

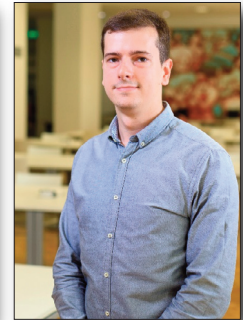
Introduction to the Special Issue Section

6th International Conference on Management and Organization SAM 2022: INTEGRATING ORGANIZATIONAL RESEARCH: INDIVIDUAL, TEAM, ORGANIZATIONAL AND MULTILEVEL PERSPECTIVES

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This special issue section is focused on presenting the **6th International Conference on Management and Organization SAM 2022** hosted by Slovenian Academy of Management, together with School of Economics and Business, University of Ljubljana, and Faculty of Economics and Business, University of Zagreb, with the support of CEEMAN, organized on June 23-24, 2022 in Ljubljana, Slovenia. The theme of the conference was **Integrating Organizational Research: Individual, team, organizational and multilevel perspectives**.

The inspiration for the gathering alike came from the awareness that organizations are multi-level social systems. Even though organizations are complex social systems, most scholars remain entrenched in their own disciplinary, specialized micro (organizational behaviour and organizational psychology), meso (social psychology, business process management, project management) or macro (strategic management, organizational theory and design, engineering/systems management) research camps. Meanwhile, managers in the digitally connected world must prioritize the execution of competitive strategic initiatives and the achievement of challenging business objectives by skilfully managing and continually enhancing the dynamic interactions between various levels of the organizational system. Although these distinct schools of thought have traditionally focused on analyzing or-

ganizational phenomena at different levels of analysis (i.e., individual/job, team/unit, and organization/system), they will undoubtedly persist and provide valuable, specialized insights. Nevertheless, relying solely on single-level perspectives may not be sufficient for effectively addressing the increasing complexity of organizational life.

It is encouraging to see that there is a growing body of research in organizational studies that spans multiple levels, incorporating previously separate research areas and providing fresh perspectives on business practices. The need to bridge the gap between macro and micro levels has been acknowledged by the field of organizational science, particularly in areas such as human resource management, leadership, organizational behavior, innovation management, and organizational learning. Recent developments in multilevel modelling techniques have further emphasized the importance of considering levels in scholarly discussions.

The central premise of multilevel organizational research is that a more comprehensive explanation of phenomena can be achieved by integrating factors from different levels of analysis. The aim and focus of this conference were to explore and tackle theoretical, research, and methodological challenges associated with single- and cross-level investigations, with the goal of advancing our comprehension of the multilevel nature of organizations. Participants from

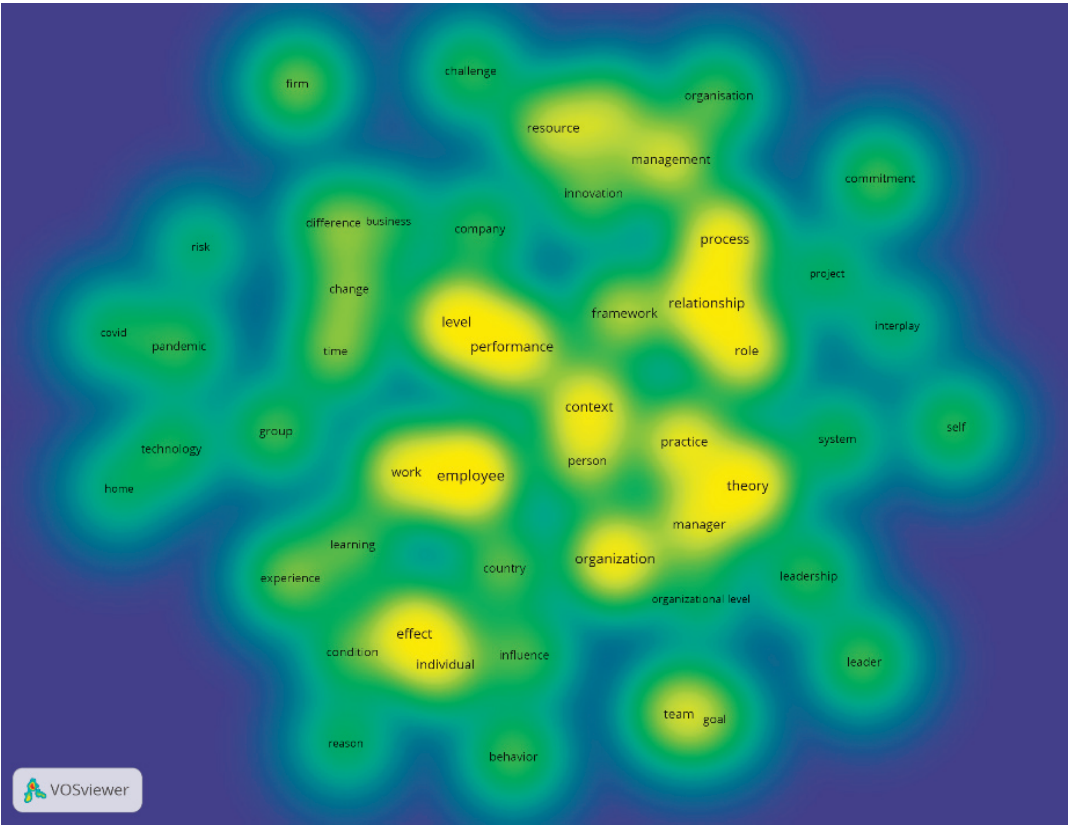
universities and schools from 17 different countries came to Ljubljana and in two days, 43 papers were presented in 10 sessions. A myriad of different participants and topics were present at the conference. The first day of the conference presentations were held in session HRM and OB, Job design, Leadership, Business process management and Digitized work. On the second day, presentations were scheduled in the sessions Macro- and cross-level issues, Innovative work behaviour and Project organizing.

