



Sinergie SIMA
Management Conference



Management of sustainability and well-being for individuals and society

Conference Proceedings

Short Papers

Parma (Italy)

13-14 June 2024

Sinergie-SIMA Management Conference Proceedings
Management of sustainability and well-being for individuals and society
13-14 June 2024
University of Parma - Italy

ISBN 978-88-94-7136-5-7

The Conference Proceedings are published online on <https://www.sijmsima.it>

© 2024 FONDAZIONE CUEIM
Via Interrato dell'Acqua Morta, 26
37129 Verona - Italy



Management of sustainability and well-being for individuals and society

13-14 June 2024

Conference Proceedings

Short Papers

edited by

*Arabella Mocciaro Li Destri, Marta Ugolini,
Guido Cristini and Beatrice Luceri*

Conference chairs

GUIDO CRISTINI	<i>University of Parma</i>
BEATRICE LUCERI	<i>University of Parma</i>
ARABELLA MOCCIARO LI DESTRI	<i>University of Palermo - SIMA</i>
MARTA UGOLINI	<i>University of Verona - Sinergie Italian Journal of Management</i>

Scientific committee

BEATRICE LUCERI (Coordinator)	<i>University of Parma</i>
GUIDO BORTOLUZZI	<i>University of Trieste</i>
ANNA PAOLA CODINI	<i>University OF Brescia</i>
MARIA COLURCIO	<i>Magna Grecia University of Catanzaro</i>
ELISA CONZ	<i>University of Pavia</i>
ALESSANDRA COZZOLINO	<i>Sapienza University of Roma</i>
ALFREDO D'ANGELO	<i>Cattolica del Sacro Cuore University</i>
MARIA DELLA LUCIA	<i>University of Trento</i>
ROSANGELA FEOLA	<i>University of Salerno</i>
MARCO FREY	<i>Scuola Superiore Sant'Anna of Pisa</i>
CHIARA GIACHINO	<i>University of Torino</i>
EMANUELE INVERNIZZI	<i>IULM University</i>
SABRINA LATUSI	<i>University of Parma</i>
ELISA MARTINELLI	<i>University of Modena and Reggio Emilia</i>
DIEGO MATRICANO	<i>Vanvitelli University of Campania</i>
OLIMPIA MEGLIO	<i>Federico II University of Naples</i>
ROBERTO PARENTE	<i>University of Salerno</i>
ANDREA PICCALUGA	<i>Scuola Superiore Sant'Anna of Pisa</i>
MASSIMO PICONE	<i>University of Palermo</i>
ANGELO PRESENZA	<i>University of Molise</i>
ANDREA RUNFOLA	<i>University of Perugia</i>
ANGELOANTONIO RUSSO	<i>LUM University</i>
IVAN RUSSO	<i>University of Verona</i>
ALFONSO SIANO	<i>University of Salerno</i>
PAOLA SIGNORI	<i>University of Verona</i>
TANIA VERGURA	<i>University of Parma</i>
CRISTINA ZERBINI	<i>University of Parma</i>
ANTONELLA ZUCHELLA	<i>University of Pavia</i>

Organizing committee

SIMONE AIOLFI	<i>University of Parma</i>
CHIARA BACCHILEGA	<i>University of Parma</i>
MARTA BARATTIN	<i>University of Parma</i>
SILVIA BELLINI	<i>University of Parma</i>
ANNA BONCOMPAGNI	<i>University of Parma</i>
MARIA GRAZIA CARDINALI	<i>University of Parma</i>
BEATRICE CECCOLI	<i>University of Parma</i>
GUIDO CRISTINI	<i>University of Parma</i>
BENEDETTA GRANDI	<i>University of Parma</i>
SUSANNA GRAZIANO	<i>University of Parma</i>
MARCO IEVA	<i>University of Parma</i>
SABRINA LATUSI	<i>University of Parma</i>
BEATRICE LUCERI	<i>University of Parma</i>
DAVIDE PELLEGRINI	<i>University of Parma</i>
GIOVANNI ROMANO	<i>University of Parma</i>
GIADA SALVIETTI	<i>University of Parma</i>
TANIA VERGURA	<i>University of Parma</i>
CRISTINA ZERBINI	<i>University of Parma</i>

CRISTINA ZILIANI
ANGELOANTONIO RUSSO
SAVINO SANTOVITO
FABIO MUSSO
LARA PENCO

University of Parma
LUM University
University of Bari
University of Urbino
University of Genova

Editorial staff

FABIO CASSIA
NICOLA COBELLI
LAURA CIARMELA
ADA ROSSI
ADELE FERRAGAMO

University of Verona
University of Verona
Sinergie Italian Journal of Management
Sinergie Italian Journal of Management
SIMA

Registration and invoicing

ANNALISA ANDRIOLO

Sinergie Italian Journal of Management

**The Conference Chairs and the Scientific Committee
are grateful to the following reviewers who have actively
contributed to the peer review process**

GIANPAOLO ABATECOLA	<i>University of Roma Tor Vergata</i>
TINDARA ABBATE	<i>University of Messina</i>
GRAZIANO ABRATE	<i>University of Piemonte Orientale</i>
GAETANO AIELLO	<i>University of Firenze</i>
SIMONE AIOLFI	<i>University of Parma</i>
ANTONELLA ANGELINI	<i>University of Pisa</i>
NORA ANNESI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
ELEONORA ANNUNZIATA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
GINEVRA ASSIA ANTONELLI	<i>Luiss Guido Carli - Roma</i>
ALESSIA ANZIVINO	<i>University Cattolica del Sacro Cuore</i>
BARBARA Aquilani	<i>University of Tuscia</i>
ELISA ARRIGO	<i>University of Milano Bicocca</i>
ANDREA BAFUNDI	<i>University of Padova</i>
GIOVANNA BAGNATO	<i>University of Torino</i>
GABRIELE BAIMA	<i>University of Torino</i>
FABRIZIO BALDASSARRE	<i>University of Bari</i>
BENEDETTA BALDI	<i>University of Verona</i>
MARCO BALZANO	<i>Ca' Foscari University of Venice</i>
MARIASOLE BANNO'	<i>University of Brescia</i>
AUGUSTO BARGONI	<i>University of Torino</i>
DOMENICA BARILE	<i>University LUM Giuseppe Degennaro</i>
ALESSANDRO BARONCELLI	<i>University Cattolica del Sacro Cuore</i>
CLARA BASSANO	<i>University of Salerno</i>
NICOLA BELLINI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
SILVIA BELLINI	<i>University of Parma</i>
VALERIA BELVEDERE	<i>University Cattolica del Sacro Cuore</i>
LARA BENEVOLO	<i>University of Genova</i>
MARCO BERARDI	<i>University of Chieti e Pescara</i>
MARA BERGAMASCHI	<i>University of Bergamo</i>
CRISTINA BETTINELLI	<i>University of Bergamo</i>
FRANCESCO BIFULCO	<i>University of Napoli Federico II</i>
ANIELE BINCI	<i>University of Roma Tor Vergata</i>
SILVIA BIRAGHI	<i>University Cattolica del Sacro Cuore</i>
SILVIA BLASI	<i>University of Padova</i>
ROBERTA BOCCONCELLI	<i>University of Urbino Carlo Bo</i>
MICHELLE BONERA	<i>University of Brescia</i>
ANGELO BONFANTI	<i>University of Verona</i>
GUIDO BORTOLUZZI	<i>University of Trieste</i>
ANTONIO BOTTI	<i>University of Salerno</i>
ANTONIA BRANDONISIO	<i>University LUM Giuseppe Degennaro</i>
FEDERICO BRUNETTI	<i>University of Verona</i>
CLEMENTINA BRUNO	<i>University of Piemonte Orientale</i>
FEDERICA BUFFA	<i>University of Trento</i>
NICOLETTA BURATTI	<i>University of Genova</i>
ANNA CABIGIOSU	<i>Ca' Foscari University of Venice</i>
FEDERICA CABONI	<i>University of Cagliari</i>
ANTONELLA CAMMAROTA	<i>University of Sannio</i>
RAFFAELE CAMPO	<i>University of Bari</i>
ELENA CANDELO	<i>University of Torino</i>
ROSSELLA CANESTRINO	<i>University of Napoli Parthenope</i>
CHIARA CANNAVALE	<i>University of Napoli Parthenope</i>
ARTURO CAPASSO	<i>University of Sannio</i>

FRANCESCO CAPPA	<i>Luiiss Guido Carli - Roma</i>
GIUSEPPE CAPPIELLO	<i>University of Bologna</i>
ANDREA CAPUTO	<i>University of Trento</i>
MARIA GRAZIA CARDINALI	<i>University of Parma</i>
SILVIO CARDINALI	<i>University Politecnica delle Marche</i>
ANGELA CARIDÀ	<i>University Magna Graecia di Catanzaro</i>
FRANCESCO CARIGNANI DI NOVOLI	<i>University of Napoli Federico II</i>
CECILIA CASALEGNO	<i>University of Torino</i>
FRANCESCO CASARIN	<i>Ca' Foscari University of Venice</i>
ELENA CASPRINI	<i>University of Siena</i>
FABIO CASSIA	<i>University of Verona</i>
LAURA CASTALDI	<i>University of Campania Luigi Vanvitelli</i>
SANDRO CASTALDO	<i>Bocconi University</i>
PAOLA CASTELLANI	<i>University of Verona</i>
ELENA CEDROLA	<i>University of Macerata</i>
RICKY CELENTA	<i>University of Salerno</i>
MARA CERQUETTI	<i>University of Macerata</i>
FABRIZIO CESARONI	<i>University of Messina</i>
MARIA CHIARVESIO	<i>University of Udine</i>
FRANCESCO CIAMPI	<i>University of Firenze</i>
MARIA VINCENZA CIASULLO	<i>University of Salerno</i>
MARIA CRISTINA CINICI	<i>University of Messina</i>
NICOLA COBELLI	<i>University of Verona</i>
CHIARA COLAMARTINO	<i>University LUM Giuseppe Degennaro</i>
FRANCESCA COLLEVECCHIO	<i>University Politecnica delle Marche</i>
MARIA COLURCIO	<i>University Magna Graecia di Catanzaro</i>
ILENIA CONFENTE	<i>University of Verona</i>
FRANCESCA CONTE	<i>University of Salerno</i>
EMANUELA CONTI	<i>University of Urbino Carlo Bo</i>
ELISA CONZ	<i>University of Pavia</i>
DANIELA CORSARO	<i>IULM University</i>
FILIPPO CORSINI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARIA COSCIA	<i>University of Napoli Parthenope</i>
SILVIA COSIMATO	<i>University of Napoli Federico II</i>
ALESSANDRA COZZOLINO	<i>Sapienza University of Roma</i>
KAROLINA CRESPI GOMES	<i>University of Padova</i>
FRANCESCO CRISCI	<i>University of Udine</i>
MATTEO CRISTOFARO	<i>University of Roma Tor Vergata</i>
CHIARA CRUDELE	<i>University of Salerno</i>
ANTONIO CRUPI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
NICOLA CUCARI	<i>Sapienza University of Roma</i>
VALENTINA CUCINO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARIAPIA CUTUGNO	<i>University of Messina</i>
DAVID D'ACUNTO	<i>University of Verona</i>
GIOVANNI BATTISTA DAGNINO	<i>University of Rome Lumsa - Palermo Campus</i>
DANIELE DALLI	<i>University of Pisa</i>
GIORGIA D'ALLURA	<i>University of Catania</i>
EDOARDO D'ANDRASSI	<i>University of Pegaso</i>
ALFREDO D'ANGELO	<i>University Cattolica del Sacro Cuore</i>
EUGENIO D'ANGELO	<i>University of Pegaso</i>
VIVIANA D'ANGELO	<i>University Cattolica del Sacro Cuore</i>
MARIO D'ARCO	<i>University of Sannio</i>
ERNESTO D'AVANZO	<i>University of Trento</i>
CHIARA DE BERNARDI	<i>IUSS - Scuola Universitaria Superiore Pavia</i>
FRANCESCA DE CANIO	<i>University of Modena e Reggio Emilia</i>
ALESSANDRA DE CHIARA	<i>University of Napoli L'Orientale</i>
DOMENICO DE FANO	<i>University LUM Giuseppe Degennaro</i>

