



The behavioral aspects of innovation in the age of pandemic

Guest Editors.

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Background and Rationale for the Special Issue

Academic research and practice have long considered innovation as the basis for economic growth and as a source of sustainable competitive advantage (Shin, Yuan, & Zhou, 2017). Accordingly, based on the turbulent and dynamic environment in which businesses compete today, combined with the consequences they face and the necessary changes they are undergoing due to the Covid-19 pandemic, the need of businesses for enhanced innovation performance has never been higher (Amankwah-Amoah et al., 2020; Zhan, Bendapudi, & Hong, 2015). A consequential result is the scholarly community's increased interest in better understanding the paths to innovation (Hogan & Coote, 2014).

As recently emphasized by George, Lakhani, and Puranam (2020), the Covid-19 pandemic has not only tested the agility and resilience of organizations, but also encouraged reexamination of the assumptions underlying the theoretical frameworks that guide managerial decisions and organizational practices. Referring specifically to the impact of Covid-19 on research in the innovation and technology management realm, Cooper (2021) highlighted that while new-product development has been accelerated on an unprecedented scale (which required effective portfolio management in order to prioritize projects, reallocate resources, and adopt the novel digital platform) it has also been associated with many hidden costs such as pursuing less innovative projects and cutting too many corners.

Towards this direction, psychology, organizational behavior and innovation scholars have acknowledged the instrumental role of various organizational perspectives, such as organizational culture, in triggering and enhancing innovation (Büschgens, Bausch, & Balkin, 2013). Furthermore, by utilizing the effectuation orientation construct, Szambelan, Jiang, and Mauer (2020) recently underscored the need for more nuanced insights into how the combination of mindsets and actions helps firms overcome innovation barriers. Despite this, existing research has not clearly defined what kind of organizational aspects enable the mechanisms that affect innovation in businesses (Wang & Rafiq, 2014). In addition, extant literature on innovation has also acknowledged the importance of various psychological aspects, such as trust, in enabling innovation (Nielsen & Nielsen, 2009).

The above two research streams have created new, promising links between the fields of psychology, organizational behavior, and

innovation that scholars can further build on. However, each of these streams of research progressed individually, thus, leaving aside possible interactions between psychology, organizational behavior, and their impact on innovation. Moreover, research investigating the causes and effects of organizational culture and trust on innovation for the employed workforce has largely been examined at the macro-level of analysis. For instance, the effects of organizational culture and trust on innovation at the micro-level of analysis (individuals) is still rather underexplored (Schweisfurth & Raasch, 2018). Moreover, a multi-level examination of the relationship between trust and organizational culture across a variety of firm types and size categories is likely to be of tremendous value to the organizational behavior/innovation field and businesses (Tasselli & Kilduff, 2018), because this may reveal important patterns relevant to work/job design as well as organizational context (Ozyilmaz, Erdogan, & Karaeminogullari, 2018; Schabram, Robinson, & Cruz, 2018), and in relation to organizational innovative performance. In addition, the role of trust in interorganizational networks presents interesting opportunities for future exploration (Donati, Zappala, & González-Romá, 2020). More importantly, current research on both streams is even more limited within the context of a pandemic, an absence that is illustrated by the lack of research-based guidelines for business practices in the current Covid-19 pandemic.

Objectives and topics for the special issue

Following Poulis and Kastanakis's (2020) call for new ways of overcoming the theorizing and methodological fetishism that exist across various domains, our special issue seeks to advance existing knowledge on the topics of trust, and to provide organizations and managers with a better understanding of the behavioral aspects of innovation in organizations within the context of a pandemic, as well their antecedents and consequences (Baer et al., 2018; Burtscher, Meyer, Jonas, Feese, & Tröster, 2018). The key goal is therefore to elucidate these relationships and provide a grounded basis for innovative theorizing at both micro- and macro-levels (Costa, Fulmer, & Anderson, 2018; Long & Sitkin, 2018). We hope that this special issue will encourage the development of interdisciplinary research and draw on several innovation and organizational behavior sub-dimensions at various levels of analysis.

An indicative list of questions that we are interested in addressing includes:

- How do managers enhance the development of trust with their subordinates during a pandemic and what is the impact on individual as well as organizational innovation?
- How can organizations mitigate the negative consequences of a pandemic on employee satisfaction and how does this affect various

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forms of organizational innovation, including the number of patents and new product development?

