontifical Catholic University of Peru (1 EA); University American College Skopje (1 EA); University of Alcalá (1 EA); University of Bremen (1 EA); University of Córdoba (1 EA); University of Foggia (1 EA); University of Parma (1 EA).

The country distribution of corresponding authors’ institutions was: Spain (23 EAs); Italy (9 EAs); North Macedonia (4 EAs); Albania (3 EAs); Georgia (3 EAs); Germany (1 EA); Hungary (1 EA); Israel (1 EA); Lithuania (1 EA); Peru (1 EA); Turkey (1 EA); United States (1 EA). This synthesis clearly demonstrates that the Conference reached an international audience, forming a strong basis for future editions.

During the days of the Conference, three *lectio magistralis* were delivered:

- “The world after COVID–19: Insights and challenges from an ethical perspective”, by Joan Fontrodona, Professor of Business ethics, the IESE business school;
- “Innovating through digital transformation: reflections and implications for research in the post–pandemic context”, by Joaquin Alegre Vidal, Professor of Innovation Management, the University of Valencia; and
- “Regionalization of Global Value Chains after the COVID–19 Pandemic: research and management implications”, by José Pla Barber, Professor of International Business, the University of Valencia.

Apart from the scientific ‘duties’, participants of the Conference had the possibility to visit the city of Toledo thanks to an organized tour. Additionally, all of us had the occasion to know each other better in a social dinner.

Some extended abstracts presented to the conference underwent, when developed as a full paper, a fast–track review process for publication in two Special Issues:

- “Business Research and Management Emerging issues after COVID–19 time” for *International Journal of Business Research Management* (IJBRM) (slots of ‘free of charge’ papers have been allowed) guest edited by: Rocco Frondizi, Santiago Gutiérrez Broncano, Fátima Guadamillas Gómez, and Ammar Al–Bazi.
- “What is in the future of Business Research and Management? Emerging issues after COVID–19 time” for *Administrative Sciences* (amsaci; Scopus and ESCI indexed) (slots of ‘free of charge’ papers have been allowed) guest edited by: Matteo Cristofaro, Pablo Ruiz Palomino, Fiorella Pia Salvatore, Pedro Jiménez, Andromahi Kufo, and Ricardo Martínez Cañas.

Moreover, some other papers presented at the Conference were selected for publication in the following journals:

- *Business System Research Journal* (Scopus and ESCI indexed);
- *Journal of Information and Organizational Sciences* (Scopus and ESCI indexed);
- *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies* (EBSCO indexed);
- *International Journal of Banking, Risk and Insurance* (EBSCO indexed).

Finally, it is here reported the Conference Organization, which fully expresses its fulfillment for the overall experience of the Conference, especially the connections made and the reinforced friendship.

#### **Co–chairs**

Matteo Cristofaro, University of Rome Tor Vergata

Pablo Ruiz Palomino, University of Castilla – la Mancha

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## **A STUDY ON THE LINK BETWEEN SHARED LEADERSHIP AND DECISION QUALITY**

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**KEYWORDS:** Shared Leadership, Self-Leadership, Decision Comprehensiveness, Debate, Decision Quality.

### **1. Objectives**

Nowadays, due to their key influence on the survival and success of organizations, leaders' chief duty is to make effective decisions (Cyert & March, 1963). To facilitate this effective decision making, a growing number of large-, medium- and even small- enterprises are currently embracing the Shared Leadership (SL) practice to more easily handle decision stressors, such as information overload, time pressure, complexity and uncertainty (Phillips-Wren & Adya, 2020; Pitelis & Wagner, 2019); and to in turn, make superior choices.

However, despite the multitude of contributions investigating the effect of SL in organizations, with regard to team and firm performance (Carson *et al.*, 2007), team trust and intervention (D'Innocenzo *et al.*, 2021), team and firm capabilities (Cristofaro *et al.*, 2020; Singh *et al.*, 2019), resource planning (Hoch & Dulebohn, 2013; Mihalache *et al.*,

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2014), and change management (Pearce & Sims, 2002), there is a substantial unaddressed gap in directly understanding the influence of SL on the quality of decisions made (Wang *et al.*, 2014; Wu *et al.*, 2019) — despite reciprocal positive effects having been examined (Cater & Justis, 2010). In fact, although good decisions are antecedents to all the outcomes examined above and it can be advanced, in turn, that the quality of decisions has been implicitly examined, no prior contributions straightforwardly investigated the proposed SL–decision quality relationship. Therefore, the present contribution is intended to answer the following research questions: Does shared leadership influence decision quality? What are the mechanisms that foster or undermine shared leadership to make superior choices?