MARIA ROSA DE GIACOMO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
PIETRO DE GIOVANNI	<i>LuiSS Guido Carli - Roma</i>
VALENTINA DE MARCHI	<i>University of Padova</i>
SARA DE MASI	<i>University of Firenze</i>
ALFREDO DE MASSIS	<i>Dalmine - Ex Enel</i>
SABINA DE ROSIS	<i>Sant'Anna School of Advanced Studies, Pisa</i>
IVANO DE TURI	<i>University LUM Giuseppe Degennaro</i>
GIACOMO DEL CHIAPPA	<i>University of Sassari</i>
GIOVANNA DEL GAUDIO	<i>University of Napoli Federico II</i>
PASQUALE DEL VECCHIO	<i>University of Salento</i>
EMANUELA DELBUFALO	<i>University Europea Di Roma</i>
BICE DELLA PIANA	<i>University of Salerno</i>
STEFANO DE NICOLAI	<i>University of Pavia</i>
CINZIA DESSI	<i>University of Cagliari</i>
ANGELA DETTORI	<i>University of Cagliari</i>
ELEONORA DI MARIA	<i>University of Padova</i>
NADIA DI PAOLA	<i>University of Napoli Federico II</i>
FRANCESCA DI PIETRO	<i>University of Milano Bicocca</i>
DOMENICO DI PRISCO	<i>LuiSS Guido Carli - Roma</i>
FRÉDÉRIC DIMANCHE	<i>Toronto Metropolitan University</i>
MAURO DINI	<i>University of Urbino Carlo Bo</i>
GIULIA DORE	<i>University of Trento</i>
SAIDA EL ASSAL	<i>University of Bari</i>
ENG TECK-YONG	<i>Henley Business School University</i>
MONICA FAIT	<i>University of Salento</i>
MARIA FEDELE	<i>University of Cassino and Southern Lazio, Italy</i>
ROSANGELA FEOLA	<i>University of Salerno</i>
ROSARIA FERLITO	<i>University of Catania</i>
MICHELA FLORIS	<i>University of Cagliari</i>
BARBARA FRANCONI	<i>University of Urbino Carlo Bo</i>
STEFANO FRANCO	<i>LuiSS Guido Carli - Roma</i>
DOMENICO FRASCATI	<i>University LUM Giuseppe Degennaro</i>
MARTHA MARY FRIEL	<i>IULM University</i>
AMBRA GALEAZZO	<i>University of Padova</i>
SILVANA GALLINARO	<i>University of Torino</i>
MARCO GALVAGNO	<i>University of Catania</i>
ROSSELLA GAMBETTI	<i>University Cattolica del Sacro Cuore</i>
MARIA EMILIA GARBELLI	<i>University of Milano Bicocca</i>
VITTORIO MARIA GARIBBO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
ANTONELLA GAROFANO	<i>University of Campania Luigi Vanvitelli</i>
BARBARA GAUDENZI	<i>University of Verona</i>
FRANCESCO GHEZZI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
SONIA CATERINA GIACCONE	<i>University of Catania</i>
CHIARA GIACHINO	<i>University of Torino</i>
ELENA GIARETTA	<i>University of Verona</i>
BENEDETTA GRANDI	<i>University of Parma</i>
ALBERTO GRANDO	<i>Bocconi University</i>
SIMONE GUERCINI	<i>University of Firenze</i>
NATALIA MARZIA GUSMEROTTI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
RADA GUTULEAC	<i>University of Torino</i>
BIRGIT HAGEN	<i>University of Pavia</i>
LEA IAIA	<i>University of Chieti e Pescara</i>
GABRIELE IANIRO	<i>University of Molise</i>
FABIO IANNONE	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARCO IEVA	<i>University of Parma</i>
ANNA RITA IRIMIAS	<i>Corvinus University of Budapest, Ungheria</i>
FILOMENA IZZO	<i>University of Campania Luigi Vanvitelli</i>

DIALA KABBARA	<i>University of Pavia</i>
NORIFUMI KAWAI	<i>University of Bergamo</i>
ELVIRA TIZIANA LA ROCCA	<i>University of Messina</i>
MAURIZIO LA ROCCA	<i>University of Calabria</i>
HU LALA	<i>University Cattolica del Sacro Cuore</i>
SABRINA LATUSI	<i>University of Parma</i>
FRANCESCO LAVIOLA	<i>Sapienza University of Roma</i>
CRISTINA LEONE	<i>University of Palermo</i>
LUNA LEONI	<i>University of Roma Tor Vergata</i>
GABRIELLA LEVANTI	<i>University of Palermo</i>
DAVIDE LIBERATO LO CONTE	<i>Sapienza University of Roma</i>
LETIZIA LO PRESTI	<i>University Telematica Unitelma Sapienza</i>
PIERPAOLO MAGLIOCCA	<i>University of Foggia</i>
GIOVANNA MAGNANI	<i>University of Pavia</i>
MATS MAGNUSSON	<i>KTH Royal Institute of Technology in Stockholm</i>
RICCARDO MAIOLINI	<i>John Cabot University</i>
ANTONIO MAJOCCHI	<i>University of Pavia</i>
FILIPPO MARCHESANI	<i>University of Chieti e Pescara</i>
GIANLUCA MARCHI	<i>University of Modena e Reggio Emilia</i>
NANCY ELONA MARKU	<i>University of Cagliari</i>
MICHELA MARI	<i>University of Roma Tor Vergata</i>
MARCELLO MARIANI	<i>University of Bologna</i>
ALBA MARINO	<i>University of Messina</i>
VITTORIA MARINO	<i>University of Sannio</i>
VERONICA MAROZZO	<i>University of Messina</i>
ELISA MARTINELLI	<i>University of Modena e Reggio Emilia</i>
UMBERTO MARTINI	<i>University of Trento</i>
ALICE MARTINY	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MICHELA CESARINA MASON	<i>University of Udine</i>
MARTINA MATTIOLI	<i>University of Chieti e Pescara</i>
CHIARA MAURI	<i>University LIUC</i>
LEONARDO MAZZONI	<i>University of Padova</i>
MARCO FRANCESCO MAZZÙ	<i>Luiss Guido Carli - Roma</i>
DOMENICO MECCA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
OLIMPIA MEGLIO	<i>University of Sannio</i>
MONIA MELIA	<i>University Magna Graecia di Catanzaro</i>
ANNA MENOZZI	<i>University of Piemonte Orientale</i>
ANTONIO MESSENI PETRUZZELLI	<i>Politecnico di Bari</i>
LAURA MICHELINI	<i>University LUMSA of Roma</i>
MARGHERITA MIETTO	<i>University LIUC</i>
MATILDE MILANESI	<i>University of Firenze</i>
MARGHERITA MILOTTA	<i>University of Pavia</i>
ANNA MINÀ	<i>University of Rome Lumsa - Palermo Campus</i>
MICHELE MODINA	<i>University of Molise</i>
LUDOVICA MOI	<i>University of Cagliari</i>
MARIA GABRIELA MONTANARI	<i>University of Vienna</i>
DOMENICO MORRONE	<i>University LUM Jean Monnet</i>
ALESSIA MUNNIA	<i>University of Catania</i>
GRAZIA MURTARELLI	<i>IULM University</i>
FABIO MUSSO	<i>University of Urbino Carlo Bo</i>
GIULIA NEVI	<i>Sapienza University of Roma</i>
MELITA NICOTRA	<i>University of Catania</i>
SANDRA NOTARO	<i>University of Trento</i>
MIRKO OLIVIERI	<i>IULM University</i>
BEATRICE ORLANDO	<i>University of Ferrara</i>
MARIO OSSORIO	<i>University of Campania Luigi Vanvitelli</i>
LINDA OSTI	<i>University of Bolzano</i>

ALESSANDRO PAGANO	<i>University of Urbino Carlo Bo</i>
MARCO UGO PAIOLA	<i>University of Padova</i>
CHIARA PALAGONIA	<i>LUMSA University</i>
MARIA PALAZZO	<i>University of Salerno</i>
ADELE PARMENTOLA	<i>University of Napoli Parthenope</i>
CECILIA PASQUINELLI	<i>University of Napoli Parthenope</i>
MARIACARMELA PASSARELLI	<i>University of Calabria</i>
PIERLUIGI PASSARO	<i>University of Bari</i>
GIUSEPPE PEDELIENTO	<i>University of Bergamo</i>
TONINO PENCARELLI	<i>University of Urbino Carlo Bo</i>
LARA PENCO	<i>University of Genova</i>
REBECCA PERA	<i>University of Torino</i>
MIRKO PERANO	<i>Reald University College</i>
FRANCESCO ANTONIO PEROTTI	<i>University of Torino</i>
ANDREA PICCALUGA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
PASQUALE MASSIMO PICONE	<i>University of Palermo</i>
MARCO PIRONTI	<i>University of Torino</i>
GIUSEPPE PIRRONE	<i>University of Pavia</i>
ROBERTA PISANI	<i>Bocconi University</i>
VINCENZO PISANO	<i>University of Catania</i>
ALESSIA PISONI	<i>University of Insubria</i>
GABRIELE PIZZI	<i>University of Bologna Sede Di Rimini</i>
SARA POGGESI	<i>University of Roma Tor Vergata</i>
SIMONE POLEDRINI	<i>University of Perugia</i>
LORENZO PRATAVIERA	<i>LUMSA University</i>
ANGELO PRESENZA	<i>University of Molise</i>
LUDOVICA PRINCIPATO	<i>University of Roma Tre</i>
GIORGIA PROFUMO	<i>University of Genova</i>
TOMMASO PUCCI	<i>University of Siena</i>
FRANCESCA PUCCIARELLI	<i>University of Turin</i>
SEBASTIAN PUSCEDDU	<i>Sapienza University of Roma</i>
ANDREA QUINTILIANI	<i>University Telematica Pegaso</i>
SILVIA RANFAGNI	<i>University of Firenze</i>
ANGELA RELLA	<i>University LUM Giuseppe Degennaro</i>
SABRINA RESTANTE	<i>Sapienza University of Roma</i>
SABINA RIBOLDAZZI	<i>University of Milano Bicocca</i>
MARIO RISSO	<i>Unicusano</i>
ANGELO RIVIEZZO	<i>University of Sannio</i>
FRANCESCO RIZZI	<i>University of Perugia</i>
CRISTIAN RIZZO	<i>University of Torino</i>
RUBINA ROMANELLO	<i>University of Udine</i>
MARCO ROMANO	<i>University of Catania</i>
STEFANIA ROMENTI	<i>Iulm University</i>
STEFANO ROMITO	<i>University of Milano</i>
EMANUELA RONDI	<i>University of Bolzano</i>
PIERFELICE ROSATO	<i>University of Salento</i>
CHIARA ROSSATO	<i>University of Verona</i>
MARCO VALERIO ROSSI	<i>University of RomaTre</i>
ANDREA RUNFOLA	<i>University of Perugia</i>
FRANCESCO RUSSO	<i>University of Catania</i>
IVAN RUSSO	<i>University of Verona</i>
TIZIANA RUSSO SPENA	<i>University of Napoli Federico II</i>
FEDERICA SACCO	<i>University of Pavia</i>
EL ASSAL SAIDA	<i>LUM University</i>
KAROLINA SALLAKU	<i>LUM University</i>
GIADA SALVIETTI	<i>University of Parma</i>
ANDREA SANGERMANO	<i>University of Bergamo</i>