- During a pandemic, what is the role of organizational culture in terms of employee well-being, thriving, resilience, and subsequent innovation performance?
- What types of national and organizational culture factors serve as barriers for the development of trust within the organization during a pandemic and are they conducive to organizational innovation?
- What are the links between different types of organizational culture and trust and innovation performance during a pandemic?
- How can we measure innovation in the context of a pandemic (vs no pandemic)? What are the most prevalent threats to valid measures of innovation (at various levels of analysis) and how can we address them?
- How do social dynamics and environmental changes shape the prevalence of innovation in organizations?
- During a pandemic, what is the role of ambidexterity and agility, at individual, team, and organizational levels, in enhancing various types of innovation? What behavioral and organizational aspects play a mediating and/or moderating role in this relationship?
- Which types of managerial behavior are perceived as most helpful by managers vs subordinates for enhanced innovation performance during a pandemic?
- In relation to firm type and size, what are the challenges during a pandemic of triggering innovation and how do they differ?
- During a pandemic, what is the impact of various aspects of organizational behavior on trust and innovation (at various levels of analysis: individual, team/project, business unit, and organizational)?
- What are the links between different types of leadership styles, trust and innovation performance during a pandemic?
- What are the boundary conditions (e.g., overtime level, psychological safety climate, and ethical climate) for trust development and innovation performance during a pandemic?
- How do emotions during a pandemic influence trust development and innovation performance? How should such differences be taken into consideration in the conceptualization, measurement, and study of innovation?

This list is by no means exhaustive. The key requirement is that each paper makes a new contribution to our understanding of the relationship between innovation and constructs related to organizational behavior, such as trust and organizational culture, within the context of a pandemic. We encourage papers that include empirical investigations of these issues (by using rigorous qualitative and/or quantitative methods), but we will also consider state-of-the-art theoretical or conceptual papers, as well as meta-analytic reviews that stimulate the research agenda on this topic.

Submission Instructions

We welcome interdisciplinary research that draws from different management disciplines, providing all submitted papers have clear theoretical and practical implications. For empirical papers based on data sets from which multiple papers have been generated, the guest editors must be provided with copies of all other papers based on the same data. All submissions will be subject to EMJ's standard double-blind peer-review process, should adhere to the journal's publication guidelines and be submitted electronically to <https://www.editorialmanager.com/eumj/Default.aspx> between **1st September and 1st December 2022**. To ensure that all manuscripts are correctly identified for consideration for this Special Issue, it is important that authors select 'SI: **Behavioral Aspects of Innovation**' as the paper type. Any questions pertaining to the special issue can be directed to the lead guest editor: Prof. Shlomo Tarba (s.tarba@bham.ac.uk).

The *European Management Journal* is a flagship scholarly journal, publishing internationally leading research across all areas of

management. EMJ articles challenge the status quo through critically informed empirical and theoretical investigations, and present the latest thinking and innovative research on major management topics, while still being accessible and interesting to non-specialists. EMJ articles are characterized by their intellectual curiosity and diverse methodological approaches, which lead to contributions that impact profoundly on management theory and practice. We welcome interdisciplinary research that synthesizes distinct research traditions to shed new light on contemporary challenges in the broad domain of European business and management. Cross-cultural investigations addressing the challenges for European management scholarship and practice in dealing with global issues and contexts are strongly encouraged. More information about EMJ can be found on the journal homepage: <https://www.journals.elsevier.com/european-management-journal>.

Brief CVs of special issue editors

Shlomo Y. Tarba is Chair (Full Professor) and former Head of the Department of Strategy & International Business at the Business School, University of Birmingham, UK, and a Visiting Professor at Collier School of Management, Tel Aviv University, Israel. He received his PhD in Strategic Management from Ben-Gurion University and his Master's in Biotechnology from the Hebrew University of Jerusalem, Israel. His research interests include cross-border mergers and acquisitions, resilience, agility, and organizational ambidexterity. In recognition for his significant contribution to the social sciences he was awarded, in March 2020, the Fellowship of the Academy of Social Sciences (FACSS). Professor Tarba is Co-Editor-in-Chief of the *British Journal of Management* and a member of the editorial boards for the *Journal of Management Studies*, *Journal of International Business Studies*, *Journal of World Business*, and *Long Range Planning*. He has served as a guest-editor for the special issues of leading journals such as the *Journal of Organizational Behavior*, *Human Resource Management (US)*, *California Management Review*, *Applied Psychology: An International Review*, *Management International Review*, *Journal of World Business*, and others. His research papers are published/forthcoming in journals such as the *Journal of Management*, *Journal of Organizational Behavior*, *Academy of Management Perspectives*, *Human Relations*, *Human Resource Management*, *Journal of World Business*, *Management International Review*, *Long Range Planning*, *Human Resource Management Review*, *Journal of Business Research*, *International Journal of Human Resource Management*, and others. One of his papers was selected and published in the Best Paper Proceedings of the Academy of Management (USA) in 2006.

