

CONFERENCE PROCEEDINGS OF THE 1ST CONFERENCE IN BUSINESS RESEARCH AND MANAGEMENT
UNIVERSITY OF CASTILLA – LA MANCHA, TOLEDO, SPAIN – MAY 26TH–27TH, 2022

This edited book contains the conference proceedings of the “1st Conference in Business Research and Management”, organized by the University of Castilla – La Mancha and the University of Rome “Tor Vergata”. The Conference took place on May 26th and 27th 2022, at the University of Castilla – La Mancha in Toledo. The aim of the Conference was 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, the so-called “New Normal”. The volume contains all the 49 extended abstracts presented during the Conference.

Essays by Alberto ALCALDE–CALONGE, Gianluca ANTONUCCI, Mimosa ARIFI, Alexis Jacobo BAÑÓN GOMIS, Hulusi BINBASIOGLU, Juan Climent BLASCO, Juan Jose BLAZQUEZ–RESINO, María Isabel BONILLA DELGADO, L. Javier CABEZA–RAMÍREZ, Riccardo CAMILLI, M. Carmen CANO VICENTE, Alessia CARECCIA, Katerina Fotova ČIKOVIĆ, Nathalie COLASANTI, María CORDENTE–RODRÍGUEZ, Nicola COZZOLI, Inmaculada CRESPO–MORÁN, Matteo CRISTOFARO, Violeta CVETKOSKA, Nino DEMINASHVILI, Tinatin DOLIDZE, Mario J. DONATE, Chiara FANTAUZZI, Anabel FERNÁNDEZ–MESA, Luis Alfredo FERRER–BAUZA, Rocco FRONDIZI, Fernando FUENTES–GARCÍA, Alejandro GAMÓN SANZ, María Ángeles GARCÍA–HARO, Alejandro GARCÍA–POZO, Pier Luigi GIARDINO, Camilo GIRALDO GIRALDO, María Isabel GONZÁLEZ RAMOS, Thais GONZÁLEZ–TORRES, Marta GOTOR CUAIRÁN, Fátima GUADAMILLAS GÓMEZ, Santiago GUTIÉRREZ BRONCANO, Jannicke Balsrud HAUGE, Dea HAXHINASTO, Fernando Octavio HERNÁNDEZ VILCHIS, Inés HERRERO, Ivo HRISTOV, Igor IVANOVSKI, Pedro JIMÉNEZ ESTÉVEZ, Evica Delova JOLEVSKA, Erika JONUSKIENE, Yasemin KESKIN YILMAZ, Andromahi KUFO, Jorge LINUESA–LANGREO, Artilla LOIBL, Ricardo MARTÍNEZ–CAÑAS, Marina METREVELLI, Michele MILONE, José MONDÉJAR–JIMÉNEZ, Juan–Antonio MONDÉJAR–JIMÉNEZ, Miguel GONZÁLEZ–MOHÍNO, Lior NAAMATI–SCHNEIDER, Aleksandar NAUMOVSKI, Christopher P. NECK, David NEIRA, Quinones NILTON, Beatriz ORTIZ GARCÍA, Gabriele PALOZZI, Susana PASAMAR, Eva PELECHANO–BARAHONA, José–Luis RODRÍGUEZ–SÁNCHEZ, Pablo RUIZ PALOMINO, Jemma SAAKYAN, Francisco José SÁEZ–MARTÍNEZ, Fiorella Pia SALVATORE, Sandra M. SÁNCHEZ–CAÑIZARES, Francisco SÁNCHEZ–CUBO, Sergio SÁNCHEZ RAMÍREZ, Hemant SHINDE, Eriona SHTĚMBARI, Marija SPASOVSKA, Antoniu STEFAN, Ioana Andreea STEFAN, Julio SUÁREZ–ALBANACHEZ, Dolores Lucía SUTIL, Mariam TKHINVALELI, Nivaldo Vera VALDIVIEZO, José–María VALERO–GARCÍA, Joaquín Alegre VIDAL, Juan–José VILLANUEVA–ÁLVARO, Walter VESPERI, Amarildo ZANE, Anastassia ZANNONI.