FRANCESCA SANGUINETI	<i>University of Pavia</i>
ERICA SANTINI	<i>University of Trento</i>
SAVINO SANTOVITO	<i>University of Bari</i>
MARIALUISA SAVIANO	<i>University of Salerno</i>
ROSA MARTINA SCHENA	<i>University of LUM</i>
FRANCESCO SCHIAVONE	<i>University of Napoli Parthenope</i>
ROBERTO SCHIESARI	<i>University of Torino</i>
CARMELA ELITA SCHILLACI	<i>University of Catania</i>
MAURO SCIARELLI	<i>University of Napoli Federico II</i>
PAOLA SCORRANO	<i>University of Salento</i>
PETER ŠEDÍK	<i>Slovak University of Agriculture in Nitra</i>
SILVIA RITA SEDITA	<i>University of Padova</i>
FRANCESCA SERRAVALLE	<i>University of Torino</i>
FABIOLA SFODERA	<i>Sapienza University of Roma</i>
PAOLA SIGNORI	<i>University of Verona</i>
RAFFAELE SILVESTRI	<i>University of Bari</i>
FRANCESCA SIMEONI	<i>University of Verona</i>
MARIO SORRENTINO	<i>University of Campania Luigi Vanvitelli</i>
SONIA MARIACARMELA STRANO	<i>University of Messina</i>
LENKA SVAJDOVA	<i>VŠB-Technical University of Ostrava</i>
ANNUNZIATA TARULLI	<i>University of LUM</i>
FRANCESCO TESTA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARCO TREGUA	<i>University of Napoli Federico II</i>
ORONZO TRIO	<i>University of Salento</i>
REBECCA TRIVELLI	<i>University of Chieti e Pescara</i>
ANNA MARIA TUAN	<i>University of Bologna</i>
ANNALISA TUNISINI	<i>University Cattolica del Sacro Cuore</i>
GIANLUCA VAGNANI	<i>Sapienza University of Roma</i>
NICOLA VARRONE	<i>University Magna Graecia di Catanzaro</i>
ŠÁRKA VELČOVSKÁ	<i>VŠB-Technical University of Ostrava</i>
DONATA TANIA VERGURA	<i>University of Parma</i>
MASSIMILIANO VESCI	<i>University of Salerno</i>
MILENA VIASSONE	<i>University of Torino</i>
VANIA VIGOLO	<i>University of Verona</i>
FRANCESCO VITELLARO	<i>University of Genova</i>
FILIPPO VITOLLA	<i>University of LUM</i>
AGOSTINO VOLLERO	<i>University of Salerno</i>
ROBERTO VONA	<i>University of Napoli Federico II</i>
SIMONE VONA	<i>University of Chieti e Pescara</i>
CLODIA VURRO	<i>University of Milano</i>
ALESSANDRA ZAMPARINI	<i>University della Svizzera Italiana</i>
LORENZO ZANNI	<i>University of Siena</i>
CRISTINA ZERBINI	<i>University of Parma</i>
CRISTINA ZILIANI	<i>University of Parma</i>
ANTONELLA ZUCHELLA	<i>University of Pavia</i>

To the reader,

this volume contains the long papers of the Sinergie-SIMA 2024 Management Conference, hosted by the University of Parma on June 13th and 14th 2024.

Theory and practice in the field of management have been challenged by the emergence of sustainability and well-being as major global policy priorities. Both sustainability and well-being are complex, value-laden, and strongly interconnected; however, they tend to exist in separate realms.

Sustainability literature has recorded an evolution in the way the concept of sustainable development is understood, leading to the articulation of sustainable development as human “well-being” and “flourishing”, rather than “needs”. Nevertheless, some scholars have pointed out a lack of clarity in the conceptualization, which causes some ambiguity in terms of definition (Ronen & Kerret, 2020). Kjell (2011) observed that human needs and well-being are poorly understood, characterized, and developed by sustainability research. Along the same vein, Helne & Hirvilammi (2015) observed that the overarching goal of sustainable development (i.e., well-being) has often been narrowly interpreted, mainly in economic terms, while connections between the natural environment and human flourishing have been overlooked. More recently, O’Mahony (2022) remarked that the literature conceptualizing human well-being continues to exist largely outside sustainable development. Hence, placing well-being more clearly within the sustainability framework could be highly beneficial to sustainability.

Concurrently, the literature on well-being is almost entirely dissociated from the contributions of nature or the relationships with ecological and planetary systems (Roberts et al., 2015), and the importance of social dimensions is an emergent conclusion. Therefore, the rationale of contextual systems inherent to sustainability research (incorporating views of times, society, and biosphere) could significantly enrich well-being research, fostering a more holistic perspective on well-being and an increased awareness of the limits of individual well-being pursuits (Kjell, 2011).

In brief, though well-being has major implications for sustainable development and vice versa, the body of literature that effectively integrates sustainability and well-being remains in an embryonic stage.

The above considerations aim to act as catalysts for an interdisciplinary debate within the field of management. Enriching the conception of flourishing well-being in sustainability and the contribution of nature to well-being can produce impactful scientific research, as O’Mahony (2022) points out. Equally important is the analysis of the links between sustainability and well-being, encompassing synergies and trade-offs at the organizational level, in value chains, and in interactions with stakeholders across various industries.

The Sinergie-SIMA 2024 Management Conference welcomed contributions based on different theories, methodological approaches, and units of analysis with the potential to empower a transformation for flourishing individuals, society, and the natural world alike. More precisely, the Conference was a great occasion to discuss the research efforts of our research community within tracks related to the:

- Conference theme (Management of sustainability and well-being for individuals and society),
- SIMA thematic groups (Entrepreneurship, Innovation & Technology Management, Intelligenza manageriale nel management, International Business, Marketing, Purpose-driven Businesses, Retailing & Service Management, Small & Family Business, Strategic Communication, Strategy & Governance, Supply Chain Management, Logistics & Operations, Sustainability, and Tourism & Culture Management),
- special tracks (Examining the social and environmental relevance of sustainable digital business models: Impact on business practices and consumers, Growing resilient Italian SMEs, and Perspectives on grand challenges in international business and implications for companies),
- Management Case Studies.

The Conference call for papers gave the opportunity to submit either short and long papers. Overall, the editorial staff received 277 submissions of which 215 short papers and 62 long papers.

For the *short and long papers*, the evaluation followed the peer review process, with a double-blind review performed by, respectively, one or two referees - university lecturers and experts about the topic - selected among SIMA and the community of Sinergie members.

In detail, the referees applied the following criteria to evaluate the submissions:

- clarity of the research aims,
- accuracy of the methodological approach,
- contribution in terms of originality/innovativeness,
- theoretical and practical contribution,
- clarity of communication,
- significance of the bibliographical basis.

The *peer review* process resulted in full acceptance or rejection of the submissions. In the case of disagreement among reviewers' evaluations, the decision was taken by the Chairs of the SIMA thematic groups or conference track. Each work was then sent back to the Authors together with the referees' reports. The suggestions received by the referees were used by the Authors during the presentation of their research works at the Conference.

The evaluation process ended with the acceptance of 211 short papers and 58 long papers. This volume proposes the papers whose Authors have authorized their publication.

All the long papers published in this volume were presented and discussed during the Conference and published online on the web portal of Sinergie-SIMA Management Conference (<https://www.sijmsima.it/>).

While thanking all the Authors, Chairs, and participants, we hope that this volume will contribute to advance knowledge about the management of sustainability and well-being for individuals and society.

The Conference Chairs

Guido Cristini, Beatrice Luceri, Arabella Mocciaro Li Destri, and Marta Ugolini

SUMMARY

Track 1 - Entrepreneurship

<i>Empowering Student Innovators: Framing Entrepreneurship Education in Europe</i> CHIARA BARTOLI, FEDERICA BRUNETTA, CHRISTIAN LECHNER	PAG.	3
<i>Entrepreneurial Education as a transition driver from informal to formal entrepreneurship in complexity context: the AWE program.</i> FABIO GRECO, FRANCESCO CARIGNANI, FRANCESCO BIFULCO	“	11
<i>Fostering Entrepreneurial Thinking: Analysing the Drivers and Impact of Entrepreneurship Education</i> DARIO PEIRONE, JUDY YUEH LING SONG	“	17
<i>Students' entrepreneurial intentions among personal and contextual factors: a pilot study exploring the role of emotions.</i> ROSSELLA BARATTA, PIERMATTEO ARDOLINO, DIEGO BELLINI, SERENA CUBICO, FRANCESCA SIMEONI	“	23
<i>Social Entrepreneurship and Sustainability. How can challenge-based learning impact students' entrepreneurial skills and challenge providers' problems?</i> ALESSANDRA SCROCCARO	“	31
<i>Humane entrepreneurship and the circular economy: an empirical investigation.</i> MASSIMILIANO VESCI, ROBERTA DE ANGELIS	“	33
<i>Is Passion a Driver of Sustainable Entrepreneurship? An Autobiographic Analysis of Fashion Entrepreneurs</i> CECILIA PASQUINELLI, SERENA ROVAI, MATILDE MILANESI, SIMONE GUERCINI	“	39
<i>Social Innovation: a literature review mapping intellectual structure of the field.</i> LORENA GONZALEZ, ELENA CASPRINI	“	45
<i>Inter-organizational knowledge transfer in Open Innovation Ecosystems: the case of Eni's territorial initiative</i> GIORGIO DI FIORE	“	51
<i>Empowering Digital Entrepreneurship: Regulatory Governance in Platform Ecosystems</i> MUHANAD HASAN AGHA, VLADIMIR KOROVKIN, SVETLANA MIRONYUK	“	57
<i>The Governance of Entrepreneurial Ecosystems: Ecosystem Manager or Ecosystem Act?</i> GABRIELE IANIRO, MICHELE MODINA	“	59
<i>A comprehensive exploration of the knowns and unknowns of Private Equity Secondary Markets</i> MICHELE LERTORA, CRISTINA DE SILVA, MARGHERITA MIETTO, ANNA GERVASONI	“	63
<i>Unveiling The Pitfalls Of Entrepreneurial Team Diversity: Insight From A Post-Mortem Analysis of Failed Start-Ups</i> ADELE PARMENTOLA, MICHELE COSTAGLIOLA DI FIORE	“	69
<i>Agility to Handle Dynamics of Business Transformation</i> GIUSEPPE PIRRONE, MARGHERITA MILOTTA, BIRGIT HAGEN, MARTIN CLOUTIER	“	75
<i>Venture-Builders' Program Design and the creation of Scaleups</i> PAOLA BELINGHERI, CHRISTIAN LECHNER	“	83
<i>Entrepreneurial Ecosystems: exploring the Italian Tech Scaleups scenario</i> SERENA VALENTE, ALESSIA PISONI	“	89
<i>Innovazione e imprenditorialità femminile nelle PMI: un'analisi fuzzy dei driver della performance</i> LUDOVICA ANTENOZIO, DANIELA DI BERARDINO	“	97