## 2. Theoretical Background

Due to the fact that decision quality is mainly driven by the systemic procedure through which agents methodically deal with gathered information (Carr *et al.*, 2021; Meissner & Wulf, 2014), it is hypothesized here that the SL–decision quality relationship is mediated by decision comprehensiveness — i.e., “the extent to which organizations attempt to be exhaustive or inclusive in making and integrating strategic decisions” (Fredrickson & Mitchell, 1984, p. 402) — because decision comprehensiveness is commonly helpful in lowering the negative effects that individual and group information biases (e.g., self-reporting, measurement–error and confirmation bias) have on the choice context that surround decision–makers (Althubaiti, 2016). Connected with this phenomenon, it has been assumed that individual team member’s possession of high levels of self–leadership — the “process through which individuals control their own behavior” (Neck & Houghton, 2006, p. 270) — negatively moderates the SL–decision comprehensiveness mediated relationship. Indeed, it has been recently found that individuals with a high level of self–leadership are more prone to be victims of biases that lead to a poor capacity to accomplish systemic search for information (Cristofaro & Giardino, 2020). On the contrary, we additionally hypothesize a positive moderation of the debate variable,

because “debate itself, through its presence rather than its format, improves group performance by formalizing and legitimizing conflict and encouraging critical evaluation” (Schweiger *et al.*, 1989; p. 767); consequently, well-established debate policies may enhance the capacity to accomplish systemic search for information and avoid information biases (Castellano *et al.*, 2021).

As a result, the model we propose hypothesizes a positive effect of SL on decision quality by the mediation of decision comprehensiveness (H1), however, the SL–decision comprehensiveness relationship is assumed to be, on one hand, negatively moderated by individuals’ high levels of self-leadership (H2) while, on the other hand, positively moderated by debate among team members (H3).

### 3. Methodology

To test the validity of the proposed moderated mediation model, we administered a survey to 112 Research & Development teams and their direct managers that are, respectively, involved and responsible for the proposal of innovative products and/or services. Following recent research studying similar models (Dimitrova, 2020), data have been analyzed through a structural equation modeling (SEM).

Specifically, the elements that feature the proposed conceptual model have been measured as follows:

- i) Shared leadership. To assess the level of shared leadership, a 20-item Likert-type scale on 5-points (Grille & Kauffeld, 2015;  $\alpha = .87$ ) has been implemented;
- ii) Decision comprehensiveness. To assess decision comprehensiveness, a 5-item Likert-type scale on 5-point (Atuahene-Giman and Li, 2004;  $\alpha = 0.93$ ) has been implemented;
- iii) Self-leadership. To assess self-leadership, a 35-item Likert-type scale on 5-point (Carmeli *et al.*, 2006;  $\alpha = 0.73$ ) has been implemented;
- iv) Debate. To assess the level of debate, a 4-items Likert-type scale on 5-points (Simons *et al.*, 1999;  $\alpha = 0.75$ ) has been implemented;

- v) Decision quality: To assess quality of decisions, a 3-items Likert-type scale on 5-point (Amason, 1996;  $\alpha = 0.85$ ) has been implemented.

Furthermore, we controlled for a series of variables both generic (i.e., 'team size', 'functional diversity', 'team turnover', 'goal uncertainty', 'task interdependence', 'gender diversity', and 'educational background') and more specific ones (i.e., 'managerial performances', 'institutional environmental volatility', 'affective conflict', 'cognitive conflict', 'environmental munificence' and 'behavioral integration').

#### 4. Findings

The results indicate that the five-factor structure fit the data better than the following alternative models,  $\chi^2(504) = 1543.31$ , root mean square error of approximation (RMSEA) = 0.05, standardized root mean square residual (SRMR) = 0.05, comparative fit index (CFI) = 0.90, and incremental fit index (IFI) = 0.90: (b) when shared leadership and debate were set to load on a single factor,  $\chi^2(508) = 2155.42$ , RMSEA = 0.11, SRMR = 0.103, CFI = 0.75, and IFI = 0.75; (c) when shared leadership and decision comprehensiveness were set to load on a single factor,  $\chi^2(508) = 2832.46$ , RMSEA = 0.14, SRMR = 0.14, CFI = 0.64, and IFI = 0.64; (d) when decision comprehensiveness and decision quality were set to load on a single factor,  $\chi^2(508) = 3123.15$ , RMSEA = 0.16, SRMR = 0.18, CFI = 0.55, and IFI = 0.55; (e) when shared leadership, decision comprehensiveness, and debate were set to load on a single factor,  $\chi^2(512) = 3456.22$ , RMSEA = 0.18, SRMR = 0.20, CFI = 0.40, and IFI = 0.40; and (f) when all the variables were set to load on a single factor,  $\chi^2(514) = 4567.28$ , RMSEA = 0.21, SRMR = 0.22, CFI = 0.40, and IFI = 0.40.

For what concerns Hypothesis 1, results reveal a significant indirect effect between SL and decision quality via decision comprehensiveness (indirect effect = 0.086, 95% CI = [0.24, 0.08]). Therefore, Hypothesis 1 was supported.