EDITED BY

MATTEO CRISTOFARO

Assistant Professor of Management at the University of Rome “Tor Vergata”.

PABLO RUIZ PALOMINO

Professor of Business Administration at the University of Castilla – La Mancha.

ROCCO FRONDIZI

Post-doc in Management at the University of Rome “Tor Vergata”.

PEDRO JIMÉNEZ ESTÉVEZ

Professor of Business Administration at the University of Castilla – La Mancha.

SANTIAGO GUTIÉRREZ BRONCANO

Professor of Enterprise Organization at the University of Castilla – La Mancha.

IORELLA PIA SALVATORE

Assistant Professor of Business Economics at the University of Foggia.

GIANLUCA ANTONUCCI

Assistant Professor of Business Economics at the University of Chieti–Pescara.



on cover
Sight of Toledo.

24,00 EURO

ISBN 979-12-218-0135-4



9 791221 801354



CONFERENCE PROCEEDINGS OF THE 1ST CONFERENCE IN BUSINESS RESEARCH AND MANAGEMENT
EDITED BY MATTEO CRISTOFARO, PABLO RUIZ PALOMINO, ROCCO FRONDIZI, PEDRO JIMÉNEZ ESTÉVEZ,
SANTIAGO GUTIÉRREZ BRONCANO, IORELLA PIA SALVATORE, GIANLUCA ANTONUCCI

CONFERENCE PROCEEDINGS OF THE 1ST CONFERENCE IN BUSINESS RESEARCH AND MANAGEMENT

UNIVERSITY OF CASTILLA – LA MANCHA, TOLEDO, SPAIN
MAY 26TH–27TH, 2022

Edited by

MATTEO CRISTOFARO

PABLO RUIZ PALOMINO

ROCCO FRONDIZI

PEDRO JIMÉNEZ ESTÉVEZ

SANTIAGO GUTIÉRREZ BRONCANO

IORELLA PIA SALVATORE

GIANLUCA ANTONUCCI



@
aracne

@
aracne





Universidad de
Castilla-La Mancha



TOR VERGATA
UNIVERSITÀ DEGLI STUDI DI ROMA

CONFERENCE PROCEEDINGS OF THE 1ST CONFERENCE IN
BUSINESS RESEARCH AND MANAGEMENT

UNIVERSITY OF CASTILLA – LA MANCHA, TOLEDO, SPAIN
MAY 26TH–27TH, 2022

Edited by

**MATTEO CRISTOFARO, PABLO RUIZ PALOMINO, ROCCO FRONDIZI,
PEDRO JIMÉNEZ ESTÉVEZ, SANTIAGO GUTIÉRREZ BRONCANO,
FIORELLA PIA SALVATORE, GIANLUCA ANTONUCCI**

Essays by

ALBERTO ALCALDE–CALONGE
GIANLUCA ANTONUCCI
MIMOZA ARIFI
ALEXIS JACOBO BAÑÓN GOMIS
HULISI BINBASIOGLU
JUAN CLIMENT BLASCO
JUAN JOSE BLAZQUEZ–RESINO
MARÍA ISABEL BONILLA DELGADO
L. JAVIER CABEZA–RAMÍREZ
RICCARDO CAMILLI
M. CARMEN CANO VICENTE
ALESSIA CARECCIA
KATERINA FOTOVA ČIKOVIĆ
NATHALIE COLASANTI
MARÍA CORDENTE–RODRÍGUEZ
NICOLA COZZOLI
INMACULADA CRESPO–MORÁN
MATTEO CRISTOFARO
VIOLETA CVETKOSKA
NINO DEMINASHVILI
TINATIN DOLIDZE
MARIO J. DONATE
CHIARA FANTAUZZI
ANABEL FERNÁNDEZ–MESA
LUIS ALFREDO FERRER–BAUZA
ROCCO FRONDIZI
FERNANDO FUENTES–GARCÍA
ALEJANDRO GAMÓN SANZ
MARÍA ÁNGELES GARCÍA–HARO
ALEJANDRO GARCÍA–POZO