Track 2 - Innovation & Technology Management

<i>Beyond Words: Leveraging Language for Strategic Decision-Making in Innovation.</i> MARIA RUCSANDRA STAN, FRANCESCA DI PIETRO, FRANCESCA CAPO	PAG.	105
<i>Combining innovation and business networks for resource mobilization in the meat sector: a case study</i> ALESSANDRO PAGANO, ELISA CARLONI	“	111
<i>The role of purpose in digital companies: a study on Exponential Organizations</i> FRANCESCO DERCHI, NICOLETTA BURATTI, FRANCESCO VITELLARO	“	115
<i>Data Value Chain and Data Ecosystem through digital and traditional tools</i> LORIS SANTARELLI, FEDERICA CECI, MARIANNA SGAMMOTTA	“	123
<i>Web 3.0: il punto di vista dei manager sulle opportunità e le sfide del Metaverso e degli NFT</i> CHIARA BARTOLI, FRANCESCO FASANO, FRANCESCO CAPPÀ, PAOLO BOCCARDELLI	“	129
<i>Fostering high-impact innovation: empirical evidence in Europe</i> VALERIA SCHIFILLITI, ELVIRA TIZIANA LA ROCCA, MAURIZIO LA ROCCA	“	135
<i>Innovation in I4.0 and firms performance in Italy</i> FRANCESCO CAPONE, NICCOLÒ INNOCENTI, LEONARDO MAZZONI, LUCIANA LAZZERETTI	“	141
<i>The “5Vs” of Big Data and the Propensity to Generate Patents with Big Data Technologies in SMEs</i> ENRICO MARCAZZAN, SAVERIO BARABUFFI, GIULIO FERRIGNO, ANDREA PICCALUGA	“	147
<i>How WEIRD is Social Innovation?</i> JORDANA RECH GRACIANO DOS SANTOS, IAN MCCARTHY	“	153
<i>Open Innovation search strategies and Innovation performance: differential moderating effects of Big Data Characteristics</i> GIULIO FERRIGNO, SAVERIO BARABUFFI, ENRICO MARCAZZAN, ANDREA PICCALUGA	“	161
<i>The role of digital platforms in the university exchange of knowledge: the case of Knowledge Share</i> MARIAPIA CUTUGNO, TINDARA ABBATE, FABRIZIO CESARONI	“	167
<i>The measure of digital maturity</i> DARIO RUSSO, PIERO DEMETRIO FALORSI, FEDERICO CARDONE	“	171
Track 3 - International Business		
<i>Exploring the impact of cybersecurity on digital export: evidence from food industry</i> GIOVANNA TERRIZZI, ALBA MARINO, MARIA CRISTINA CINICI, DANIELA BAGLIERI	“	181
<i>Industry 4.0, Sustainability, and Internationalization: A Systematic Literature Review</i> MARTINA TOMASETIG	“	189
<i>The advantage of stateness abroad: an analysis of the social networks of state-owned enterprises</i> GABRIELE GALLI, ROBERTO URBANI	“	197
<i>La strategia ‘grab and go’: intuizioni teoriche preliminari e possibili implicazioni</i> MARTINA CASTRONOVO, ANNA MINA’, PAQUALE MASSIMO PICONE	“	205
<i>L’imprenditorialità femminile migrante nei business familiari</i> GIULIO PALMAS, MICHELA FLORIS	“	211
<i>When algorithms help cross-cultural management educators: a proposed supportive tool</i> BICE DELLA PIANA, FRANCESCO DI VINCENZO, CHIARA SIGNORE, MARIO TREROTOLA	“	217
<i>Decoding the future: entrepreneurial visions on AI’s role in international strategic decisions</i> BARBARA FRANCONI, ALICE AIUDI, YULIIA KYRDODA, SIMONA AMERIO	“	225

Track 4 - Management Case Studies

<i>A Public Service Logic perspective applied to health and social welfare services provided to the elderly: the case of the VIII Municipality of Rome</i> MAGDA TOUTI, FABIOLA SFODERA, LUCA DEZI	PAG.	233
<i>Interpreting long-lasting corporate crises according to stakeholders' perspective: evidence from the ILVA experience</i> SILVIA COSIMATO	“	239
<i>Knowledge sharing and learning through face-to-face and digital tools</i> LORIS SANTARELLI, FRANCESCA MASCIARELLI	“	245
<i>How do stakeholders perceive the impacts of Nature-based solutions? An Italian case study for coastal restoration and climate change adaptation</i> GIORGIA CONDOMITTI, MARIA ROSA DE GIACOMO, SARA TESSITORE, MARCO FREY	“	251
<i>Una ipotesi di formalizzazione markoviana della dinamica delle unità operative nei cambiamenti organizzativi di ENEL S.p.A.</i> MARIO BRUNETTI, GIANLUCA VAGNANI	“	259
<i>Empowering women workforce in steel production: A case study on implementing Diversity, Equity and Inclusion (DEI) initiatives</i> LAURA TOLETTINI, ELEONORA DI MARIA, EMILIA FILIPPI, LETIZIA LO PREIATO, MARIAASOLE BANNÒ	“	265
<i>La trasformazione organizzativa di Autostrade per l'Italia: verso la strategic agility nell'era delle policrisi</i> PAOLO BOCCARDELLI, ROBERTO TOMASI, CHIARA BARTOLI, MARIA LORENZA GERARDI	“	273
Track 5 - Management of sustainability and well-being for individuals and society		
<i>Happiness and emotions at work in organizational relationships. The role of affectivity and empathy for meta-organizational and nonhierarchical solutions in the resilient firm</i> LUCIANO PILOTTI	“	283
<i>The shortage of skilled personnel in the transition from Industry 4.0 to Industry 5.0: Impacts and challenges in the machine tool industry</i> ELEONORA BIGLIA, MONICA CUGNO, REBECCA CASTAGNOLI	“	289
<i>Additive manufacturing: tecnologie umane e sostenibili per il benessere degli individui e della società</i> GIUSEPPE BONGIORNO, MARIACARMELA PASSARELLI, MICHELA SANGUEDOLCE, LUIGINO FILICE, ALFIO CARIOLA	“	297
<i>Well-being in the transition from Industry 4.0 to Industry 5.0</i> MICHELA PICCAROZZI, FEDERICA CABONI, ROBERTO BRUNI	“	303
<i>Employee well-being in the era of hybrid work: In search of sustainability for organizational members</i> ALFONSA BUTERA, ALESSANDRA MAZZEI, SILVIA RAVAZZANI	“	311
<i>Navigating Transformative Service Research for individual and social well-being: A comprehensive review</i> MARIA DELLA LUCIA, ERICA SANTINI, MUHAMMAD JUNAID SHAHID HASNI	“	317
<i>Le App di food sharing tra benefici individuali e ambientali: ascolto delle conversazioni online degli utenti su Too Good To Go.</i> SILVIA BELLINI, CRISTINA ZERBINI, DONATA TANIA VERGURA, BEATRICE CECCOLI	“	325
<i>Well-being as a key for sustainable and long-term oriented management</i> DARIO NATALE PALMUCCI, GABRIELE SANTORO	“	331
<i>The role of the enterprise in the pursuit of the well-being for citizens and society. The contribution of the Italian Schools of Enterprise Economics and Management</i> SILVIA BRUZZI	“	335

<i>The strength of Nutriscore in improving sustainable eating habits and well-being: bad and good news</i> ORNELLA BONAFEDE, CARMELA D'AGOSTINO, ANDREA BAZZANI, GIUSEPPE TURCHETTI, LEOPOLDO TRIESTE	PAG.	341
<i>Does organic food consumption impact subjective well-being? A mediation-moderation approach</i> CELSO AUGUSTO DE MATOS, MARLON DALMORO, MARCIA DUTRA DE BARCELLOS	“	347
<i>An improved framework for social sustainability: a bottom-up approach to boost social innovation and sustain employability</i> GIUSY SICA, ALESSANDRA MICOZZI, MARIA ANTONELLA FERRI, MARIA PALAZZO	“	353
<i>Knowledge, self-perception and eco-sustainable behaviours. Inspiring actions in green learning</i> ADRIANA APUZZO, RITA KLAPPER, MARIALUISA SAVIANO, MARIO TESTA	“	361
<i>Understanding the link among cultural participation, resilience, and well-being. A systematic literature review.</i> GIORGIA MASILI, DANIELE BINCI	“	369
<i>Shaping tomorrow's sustainable enterprises: profiling the hard and soft skills of sustainable managers</i> GIULIA NEVI, GIULIA GOGIALI, GIANPAOLO BASILE, LUCA DEZI, CARMELA GUITTO	“	375
Track 6 - Marketing		
<i>Virtual influencers in tourism marketing: insight or oversight? The case of “Open to Meraviglia”</i> RADA GUTULEAC, GABRIELE BAIMA, CRISTIAN RIZZO	“	383
<i>Mitigating the Negative Effects of Human-like Virtual Medical Agents on Patients' Emotions. Results From A Preliminarily Experimental Study</i> ANDREA SESTINO, ALFREDO D'ANGELO, RUSSELL W. BELK	“	389
<i>Scaling Consumer Neuroscience Technologies for Individual and Societal Well-Being. A Bibliometric Analysis of Precursors.</i> ANDREA BAZZANI, GIORGIO MANFRONI, UGO FARAGUNA, GIUSEPPE TURCHETTI	“	393
<i>Unveiling the Dynamics of GPT Technology Adoption: Assessing Trust in Technology and Self-Efficacy's Influence on Consumer Behavior</i> FRANCESCA CELIO, FRANCESCO RICOTTA	“	403
<i>Investigating Consumer Perceptions of Brand Personality and Reactions in the Automotive Industry by ChatGPT</i> ALESSANDRO SIGNORINI, ALESSANDRO FERI, ANGELO BACCELLONI, ELISA PUVIA	“	409
<i>Understanding the potentialities of metaverse for marketers. Insights from Italy</i> MICHELE SIMONI, ANNARITA SORRENTINO, LUCA VENTURINI, MYRIAM CARATU	“	419
<i>“The influence of individual values on purchase intention of fair-trade products: An analysis on Italian consumers”</i> NOHAILA KARTTI, GIUSEPPE FRANZESE, CHIARA CANNAVALE	“	425
<i>The story that only circular products can tell: Empowering consumers through background information</i> SHRIPATHY SWAMINATHAN, VINICIO DI IORIO, FRANCESCO TESTA	“	431
<i>Reshaping customers' lifelong journey in the health and wellness contexts</i> LAURA GRAZZINI, SABINA DE ROSIS, RAFFAELE FRUSTACI, VALENTINA SBROLLI, GAETANO AIELLO	“	445
<i>A Well Mind, A Wise Choice: A Systematic Review of Wellness and its Influence on Food Decision-Making</i> SIMONA DEL CORE, ALESSIO DI LEO, FABIOLA SFODERA, NICCOLÒ PICCIONI	“	451
<i>Taste-Makers Narratives: Analyzing the Effect of Food Influencers on Home Cooks</i> FRANCESCO SMALDONE, GIADA MAINOLFI	“	457