In order to present the wide range of presented studies, we conducted a textual analysis presented in Figure 1. The topics covered within papers include broader fields of **leadership, corporate social responsibility, human resource management, project management, work design**, and many more across different levels (individual, team, and organizational), different industries, and different countries (Slovenia, Croatia, Serbia, Hungary, Poland, Albania, Italy, Germany, Belgium, the Netherlands, Sweden, Norway, United Kingdom, Canada, USA, Colombia

and Thailand). We strived to provide much-needed synthesis of underlying theories and methodological approaches within the loosely coupled community of organizational scholars by taking account of the fact that micro phenomena are embedded in macro contexts, while macro phenomena often emerge through the interaction and dynamics of lower-level elements. Such an approach may add depth and richness to our theoretical reasoning and likewise improve conversations between researchers and practitioners, by providing insightful details concerning how organizations operate and behave.

For the occasion of the special issue section we have decided to highlight two well-represented and interesting topics from the conference: corporate social responsibility (CSR) and leadership in project management. Both business supporters and business-and-society scholars share a basic conviction that CSR is advantageous not only for the firm but also for its stakeholders and society as a whole (Burke & Logsdon, 1996). It is important to study the

Figure 1: Textual analysis of papers presented at SAM 2022 conference



development of CSR practices in different contexts (implicit vs. explicit CSR) in order to reveal how organizations, address stakeholder needs, as well as the changes in expressed ethical values and its impact on market and the society (Carson, Hagen, & Sethi, 2013). Similarly, projects are invaluable for managing complex problems and implementing changes for the good of organizations and society. Studying leadership in the context of projects is of high importance because project success depends on different characteristics of the project itself such as complexity, size, uniqueness (Mir & Pinnington, 2014). Projects are temporary and as such, largely dependent on the abilities of project managers. And, what is crucial sometimes is how project managers adjust to contingencies of different projects. The two papers in this special issue section address these topics.

The first paper, by Erik Pelters investigates the extent to EU companies mimic the content of codes of conduct from U.S. companies. This is grounded in the process of hybridization, i.e. a gradual alignment between the design of CSR practices by companies in implicit and explicit CSR contexts. Hybridization comes alive with the help of explicitization and implicitization (Matten & Moon, 2008). In his paper, Erik Pelters is focused on empirical evidence of hybridization in terms of changes in codes of conduct over time. Findings point out to a noticeable hybridization where codes of conduct in USA function as templates for EU companies. Explicitization of codes content takes place in companies of the EU context. The same applies to implicitization of CSR practices: content analysis demonstrated that companies embedded new trends within their codes of conduct.

The second paper is written by Gabriella Cserháti. It provides a content analysis of leadership approaches in project management with the focus on interactions between project/organizational characteristics and project manager's leadership style. More precisely, the analysis centred on the dependence of project success on various project characteristics, including project type, complexity, goal clarity, uncertainty, team size, project management practices, and virtuality. Based on these findings, author suggests two implications for future research. First, in order to ensure project success, research ef-

forts should focus on interactions between leadership style and project characteristics. Second, author calls for investigating multilevel interactions between organizational context (such as culture and structure), leadership style and project success.

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