PIER LUIGI GIARDINO
CAMILO GIRALDO GIRALDO
MARÍA ISABEL GONZÁLEZ RAMOS
THAIS GONZÁLEZ–TORRES
MARTA GOTOR CUAIRÁN
FÁTIMA GUADAMILLAS GOMÉZ
SANTIAGO GUTIÉRREZ BRONCANO
JANNICKE BAALSRUD HAUGE
DEA HAXHINASTO
INÉS HERRERO
IVO HRISTOV
IGOR IVANOVSKI
PEDRO JIMÉNEZ ESTÉVEZ
EVICA DELOVA JOLEVSKA
ERIKA JONUSKIENE
YASEMIN KESKIN YILMAZ
ANDROMAHI KUFO
JORGE LINUESA–LANGREO
ATTILA LOIBL
RICARDO MARTÍNEZ–CAÑAS
MARINA METREVELI
MICHELE MILONE
JOSE MONDEJAR–JIMÉNEZ
JUAN–ANTONIO MONDEJAR–JIMÉNEZ
MIGUEL GONZÁLEZ–MOHINO
LIOR NAAMATI–SCHNEIDER
ALEKSANDAR NAUMOVSKI
CHRISTOPHER P. NECK
DAVID NEIRA
QUINONES NILTON

BEATRIZ ORTIZ GARCÍA
GABRIELE PALOZZI
SUSANA PASAMAR
EVA PELECHANO–BARAHONA
JOSÉ–LUIS RODRÍGUEZ–SÁNCHEZ
PABLO RUIZ PALOMINO
JEMMA SAAKYAN
FRANCISCO JOSÉ SÁEZ–MARTÍNEZ
FIORELLA PIA SALVATORE
SANDRA M^a SÁNCHEZ–CAÑIZARES
FRANCISCO SÁNCHEZ–CUBO
SERGIO SÁNCHEZ RAMÍREZ
HEMANT SHINDE
ERIONA SHTEMBARI
MARIJA SPASOVSKA
ANTONIU STEFAN
IOANA ANDREEA STEFAN
JULIO SUÁREZ–ALBANCHEZ
DOLORES LUCÍA SUTIL
MARIAM TKHINVALELI
NIVALDO VERA VALDIVIEZO
JOSÉ–MARÍA VALERO–GARCÍA
JOAQUÍN ALEGRE VIDAL
FERNANDO OCTAVIO HERNÁNDEZ VILCHIS
JUAN–JOSE VILLANUEVA–ÁLVARO
WALTER VESPERI
AMARILDO ZANE
ANASTASSIA ZANNONI





©

ISBN
979-12-218-0135-4

IST EDITION
ROMA 27 JULY 2022

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

6 *Table of Contents*

- 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 Joaquin 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^a 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 Ruíz 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^a 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

10 *Table of Contents*

- 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

A STUDY ON THE LINK BETWEEN SHARED LEADERSHIP AND DECISION QUALITY

**MATTEO CRISTOFARO¹, CHRISTOPHER P. NECK², PIER LUIGI GIARDINO³
AND CHRISTOPHER B. NECK⁴**

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

I. 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.*,

¹ University of Rome "Tor Vergata", Rome, Italy. Matteo Cristofaro: matteo.cristofaro@uniroma2.it.

² Arizona State University, Tempe, USA.

³ University of Trento, Trento, Italy.

⁴ West Virginia University, Morgantown, USA.

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.

About Hypothesis 2, results supported Hypothesis 2 by showing that the interaction between self-leadership and SL was negatively related to decision comprehensiveness ($\beta = -0.12, p < 0.05$). Therefore, Hypothesis 2 was supported.

Concerning Hypothesis 3, results demonstrate that the interaction between debate and SL was positively related to decision comprehensiveness ($\beta = 0.12, p < 0.05$). Therefore, Hypothesis 3 was supported.