<i>Building a Better Future: The University Activism for Societal Wellbeing</i>	PAG.	463
ANTONELLA CAMMAROTA, FRANCESCA AVALLONE, VITTORIA MARINO, RICCARDO RESCINITI		
<i>L'integrazione del Metaverso negli eventi: impatto sugli SDG's e prospettive future</i>	“	469
FRANCESCA IGINI, ARTURO CAFARO, MARIO CALABRESE		
<i>The impact of sustainability and country-of-origin on consumers' willingness-to-pay for a brand: A conceptual framework</i>	“	477
CHIARA SCRIMIERI, ADAMANTIOS DIAMANTOPOULOS, MICHELA MATARAZZO, ALBERTO PASTORE		
<i>Conceptualizing perceptions of institutionally derived maneuverable space for value (co)creation.</i>	“	483
JIMMIE RÖNDELL, PETER EKMAN		
<i>Narrating the past. Exploring the antecedents of the use of heritage marketing tools by centenarian Italian companies</i>	“	489
ANGELO RIVIEZZO, GIUSY MIGNONE, ANTONIO LUCADAMO, MARIA ROSARIA NAPOLITANO		
<i>Examining Healthy Food Consumption Among People Over 60 years</i>	“	495
VINCENZO GISSI, ELISABETTA SAVELLI		
<i>The new dimension of brand in 'metaverse': a structured literature review</i>	“	503
KAROLINA SALLAKU, DOMENICO MORRONE, ANNUNZIATA TARULLI		
<i>Delving into sustainability and Made in Italy fashion brands: Perspectives from Generation Z</i>	“	509
FEDERICA CECCOTTI, SARA BOCCALINI, MICHELA PATRIZI, MARIA VERNUCCIO, ALBERTO PASTORE		
<i>Drinking with eyes: how colors elicit consumers' taste expectations of coffee</i>	“	517
DANIELE PORCHEDDU, RAFFAELE CAMPO, PIERFELICE ROSATO, FABRIZIO PIU		
<i>Aging and social influence: An empirical investigation of the effect of age on consumers' susceptibility to word of mouth</i>	“	523
ALESSANDRO M. PELUSO, ANTEA GAMBICORTI, GIOVANNI PINO, MIHAELA GIANNELLI		
<i>The rise of Phygital Reality: insights from Structural Topic Modelling</i>	“	529
DANIELE VIRGILLITO, FRANCESCO RUSSO, ALESSIA MUNNIA, MARCO ROMANO		
<i>Exploring the Metaverse from the consumer perspective: insight from a systematic literature review.</i>	“	535
MARCO FERRETTI, MARIA ANTONELLA FERRI, GIUSEPPE LA RAGIONE, MARIA PALAZZO, FRANCESCO PAROLA, MARCELLO RISITANO		
<i>Fifty Shades of Black Friday</i>	“	541
FRANCESCA NEGRI, ALESSANDRO IUFFMANN GHEZZI		
Track 7 - Purpose-driven Businesses		
<i>Entrepreneurial Ecosystem and Proximity: a framework for Social Ecosystem Development</i>	“	549
RICKY CELENTA, VALENTINA CUCINO, ROSANGELA FEOLA, CHIARA CRUDELE		
<i>Purpose-driven Clusters in the Era of Sustainability</i>	“	555
MICHELE SIMONI, MARIA CRISTINA PIETRONUDO, EVA PANETTI		
<i>The Power of Interactions. Exploring Stakeholder Adoption of pro-social practices from purpose-driven companies</i>	“	561
MARTINA TAFURO, ANDREA PICCALUGA		
<i>B-Corp: un esame delle aziende alimentari Italiane attraverso la Teoria dei Segnali</i>	“	567
NORA ANNESI, VALENTINA CUCINO		
<i>Individuals' Goal Alignment in Humane Entrepreneurial Oriented Organisations: A Preliminary Study</i>	“	573
CHIARA MARINELLI, GRAZIA GARLATTI COSTA, SALVATORE DORE		

<i>Open Social Innovation per affrontare le sfide globali: il caso Isinnova</i> VALENTINA CUCINO, ROSANGELA FEOLA, GIULIO FERRIGNO	PAG.	581
Track 8 - Retailing & Service Management		
<i>The effect of entrepreneurial and customer orientations on shopper loyalty: an explorative study on small independent retailers</i> ALICE MANTOVANI, LARA PENCO, SANDRO CASTALDO	“	589
<i>Ensuring customer satisfaction and loyalty of online health and well-being: a comparison study across types of services</i> GIADA SALVIETTI, SILVIA RANFAGNI, DANIO BERTI	“	597
<i>Digital Transformation in the Italian Restaurant Industry: Navigating the Challenges and Opportunities of Food Delivery Services</i> ALBERTO SUSCO, DAVIDE CANAVESIO, MONICA CUGNO	“	605
<i>Exploring Metaverse Adoption in High-Involvement Purchases: Insights from field research</i> BEATRICE LUCERI, SIMONE AIOLFI, GIOVANNI ROMANO	“	611
<i>Word of mouth vs. word of machine: a preliminary analysis</i> GRAZIANO ABRATE, VALERIA FARALLA	“	619
<i>Promoting (un)conscious purchasing behaviors and choices in favor of sustainability</i> SILVIA BELLINI, CHIARA BACCHILEGA, DAVIDE PELLEGRINI, SIMONE AIOLFI	“	623
<i>The Family Caregiver Experience in Palliative Care Pathways: Development and Validation of a Multidimensional Approach</i> MARZIA CETTINA SEVERINO, COSTANZA GALLI, SABINA DE ROSIS	“	629
<i>Balancing Act: The Impact of Product-Oriented Sustainability Information on Consumer Responses</i> VALENTINA MAZZOLI, LAURA GRAZZINI, AULONA ULQINAKU	“	635
<i>Catalysing Sustainability: Retailers as Driving Platforms in the Food Industry's Transition</i> ALBERTO MASSACCI, ELENA CASPRINI, LORENZO ZANNI	“	641
<i>The right kiosk across different generations! A quantitative study in the retailing food sector</i> LUCA CORINALDESI, GENNARO IASEVOLI, CHIARA OTTOLENGHI	“	649
<i>Retail Internationalization and Innovation: systematic literature review</i> MICHELE BADOLATO	“	655
Track 9 - Small & Family Business		
<i>Dynamics of Change: A Comparative Analysis of Commitment in Family vs. Non-Family Businesses</i> ROBERTA PINNA, MICHELA FLORIS, FABIO CORONA, GIANFRANCO CICOTTO, CINZIA DESSI	“	673
<i>Exploring the dynamics of external knowledge acquisition in family businesses: factors, constraints, and success indicators</i> GERARDO BOSCO, ALESSIA SCIARRONE, RAFFAELE D'AMORE, DAVIDE LIBERATO LO CONTE, MARIO CALABRESE	“	679
<i>Tradition in Transition: Exploring Organizational Dynamics and Strategies in Small Hotels</i> MARCO CORSINO, DAVIDE BAGNARESI, FRANCESCO MARIA BARBINI	“	685
<i>Whispers of Ambition: Unpacking Emotions in Entrepreneurial Orientation of Women-Led Family Businesses</i> MICHELA FLORIS, ANGELA DETTORI, RICHA GOEL, TILOTTAMA SINGH	“	691

<i>The impact of board gender diversity on family firms' value: the mediating role of environmental innovation</i>		
FRANCESCO GANGI, MARIA COSCIA, LUCIA MICHELA DANIELE, NICOLA VARRONE	PAG.	699
<i>The digital transformation process of SMEs to compete in the current business environment: evidence from an Italian case</i>		
GINEVRA TESTA, ANDREA CIACCI, LARA PENCO	“	707
Track 10 - Strategic Communication		
<i>Millennials and Bookfluencers: a cross cultural analysis</i>		
LINDA GABBIANELLI	“	715
<i>The impact of communicating food safety on communication goals: an exploratory study in Agri-food firms from the entrepreneurial perspective</i>		
EMANUELA CONTI, DANIELE GIAMPAOLI, FRANCESCA CESARONI, TONINO PENCARELLI	“	721
<i>Leveraging Italianness abroad: A corpus-assisted discourse approach to restaurant branding</i>		
WALTER SPEZZANO, STEFANO DE CANTIS, JOHN D. BUSCHMAN	“	727
<i>Testing controversial advertising effects on brand associations: first insights from an affective priming pilot experiment</i>		
FRANCESCA SAMMARTINO, FRANCESCA CONTE, SIANO ALFONSO	“	733
<i>Strategic Agility in Error Management: Bridging Theory and Practice in Strategic Communication</i>		
MARCO BALZANO	“	741
Track 11 - Strategy & Governance		
<i>Do executive actions reflect their personality traits?: A review of organizational misconduct</i>		
PIERLUIGI GIARDINO, ANDREA CAPUTO	“	749
<i>Governing Micro-Municipalities: A Literature Review</i>		
MATTEO CRISTOFARO, NICOLA CUCARI, ANTONELLA MONDA, DAVIDE LIBERATO LO CONTE, ANASTASSIA ZANNONI, LEUL GIRMA, PINALBA SCHILLECI, FRANCESCO LAVIOLA, SIMONA MARE	“	757
<i>Uno strumento di Governance ESG integrata per una strategia aziendale sostenibile</i>		
ILENIA CEGLIA, MASSIMO BATTAGLIA, NORA ANNESI, FRANCESCO MERCURI	“	765
<i>Does female corporate leadership improve environmental performance? A systematic literature review</i>		
MARIA ROSA DE GIACOMO, MARCO FREY	“	771
<i>The Geography of Innovation: The Phenomenon of Urban Clustering in the Fashion Industry</i>		
ALESSIO TRAVASI, FABIO MUSSO	“	777
<i>Strategic analysis of IRCCSs' sustainability management</i>		
PAOLA OLIMPIA ACHARD, CHIARA BELLINI, LEONARDO IOANNUCCI	“	783
<i>The role of HR analytics to Enable Strategic HR management in SMEs</i>		
CHRISTIAN DI PRIMA, ALBERTO FERRARIS	“	791
<i>Trick or Treat: Firm's strategic response to temporary shock in the real estate business</i>		
ALBERTO MASSACCI	“	795
Track 12 - Supply Chain Management, Logistics & Operations		
<i>Who Should Pay for the Returns Product? The Effect of Transparency on Consumers' Decision-making across the Reverse Supply Chain.</i>		
BENEDETTA BALDI, NADJA VORONTSOVA, IVAN RUSSO, THOMAS J. GOLDSBY	“	805

<i>Modern slavery in mining supply chains: the role of social enterprises and the institutional context</i> FRANCESCO GHEZZI, FABIO IANNONE, FRANCESCO RIZZI, ELEONORA ANNUNZIATA, MARCO FREY	PAG.	811
<i>Triadic literature in sustainable supply chain management: paving the way</i> CHIARA SGUIZZARDI, IVAN RUSSO, ILENIA CONFENTE	“	817
<i>Logistics services providers in humanitarian logistics. A bibliometric and systematic literature review.</i> FRANCESCA CELIO, ALESSANDRA COZZOLINO	“	823
<i>Eco-packaging innovations in paper and cardboard. Preliminary insights from cognitive mapping on international projects</i> ALESSANDRA COZZOLINO, PIETRO DE GIOVANNI	“	831
<i>Strategic reshoring: redefining competitiveness in global markets</i> SIMONE LUONGO, VALENTINA DELLA CORTE, ENRICO DI TARANTO	“	837
<i>Unpacking the “truce” in Sales and Operations Planning routine. An ethnographic study</i> DAVIDE BONFIO, ANDREA FURLAN	“	843
<i>Which governance strategy is best for specialized investments? Insights from the weaker partner’s perspective</i> EMANUELA DELBUFALO	“	849
<i>Decarbonizing Last-Mile Delivery: a study on crowdsourced delivery incentives</i> SILVIA BLASI, SARA TONIOLO	“	855
<i>Managing critical raw materials in energy transitioning supply chains: a Resource Dependence theoretical perspective on supply chain management capabilities</i> VITTORIO MARIA GARIBBO, FRANCESCO GHEZZI, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, MARCO FREY	“	861
Track 13 - Sustainability		
<i>The rebound effect of responsible consumption: an explorative research on sharing economy consumers</i> VERONICA CAPONE, CECILIA GRIECO	“	869
<i>Greenwashing Temptation: A Critical Examination of the Legal Approach against Greenwashing</i> LUCIA GATTI, FEDERICA BUFFA, UMBERTO MARTINI	“	875
<i>Harnessing collective bargaining for fostering sustainability and competitiveness: fact or fiction?</i> CHIARA DE BERNARDI, NICCOLÒ MARIA TODARO, MARIA ROSA DE GIACOMO, MARCO FREY	“	881
<i>Understanding Corporate Social Responsibility Scepticism: Implications and Insights from the Literature</i> RONGTITYA RITH, RICCARDO SPINELLI	“	887
<i>Il ruolo degli intermediari nella Simbiosi Industriale: il caso Regusto</i> CHIARA PALAGONIA, GAELLE COTTERLAZ-RANNARD, CAROLINE MATTELIN-PIERRARD, LAURA MICHELINI	“	893
<i>L’industria del calcio tra sostenibilità finanziaria e nuove dimensioni tecnologiche</i> ANNABELLA CONTURSO, ROBERTO DE RENZI, PIETRO TARAGONI, MARIO RAMAGLIA	“	899
<i>Rivelare il potenziale nascosto della natura: il ruolo del management nelle public policy per la biodiversità</i> JACOPO CRICCHIO, VALENTINA CUCINO, ANDREA PICCALUGA, ALBERTO DI MININ	“	907
<i>A explorative analysis on the impact of ESG and ESG ‘s controversies on corporate performance</i> SALVATORE ESPOSITO DE FALCO, ANTONIO RENZI, ESTELINA DALIPI, GIANLUCA VAGNANI, FRANCESCA RAMAGLIA	“	913
<i>Aligning with the Sustainability Promise in ESG investing: A case study on employees’ ESG readiness</i> HELENA LIEWENDAHL, KRISTINA HEINONEN, TERESIA STIGZELIUS, CATHARINA EHRNROOTH	“	921