Sir Cary L. Cooper is 50th Anniversary Professor of Organizational Psychology & Health at the Alliance Manchester Business School, University of Manchester, UK. Previously he held the position of Distinguished Professor of Organizational Psychology and Health at Lancaster University Management School, UK. Professor Cooper is the author/editor of over 120 books (on occupational stress and industrial and organizational psychology) and over 400 scholarly articles. He is currently Founding Editor of the *Journal of Organizational Behavior* and Editor-in-Chief of the *Journal of Organizational Effectiveness: People and Performance*. He served as a guest editor for special issues of the *Journal of Management Studies*, *Human Resource Management*, *International Journal of Human Resource Management*, and others. Prof. Cooper's work has been published in journals such as the *Academy of Management Journal*, *Journal of Management*, *Academy of Management Executive*, *Personnel Psychology*, *Journal of Management Studies*, *Human Resource Management*, *Human Relations*, *British Journal of Management*, *Management Learning*, *Management International Review*, and others. He is a Fellow of the British Psychological Society and an Academician of the Academy of Social Sciences. Professor Cooper is past President of the British Academy of Management and one of the first UK-based Fellows of the (American) Academy of Management. In 2001, he was awarded a CBE in the Queen's Birthday Honours List. In June 2014 he was awarded a Knighthood for his services to social science.

Michael Christofi is a Lecturer in Innovation and Entrepreneurship at the School of Management and Economics at Cyprus University of Technology. His research spans across the fields of corporate social responsibility, well-being, strategic and entrepreneurial marketing, innovation, strategic agility, and organizational ambidexterity and has been published in premier publication outlets, such as the *British Journal of Management*, *Journal of World Business*, *Journal of Business Research*, *Technological Forecasting & Social Change*, *International Business Review*, and *International Marketing Review*, among others. He has authored several book chapters and won various awards for his research work and academic service. Dr Christofi has also served and serves as a guest editor for special issues at leading journals such as *Technovation*, *European Journal of Marketing*, *Journal of Business Research*, *Technological Forecasting & Social Change*, and *International Marketing Review*, among others.

Alkis Thrassou is a Professor at the School of Business, University of Nicosia, Cyprus. He holds a PhD from the University of Leeds, UK, and is also a Chartered Marketer (FCIM), Chartered Construction Manager (FCIOB), Chartered Management Consultancy Surveyor (MRICS), and Senior Research Fellow of the EuroMed Academy of Business (SFEMAB/EMRBI). He is author/editor of articles in numerous esteemed peer reviewed scientific journals and books, holds positions on journal editorial boards, and retains strong ties with the industry, acting also as a consultant.

Demetris Vrontis is the Vice Rector for Faculty and Research and a Professor of Strategic Marketing Management at the University of Nicosia, Cyprus. Professor Vrontis is the Founder and Editor-in-Chief of the *EuroMed Journal of Business*, an Associate Editor for *International Marketing Review* and the *Journal of Business Research*. He has published articles in 250 refereed journals; authored 45 books and 60 chapters; and presented papers at over 80 conferences around the globe. He is a Fellow and certified Chartered Marketer of the Chartered Institute of Marketing and a Chartered Business Consultant.

Nikoletta Theofania Siamagka is an Assistant Professor in Marketing at the Aristotle University of Thessaloniki, Greece. Prior to that, she worked at King's College London. She holds a PhD from the University of Birmingham, UK. Her research interests focus mainly on international marketing and consumer behavior and her work has been published in various highly esteemed journals, such as the *Journal of International Marketing*, *International Marketing Review*, *Industrial Marketing Management*, *European Journal of Marketing*, and *Journal of Travel Research*. She is also an Associate Editor for the *Journal of Consumer Behaviour*.

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