5. Conclusions

Results show that SL positively influences the respondents' decision comprehensiveness which, in turn, leads to a higher degree of decision quality. However, results also demonstrate that individuals characterized by notably high levels of self-leadership may negatively influence the quality of decision comprehensiveness. In contrast, as hypothesized, it was additionally found that decision comprehensiveness is positively moderated by proactive and well-structured debates among the decision-makers.

Bibliographic References

- ALTHUBAITI, A. (2016). "Information bias in health research: definition, pitfalls, and adjustment methods". *Journal of Multidisciplinary Healthcare*, 9(1), 211-217.
- AMASON, A.C. (1996). "Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams". *Academy of Management Journal*, 39(1), 123-148.
- ATUAHENE-GIMA, K., LI, H. (2004). "Strategic decision comprehensiveness and new product development outcomes in new technology ventures". *Academy of Management Journal*, 47(4), 583-597.
- CARMELI, A., MEITAR, R., WEISBERG, J. (2006). "Self-leadership skills and innovative behavior at work". *International Journal of Manpower*, 27(1), 75-90.
- CARR, J.C., VARDAMAN, J.M., MARLER, L.E., MCLARTY, B.D., BLETNER, D. (2021). "Psychological antecedents of decision comprehensiveness and

- their relationship to decision quality and performance in family firms: An upper echelons perspective". *Family Business Review*, 34(1), 33–47.
- CARSON, J.B., TESLUK, P.E., MARRONE, J.A. (2007). "Shared leadership in teams: An investigation of antecedent conditions and performance". *Academy of Management Journal*, 50(5), 1217–1234.
- CASTELLANO, S., CHANDAVIMOL, K., KHELLADI, I., ORHAN, M.A. (2021). "Impact of self-leadership and shared leadership on the performance of virtual R&D teams". *Journal of Business Research*, 128, 578–586.
- CATER, J.J., JUSTIS, R.T. (2010). "The development and implementation of shared leadership in multi-generational family firms". *Management Research Review*, 33(6), 563–585.
- CRISTOFARO, M., GIARDINO, P.L. (2020). "Core self-evaluations, self-leadership, and the self-serving bias in managerial decision making: A laboratory experiment". *Administrative Sciences*, 10(3), 64–87.
- CRISTOFARO, M., GIARDINO, P.L., LEONI, L. (2020). "The influence of core self-evaluations on group decision making processes: A laboratory experiment". *Administrative Sciences*, 10(2), 29–45.
- CYERT, R.M., MARCH, J.G. (1963), *A Behavioral Theory of the Firm*. Prentice-Hall, Englewood Cliffs, NJ, USA.
- D'INNOCENZO, L., KUKENBERGER, M., FARRO, A.C., GRIFFITH, J.A. (2021). "Shared leadership performance relationship trajectories as a function of team interventions and members' collective personalities". *The Leadership Quarterly*, 32(5), 101499.
- DIMITROVA, M. (2020). "Of discovery and dread: The importance of work challenges for international business travelers' thriving and global role turnover intentions". *Journal of Organizational Behavior*, 41(4), 369–383.
- FREDRICKSON, J.W., MITCHELL, T.R. (1984). "Strategic decision processes: Comprehensiveness and performance in an industry with an unstable environment". *Academy of Management Journal*, 27(2), 399–423.
- GRILLE, A., KAUFFELD, S. (2015). "Development and preliminary validation of the Shared Professional Leadership Inventory for Teams (SPLIT)". *Psychology*, 6(1), 75–92.
- HOCH, J.E., DULEBOHN, J.H. (2013). "Shared leadership in enterprise resource planning and human resource management system implementation". *Human Resource Management Review*, 23(1), 114–125.
- MEISSNER, P., WULF, T. (2014). "Antecedents and effects of decision comprehensiveness: The role of decision quality and perceived uncertainty". *European Management Journal*, vol. 32, n. 4, pp. 625–635.