<i>Food Waste and Out-of-Home Consumption Patterns: Unravelling the Actual Consumption Behavior of Food Taken Away and Consumed at Home</i>	PAG.	929
LUDOVICA PRINCIPATO, CAMILLA COMIS, LUCA SECONDI, MENGTING YU, CLARA CICATIELLO		
<i>The role of Paradox mindset on the intention to implement Industrial Symbiosis: linking Paradox Theory and Theory of Planned Behavior</i>	“	935
ALICE ALOSI, CARINA KELLER, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, KARIN KREUTZER, MARCO FREY		
<i>Managing the business and biodiversity relationship: a Systematic Review</i>	“	941
SARA TESSITORE, FRANCESCO TESTA, NICCOLÒ MARIA TODARO, DUCCIO TOSI, VINICIO DI IORIO		
<i>The role of biodiversity for business and social innovation</i>	“	949
MAURO CAPESTRO, STEFANO DENICOLAI		
<i>How do Dynamic capabilities, Ecosystems and Green innovations contribute to the creation of a Net Zero Path? Insights from Italian wine sector.</i>	“	957
RITA MURA, FRANCESCA VICENTINI, LUCIANO FRATOCCHI, LUDOVICO MARIA BOTTI, MARIA VINCENZA CHIRIACÒ		
<i>Linking innovation and sustainability through equity-based crowdfunding campaigns. A focus on cultural and creative industries</i>	“	963
CRISTINA CATERINA AMITRANO, CIRO TROISE		
<i>Product vs sales platform sustainability: who wins the online challenge? An exploratory analysis of Italian consumers</i>	“	969
ANNUNZIATA TARULLI, DOMENICO MORRONE, DANIELE RUTIGLIANO, KAROLINA SALLAKU, RAFFAELE SILVESTRI		
<i>Driving corporate social responsibility: examining the impact of diversity and inclusion across multiple levels</i>	“	975
CHIARA LEGGERINI, MARIASOLE BANNÒ		
<i>From Dominance to Responsibility. The integration of Corporate Social Responsibility in Chaebol's Corporate Governance</i>	“	981
CINZIA DESSI		
<i>Sustainability Alignment in Cross-Border Collaborations: Dynamics, Challenges and Limits</i>	“	987
DAVIDE LIBERATO LO CONTE, SAQIB SHAMIM, GIUSEPPE SANCETTA		
<i>Sustainable and innovative practices in foodstuffs domain: the impact on consumer's perceptions and dispositions</i>	“	995
VERONICA MAROZZO, ALESSANDRA COSTA, TINDARA ABBATE, AUGUSTO D' AMICO		
<i>Evolution of Sustainable Reporting: Impacts and Prospects of CSRD Regulation</i>	“	1003
DAVIDE LIBERATO LO CONTE, RAFFAELE D' AMORE, GERARDO BOSCO, ALESSIA SCIARRONE, MARIO CALABRESE		
<i>Greening the culinary scene: environmental management initiatives in restaurant sustainability</i>	“	1011
SIMONE LUONGO, VALENTINA DELLA CORTE, FABIANA SEPE, GIOVANNA DEL GAUDIO		
<i>Perceived authenticity of green influencers: An experiment on components and determinants</i>	“	1017
STEFANO ROMITO, GAIA GIAMBASTIANI, CLODIA VURRO		
<i>roblematicizing on the three main pillars of sustainability from a paradox theory perspective</i>	“	1023
ALICE ALOSI, VINICIO DI IORIO		
Track 14 - Tourism & Culture Management		
<i>The evolution of sustainability discourses in online reviews: an investigation of the impact of triple bottom line dimensions on tourists' eWOM and destination satisfaction.</i>	“	1031
DAVID D' ACUNTO, SERENA LONARDI, ILENIA CONFENTE		

<i>Generazione Z e percezione delle sostenibilità nella scelta del servizio alberghiero</i> DANIELE GRECHI, ROBERTA MINAZZI	PAG.	1037
<i>Data-driven Strategic Process in the Hospitality Industry: Studying Hotel consumers' purchase intention through web analytics.</i> GIUSEPPINA LO MASCOLO, GABRIELLA LEVANTI, MARCELLO CHIODI, ARABELLA MOCCIARO LI DESTRI	“	1045
<i>Unveiling Museums' Online Reputation. The Case of the Uffizi Galleries</i> PAOLA BECCHERLE, LUCIANA LAZZERETTI, STEFANIA OLIVA	“	1053
<i>Cruise ship size and public perception: An explorative study on X</i> GINEVRA TESTA, GIORGIA PROFUMO	“	1059
<i>The motivations behind religious and spiritual tourism: an empirical investigation on Assisi visitors</i> FRANCESCA RIVETTI, SIMONE SPLENDIANI, MAURO DINI	“	1067
<i>Industrial tourism in Italy: a spatial analysis of regional patterns of specialization</i> ANGELO RIVIEZZO, ANTONELLA GAROFANO, GIUSY MIGNONE	“	1073
<i>Crossing Green Tracks: The Role of Monumental Railways in Promoting Eco-Sustainable Business in Slow Tourism</i> MICHELE BERUTTI, CINZIA DESSI, GIUSEPPE MELIS, DANIELA PETTINAO	“	1079
<i>Contributing to Cultural Welfare: A Critical Review of Methods for Measuring the Impact of Culture on Sustainability and Well-being</i> MARA CERQUETTI, GIULIA LAPUCCI	“	1087
<i>Tourism in Smart City policy: an opportunity for Urban Sustainability</i> STEFANIA ESCOBAR, GIOVANNI ESPOSITO, NATHALIE CRUTZEN, MICHAEL NIPPA, LINDA OSTI	“	1093
<i>Transnational collaborations for a more sustainable tourism: the role of digital transition</i> ALESSIA ZOPPELLETTO, SERENA LONARDI, UMBERTO MARTINI	“	1099
<i>Measuring Destination Carrying Capacity from Residents' Perspectives: A Pilot Study in Garda Trentino</i> OKSANA TOKARCHUK, CAROLA STEFENELLI, UMBERTO MARTINI	“	1105
<i>A sensitizing literature review for future research about overtourism in Milan</i> ANDREA CHIARINI, ALBERTO GRANDO	“	1113
<i>La formazione degli ecosistemi digitali tra strategie deliberate e processi spontanei</i> SONIA CATERINA GIACCONE, ARISA SHOLLO	“	1119
<i>Metaverse in social innovation: developing trends to support marginal areas sustainable growing.</i> GIANPAOLO BASILE, MARIA PALAZZO, MARIA ANTONELLA FERRI, MARIO TANI	“	1125
<i>Harnessing Digital Technologies for Knowledge Management in Luxury Hospitality: the cases of Grand Hotel et de Milan and STRAFhotel&bar.</i> MARIAPINA TRUNFIO, LUNA LEONI, CECILIA PASQUINELLI, ANGELO PRESENZA	“	1131
<i>Cultural Heritage Management in Museums: The Open Culture Dilemma</i> MARIA DELLA LUCIA, GIULIA DORE, RANA MUHAMMAD UMAR	“	1137
<i>Destination ambassador, authenticity and informal communication. Exploratory research on mountain professionals</i> UMBERTO MARTINI, FEDERICA BUFFA	“	1143

**Track 15 - Examining the social and environmental relevance of sustainable digital business models:
Impact on business practices and consumers - Special Track**

Good Governance for Smart Villages: A Bibliometric Review

LEUL GIRMA HAYLEMARIAM, NICOLA CUCARI, MATTEO CRISTOFARO, FRANCESCO LAVIOLA,
DAVIDE LIBERATO LO CONTE, ANTONELLA MONDA, ANASTASSIA ZANNONI, PINALBA, SCHILLECI,
SIMONA MARE

PAG. 1151

The Paradox of Sustainability in Crowdfunding: Lessons from the Food Industry

LUIGI NASTA, BARBARA SVEVA MAGNANELLI, LUCA PIROLO

“ 1161

Paradoxical Tensions and Paradoxical Mindset as Predictors of Managers' Behavioral Responses to AI-driven Healthcare Tools: A Preliminary Study

ANDREA SESTINO, LUÍS IRGANG, HENRIK BARTH, MAGNUS HOLMEN

“ 1167

Development and Sustainability of Online Pharmacy Sales

ORAZIO VELLA, SIMONE GUERCINI

“ 1171

Track 16 - Growing resilient Italian SMEs - Special Track

The resilience of family firms: exploring the role of collaborative response with supply chain partners

CLAUDIA PONGELLI, EMANUELA DELBUFOLO, ALFREDO DE MASSIS

“ 1179

Verso una Misura di Resilienza per le Piccole e Medie Imprese

PIETRO TARAGONI, SALVATORE ESPOSITO DE FALCO, ANTONIO RENZI, GIANLUCA VAGNANI

“ 1185

La diversità di genere nella forza lavoro come antecedente della resilienza d'impresa: evidenze preliminari da un caso studio

CRISTINA LEONE, PASQUALE MASSIMO PICONE, ARABELLA MOCCIARO LI DESTRI

“ 1193

**Track 17 - Perspectives on grand challenges in international business and implications for companies
Special Track**

“Made by”: the evolution of the Country-of-Origin Effect to businesses and firms

ROSARIO FARACI, ROSARIA FERLITO, SONIA CATERINA GIACCONE

“ 1201

Track 18 - Intelligenza artificiale nel management

From Data to Action: AI-Enhanced Prediction of Business Crises Integrating Financial and Social Media Insights

DAVIDE LIBERATO LO CONTE, FRANCESCO RICOTTA, GABRIELE RINNA

“ 1209

When does technological innovation overlap social innovation? Conceptualizing an organizational aidriven model

SARA DIODATI, LAWRENCE CABRERA, RICCARDO RIALTI, LAMBERTO ZOLLO

“ 1215

Exploring the impact of Artificial Intelligence on Vocational Education and Training (VET)

SILVIA COSIMATO, NADIA DI PAOLA, ROBERTO VONA, NUNZIA CAPOBIANCO

“ 1221

AI-Powered Marketing Communication: Exploring Strategies in the Luxury Furniture Industry

NICCOLÒ PICCIONI, FABIOLA SFODERA, ALBERTO MATTIACCI

“ 1229

Artificial Intelligence in SCM: insights from two illustrative cases

SERENA GALVANI, ROBERTA BOCCONCELLI

“ 1235

Strategic Foresight and Artificial Intelligence: Evidence of a Paradoxical Relationship

MATTEO CRISTOFARO, MIE AUGIER, LUNA LEONI, PINALBA SCHILLECI

“ 1241

A Systematic Literature Review on AI-empowered Strategic Decision-Making process

ALESSIA MUNNIA, MARCO ROMANO, REBECCA CASEY, JAMES A. CUNNINGHAM

“ 1247

<i>Gen-AI nel settore agri-food: determinanti d'adozione ed impatto organizzativo</i> FRANCESCO MERCURI, DILETTA PILOCA, SABRINA RESTANTE, LUCA QUAGLIERI, BERNARDINO QUATTROCIOCCHI	PAG.	1255
<i>Managing services in tourism destinations through Artificial Intelligence and Machine learning: The Data for Destination Model</i> SILVIA BAIOTTO, DANILO CROCE, PAOLA MARIA ANNA PANICCIA, ROBERTO BASILI, ANDRIY SHCHERBAKOV, ALESSANDRA ARCESE	“	1263
<i>The Future of Digital Technologies: AI-Driven Interfaces for Universal Usability</i> GIUSEPPE LANFRANCHI, ANTONIO CRUPI	“	1273
Track – General management		
<i>Blockchain Waste Management: A Systematic Literature Review for the Public Administration</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1281
<i>Blockchain Waste Management: are Italian managers ready?</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1287
<i>Creating a Blockchain Governance framework for Circular Economy: Preliminary results</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1291
<i>Social acceptance of Decentralized Renewable Energies in East African rural communities: preliminary evidence from a multiple case study</i> FABIO IANNONE, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, MARCO FREY	“	1295
<i>Sustainable Management of the Photovoltaic Waste Stream: Regional Analysis and Economic and Management Perspectives</i> ANDREA FRANZONI, CHIARA LEGGERINI, MARIASOLE BANNÒ	“	1301

Dynamics of Change: A Comparative Analysis of Commitment in Family vs. Non-Family Businesses

ROBERTA PINNA¹ MICHELA FLORIS² FABIO CORONA³ GIANFRANCO CICOTTO⁴
CINZIA DESSI⁵

Abstract

The challenge of insufficient employee commitment to organizational change significantly impedes management's ability to successfully implement new strategies, a hurdle notably pronounced in family businesses due to a strong adherence to tradition. This study investigates the impact of psychological ownership and effective internal communication-or communication satisfaction-on bolstering commitment to change. This research will suggest propositions to test subsequently with statistical analysis after the collection and analysis of 501 employees' interviews across Italian family and non-family businesses. Our propositions are built on the roots of psychological ownership, and commitment to change. The study also explains how the dynamics between communication, psychological ownership, and commitment vary between family and non-family businesses. This will underscore the critical role of fostering psychological ownership and communication satisfaction in enhancing employee commitment to organizational change initiatives.

Keywords: *Change management, Commitment to change, Communication, Psychological Ownership, family and non-family business*

Framing of the research. *In organizational studies, Moran and Brightman (2001) emphasize the importance of change management for businesses to adapt and thrive amid external pressures. Change management involves rejuvenating an organization's direction, structure, and capabilities to meet stakeholder needs, necessitating updates to procedures, job content, and skills. This adaptability leads to organizational ambidexterity, as described by Tushman and O'Reilly (1996), which is crucial for maintaining stability while promoting innovation. It entails balancing exploitation (optimizing current operations) and exploration (seeking new ideas), enabling companies to manage ongoing operations efficiently while innovating for future success.*

Balancing exploitation, crucial for current success, and exploration, necessary for future sustainability, presents a significant dilemma in change management (Schwarz et al., 2021). This balance is particularly relevant in family enterprises, which represent a significant segment of the global business landscape and are defined by familial ownership, management, and a vision for intergenerational transfer. Despite perceptions of their aversion to change compared to non-family firms (Dessi et al., 2023), family businesses encounter unique challenges, especially during succession, requiring a reevaluation of roles and structures (Dettori and Floris, 2023). Succession is a delicate phase where logical and emotional factors intertwine, significantly impacting business continuity. The challenge of instigating change is underscored by high attrition rates across generations, with only 30% of businesses surviving into the second generation and 10% into the third. Research indicates an innovation gap in family businesses due to their focus on long-term goals and preservation of familial legacy (Casillas & Moreno, 2010; Jell et al., 2015), a trend towards conservatism (Kraiczky et al., 2015; Naldi et al., 2007; Zahra, 2005), and lower adaptability to change (Lubatkin et al., 2007). Failure to implement change can lead to financial losses, decreased market share, and increased costs from cultural disintegration and turnover (Kromah et al., 2024).

There is a consensus in the literature that employee commitment to change is crucial for supporting management innovation; the challenge lies in deciphering the evolution of this commitment over time. This subject's centrality has propelled researchers to investigate the critical factors at both individual (Cunningham, 2006; Herscovitch & Meyer,

¹ University of Cagliari
e-mail: pinnar@unica.it

² University of Cagliari
e-mail: micfloris@unica.it

³ e-mail: fabio.corona21@gmail.com

⁴ e-mail: dott.cicotto@gmail.com

⁵ University of Cagliari
e-mail: cdesi@unica.it

2002; Judge et al., 1999; Wanberg & Banas, 2000) and organizational levels (Cunningham et al., 2002) that significantly influence employee behavior towards supporting management innovation.

In this study, we argue that Psychological Ownership (PO) serves as a crucial perspective for understanding how possessive feelings towards objects bolster individuals' commitment to change. Specifically, this research delves into the effects of PO and transparent internal communication (from now on called CS as "communication satisfaction") on commitment to change (CT from now on)⁶.

The interplay between CS, PO, and CT remains underexplored despite extensive examination of communication's role in change processes,

Purpose of the paper. CT is vital in organizational transformations, guiding individuals' adaptation. The absence of commitment often leads to the failure of change initiatives. Recognized for promoting supportive behaviors, CT involves coping strategies to handle change-related stress and uncertainty. Such strategies are critical for maintaining psychological well-being and facilitating effective change navigation, highlighting the significance of commitment in managing organizational change impacts. The construct of CT is articulated as a motivational state (a mindset) binding an individual to a particular course of action deemed essential for the fruitful execution and realization of a change initiative (Herscovitch & Meyer, 2002). This motivational state manifests in three distinct forms (Meyer, Allen, & Smith, 1993): affective commitment (AC from now on), normative commitment (NC from now on), and continuance commitment (CC from now on).

Employees' support for change is influenced by their commitment type, AC, driven by a positive attitude towards change, enhances proactive support and effective coping with stress related to change. In contrast, CC, stemming from a lack of alternatives, can lead to stress and negatively affect the change process. Contextual factors such as organizational tenure, change frequency, previous change experiences, self-efficacy, participation levels, quality of information, and interpersonal relationships significantly impact CT, according to studies by Rafferty & Griffin (2006) and Wanberg & Banas (2000). The relationship between PO and CT introduces a new dimension to understanding organizational change, emphasizing the importance of employees' feelings of ownership over the change process and outcomes (Pierce et al., 2001; 2009; Dawkins et al., 2015).

Employee commitment is pivotal for adapting to and implementing change, with the absence of commitment being a major failure point for change initiatives. This commitment fosters supportive behaviors and coping mechanisms for dealing with the stress of organizational transitions (Cunningham, 2006; Parish et al., 2008). Recent studies suggest that PO, the emotional and proprietary feelings employees have towards their work and organization, contributes significantly to CT, impacting their support for change initiatives. PO functions at individual and collective levels, affecting workplace motivations, attitudes, and behaviors, and is linked to positive organizational outcomes such as job satisfaction, organizational identification, and commitment (Dawkins et al., 2015; Liu et al., 2012; Mayhew et al., 2007; Sieger et al., 2011).

Organizational change introduces uncertainty and stress, which can be mitigated by effective communication. Communication satisfaction enhances PO by deepening employees' connection to their roles and the organization, crucial for reducing resistance and fostering inclusivity during change. Based on these insights, the study hypothesizes a positive relationship between PO and CT (proposition 1). CS is positively related to commitment to change CT (Proposition 2a), and CS is positively related to PO (proposition 2b). This framework underscores the critical role of employee commitment types, PO, and CS in navigating organizational change, suggesting that fostering a sense of ownership and ensuring clear, inclusive communication are key to successful change implementation.

Methodology. This study is still in progress, and we will test our propositions through statistical analysis to investigate the dynamics among PO, CS and CT. Furthermore, we will examine how the nature of the company, whether family-owned or non-family, impacts the intensity of these relationships.

The study involved 501 questionnaires. Within the sample, 63.5% (N = 318) were men and 36.5% (N = 183) were women. They belonged both to family (N = 320, 63.9%) and non-family (N = 181; 36.1%) companies. Sociodemographic data on age were collected and expressed as intervals. Based on this, the 53% of the sample consisted of participants with "18 to 30" and "31 to 40" years old (N = 131, 26.2% and N = 134, 36.8% respectively).

Will be analyze data using IBM SPSS Statistics software, version 25. The initial steps will include exploring socio-demographic characteristics and key research variables. Analysis of Variance (ANOVA) will be utilized to identify any statistically significant variances among the research variables, specifically to factors such as the type of company (family-owned vs. non-family) and participant gender. Additionally, we will investigate linear correlations to determine significant associations between the variables.

The data collection process will employ a separated questionnaire. The initial segment will solicit socio-demographic details from participants, while the latter will be devoted to evaluating key research constructs through three distinct scales. Each scale will be subjected to reliability analysis via Cronbach's alpha to affirm their dependability.

⁶ For easier reading, the legend of acronyms used in this paper is given here:

- PO psychological ownership
- CS Communication satisfaction
- CT commitment to change
- AC affective commitment
- NC normative commitment
- CC continuance commitment

PO: To assess *PO*, a 10-item scale derived from Avey et al.'s (2009) research will be utilized, categorizing items into five key factors of *PO*: Territoriality, Self-efficacy, Accountability, Belongingness, and Self-identity.

CS: This dimension will be measured using a scale adapted from Zwijze-Koning & de Jong (2007) and the *CSQ* (Downs & Hazen, 1977), comprising 24 items across six sub-dimensions that include aspects like superior-subordinate relationships and interdepartmental communications.

CT: Employing a scale developed by Herscovitch and Meyer (2002), this construct will be quantified using 18 items divided evenly among three facets: Affective, Continuance, and Normative commitment to change. Responses will be captured on a 5-point Likert scale ranging from strong disagreement to strong agreement.

Through this methodological approach, the study aims to rigorously evaluate the interplay between *PO*, *CS*, and *CT*, underpinned by a reliable metric assessment.

Results. Our study is ongoing, and we anticipate the following outcomes based on preliminary analyses:

The ANOVA models are expected to reveal significant differences in the average scores of *AC* based on gender and the type of company. We predict that female participants will have higher *AC* scores compared to males, and employees in non-family businesses will show greater *AC* levels than those in family-owned firms.

Moreover, we believe we can find moderate, positive, and statistically significant correlations between *PO* and *AC* and *NC*. Similarly, moderate and positive associations are expected between *CS*, *AC* and *NC*. *CC* is not predicted to show significant correlations with any research variables.

A significant positive relationship between *PO* and *CS* is probable, suggesting that higher levels of *PO* are associated with greater *CS*.

Variations in the impact of *CS* and *PO* on *AC* are estimated by company type. *CS* may not significantly influence *AC* in family-owned businesses, but *PO* is predicted to have a positive impact. We expect an indirect effect of *CS* on *AC* through *PO*, indicating *PO*'s mediation in this relationship. In non-family companies, both *CS* and *PO* are likely to significantly affect *AC*, with a significant indirect effect of *CS* on *AC* through *PO*, suggesting partial mediation by *PO*. The indirect effects are not expected to differ significantly between family and non-family businesses, indicating a consistent mediation role of *PO* across company types.

Regarding the influence on *NC*, both *CS* and *PO* are anticipated to have significant impacts in family-owned companies, with an expected indirect effect of *CS* on *NC* through *PO*, indicating partial mediation by *PO*. While *PO* is predicted to have a significant impact in non-family businesses, *CS*'s effect might not be significant.

These expectations highlight the nuanced roles of *PO* and *CS* in shaping commitment types of *AC* and *NC* within different organizational contexts, emphasizing the potential mediation role of *PO*.

Research limitations. The study's principal constraints are linked to the composition of the firm sample utilized. To enhance the robustness of the proposal, future research could consider diversifying the sample to include both large and small enterprises, assessing the stability of the results across different business sizes or, even, across different countries, which may reveal interesting scenarios. Thus, the study could be extended to incorporate a cultural dimension by distinguishing between various geographical locations, thereby evaluating the cultural influence on the research outcomes. A stimulating avenue for further investigation would involve a deeper analysis of firm categories: focusing solely on family businesses could reveal how the age of the firm and its generational makeup influence the results. In contrast, an examination of non-family firms could explore how leadership styles affect the findings.

Managerial implications. The study's proposal underscores the significant managerial implications of *PO* in facilitating organizational change. It highlights the necessity for companies to cultivate *PO* among employees to mitigate resistance and promote acceptance of change. Specifically, the study advocates for an ambidextrous organizational framework that nurtures attributes conducive to individual initiative, cooperation, multitasking, and autonomy, thereby enhancing *PO*.

This research pinpoints the critical role of managers and employees perceiving change initiatives as personally significant, essentially endorsing the notion of *PO* towards change. The intricate relationship between *PO* and organizational attitudes towards change is influenced by several factors, notably the Sense of Control and Knowledge. Employees experience increased control when their roles offer diversity, significance, autonomy, and identity, resonating with Hackman and Oldham's job characteristics theory. Conversely, bureaucratic structures and centralized information flow can diminish this sense of control and hinder *PO*.

CS emerges as vital in reducing uncertainties and fostering a sense of control, particularly in family businesses where *PO*'s role is profoundly mediating. *CS* is essential, enabling a comprehensive understanding of change objectives, processes, expected outcomes, and individual implications, thereby reinforcing *PO*.

Moreover, it could be interesting to identify which significant dimensions influence *PO*.

In essence, this study would delineate the importance of *PO* in shaping positive organizational change attitudes, suggesting that fostering *PO* through strategic organizational interventions, excellent communication, and inclusive governance can significantly enhance adaptability and manage change resistance. Transitioning towards transformational leadership and facilitating open organizational dialogues are recommended to align employee perspectives with organizational goals effectively.

Originality of the paper. Proposing a departure from existing literature (Cocieru et al., 2019), this study suggests examining the significant influence of *PO* on employees' attitudes toward change and their motivation for contributing to its success.

This research aims to explore the relationships among CS, PO, and CT within the context of family and non-family businesses in Italy, building on and potentially corroborating findings that highlight PO's critical role in enhancing CT aspects (Liu et al., 2012).

Drawing from the groundwork laid by Avey et al. (2009), this investigation seeks to contribute original insights by testing our propositions with the hypothesis that PO significantly and positively influences CT, especially in terms of AC and NC. This relationship is anticipated to be observable across different organizational forms, including both family-owned and non-family enterprises, with an expected stronger impact on NC. The study aims to be pioneering in showing how an intrinsic sense of ownership not only bolsters the perceived obligation towards change but also acts as a catalyst for organizational transformation.

Expanding on the seminal work of scholars such as Armenakis & Bedeian (1999), Beer & Nohria (2000), and Herscovitch & Meyer (2002), this research proposes to shed new light on the positive effects of CS on CT. It intends to uniquely demonstrate a significant, positive correlation between CS and the dimensions of AC and NC, with subsequent analyses exploring CS's critical role in shaping these types of commitment.

The study plans to highlight the transformative potential of well-communicated change, emphasizing the importance of a clear communication of change processes to employees to alleviate concerns and foster a culture ready for change. It aims to innovatively link effective communication during transitions to outcomes such as increased acceptance of change, reduced anxiety, and enhanced trust in leadership, offering a fresh perspective on change management discussions.

Additionally, this research has the potential to reveal a significant link between CS and PO, suggesting a meaningful interaction between these constructs rather than their independence. It proposes to investigate PO's mediating role in enhancing the relationship between CS and CT, particularly affecting AC and NC. The study will examine how transparent communication about change, coupled with a strong sense of ownership among employees over their work, optimally impacts their commitment to change, suggesting a nuanced interplay between communication, ownership, and commitment in the context of organizational change.

References

- ARMENAKIS A.A., BEDEIAN A.G. (1999), "Organizational change: A review of theory and research in the 1990s", *Journal of management*, vol. 25, n. 3, pp. 293-315.
- AVEY J.B., AVOLIO B.J., CROSSLEY C.D., LUTHANS F. (2009), "Psychological ownership: Theoretical extensions, measurement and relation to work outcomes", *Journal of Organizational Behavior*, vol. 30, pp. 173-191.
- BEER M., NOHRIA N. (2000), "Cracking the code of change", *Harvard business review*, vol. 78, n. 3, pp. 133-141.
- CASILLAS J.C., MORENO A.M., BARBERO J.L. (2010), "A configurational approach of the relationship between entrepreneurial orientation and growth of family firms", *Family business review*, vol. 23, n. 1, pp. 27-44.
- COCIERU O.C., LYLE M.C., HINDMAN L.C., MCDONALD M.A. (2019), "The 'dark side' of psychological ownership during times of change", *Journal of Change Management*, vol. 19, n. 4, pp. 266-282.
- CRONBACH L.J. (1951), "Coefficient alpha and the interval structure of tests", *Psychometrika*, vol. 16, pp. 297-334.
- CUNNINGHAM C.E., WOODWARD C.A., SHANNON H.S., MACINTOSH J., LENDRUM B., ROSENBLOOM D., BROWN J. (2002), "Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural correlates", *Journal of Occupational and Organizational psychology*, vol. 75, n. 4, pp. 377-392.
- CUNNINGHAM G.B. (2006), "Examining the relationships among coping with change, demographic dissimilarity and championing behaviour", *Sport Management Review*, vol. 9, n. 3, pp. 253-270.
- DAWKINS S., TIAN A.W., NEWMAN A., MARTIN A. (2017), "Psychological ownership: A review and research agenda", *Journal of Organizational Behavior*, vol. 38, n. 2, pp. 163-183.
- DE VEN A.H., POOLE M.S. (1995), "Explaining development and change in organizations", *Academy of management review*, vol. 20, n. 3, pp. 510-540.
- DESSÌ C., DETTORI A., FLORIS M. (2023), "Exploring different configurations of entrepreneurial orientation in small artisan family firms: A multi-case study", *Journal of Family Business Strategy*, vol. 14, n. 3, pp. 100-103.
- DETTORI A., FLORIS M. (2023), "Improving continuity by simplifying the structure of family firms: a replication study", *Management Review Quarterly*, vol. 73, n. 2, pp. 635-660.
- DOWNS C.W., HAZEN M.D. (1977), "A factor analytic study of communication satisfaction", *The Journal of Business Communication* (1973), vol. 14, n. 3, pp. 63-73.
- HAYES A.F. (2015), "An index and test of linear moderated mediation", *Multivariate Behavioral Research*, vol. 50, pp. 1-22.
- HAYES A.F., ROCKWOOD N.J. (2017), "Regression-based statistical mediation and moderation analysis in clinical research: Observations, recommendations, and implementation", *Behaviour research and therapy*, vol. 98, pp. 39-57.
- HERSCOVITCH L., MEYER J.P. (2002), "Commitment to organizational change: extension of a three-component model", *Journal of applied psychology*, vol. 87, n. 3, pp. 474.
- JELL F., BLOCK J.H., HENKEL J., SPIEGEL F., ZISCHKA H. (2015), "Cross-functional patent management in family firms", *Journal of Business Economics*, vol. 85, pp. 181-203.
- JUDGE T.A., THORESEN C.J., PUCIK V., WELBOURNE T.M. (1999), "Managerial coping with organizational change: A dispositional perspective", *Journal of applied psychology*, vol. 84, n. 1, pp. 107.
- KRAICZY N.D., HACK A., KELLERMANN F.W. (2015), "CEO innovation orientation and R&D intensity in small and medium-sized firms: the moderating role of firm growth", *Journal of Business Economics*, vol. 85, pp. 851-872.
- KROMAH M.D., AYOKO O.B., ASHKANASY N.M. (2024), "Commitment to organizational change: The role of territoriality and change-related self-efficacy", *Journal of Business Research*, vol. 174, 114499.

- LIU J., WANG H., HUI C., LEE C. (2012), "Psychological ownership: How having control matters", *Journal of Management Studies*, vol. 49, n. 5, pp. 869-895.
- LUBATKIN M.H., LING Y., SCHULZE W.S. (2007), "An organizational justice-based view of self-control and agency costs in family firms", *Journal of Management Studies*, vol. 44, n. 6, pp. 955-971.
- MAYHEW M.G., ASHKANASY N.M., BRAMBLE T., GARDNER J. (2007), "A study of the antecedents and consequences of psychological ownership in organizational settings", *The Journal of social psychology*, vol. 147, n. 5, pp. 477-500.
- MEYER J.P., ALLEN N.J., SMITH C.A. (1993), "Commitment to organizations and occupations: Extension and test of a three-component conceptualization", *Journal of applied psychology*, vol. 78, n. 4, pp. 538.
- MEYER J.P., STANLEY D.J., HERSCOVITCH L., TOPOLNYTSKY L. (2002), "Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences", *Journal of vocational behavior*, vol. 61, n. 1, pp. 20-52.
- MORAN J.W., BRIGHTMAN B.K. (2001), "Leading organizational change", *Career development international*, vol. 6, n. 2, pp. 111-119.
- NALDI L., NORDQVIST M., SJÖBERG K., WIKLUND J. (2007), "Entrepreneurial orientation, risk taking, and performance in family firms", *Family business review*, vol. 20, n. 1, pp. 33-47.
- PARKER S.K., WALL T.D., JACKSON P.R. (1997), "'That's not my job': Developing flexible employee work orientations", *Academy of management journal*, vol. 40, n. 4, pp. 899-929.
- PIERCE J.L., JUSSILA I., CUMMINGS A. (2009), "Psychological ownership within the job design context: Revision of the job characteristics model", *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, vol. 30, n. 4, pp. 477-496.
- PIERCE J.L., KOSTOVA T., DIRKS K.T. (2001), "Toward a theory of psychological ownership in organizations", *Academy of management review*, vol. 26, n. 2, pp. 298-310.
- RAFFERTY A.E., GRIFFIN M.A. (2006), "Perceptions of organizational change: a stress and coping perspective", *Journal of applied psychology*, vol. 91, n. 5, pp. 1154.
- SALANCIK G.R., PFEFFER J. (1978), "A social information processing approach to job attitudes and task design", *Administrative science quarterly*, pp. 224-253.
- SCHWARZ G.M., BOUCKENOOGHE D., VAKOLA M. (2021), "Organizational change failure: Framing the process of failing", *Human Relations*, vol. 74, n. 2, pp. 159-179.
- SIEGER P., BERNHARD F., FREY U. (2011), "Affective commitment and job satisfaction among non-family employees: Investigating the roles of justice perceptions and psychological ownership", *Journal of Family Business Strategy*, vol. 2, n. 2, pp. 78-89.
- TUSHMAN M.L., O'REILLY III C.A. (1996), "Ambidextrous organizations: Managing evolutionary and revolutionary change", *California management review*, vol. 38, n. 4, pp. 8-29.
- WANBERG C.R., BANAS J.T. (2000), "Predictors and outcomes of openness to changes in a reorganizing workplace", *Journal of applied psychology*, vol. 85, n. 1, pp. 132.
- ZAHRA S.A. (2005), "A theory of international new ventures: a decade of research", *Journal of international Business studies*, vol. 36, pp. 20-28.
- ZWIJZE-KONING K., DE JONG M. (2007), "Evaluating the communication satisfaction questionnaire as a communication audit tool", *Management communication quarterly*, vol. 20, n. 3, pp. 261-282.