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論文内容の要旨

氏名 (黄 昕)

論文題名

Top Management Team Characteristics and Corporate Sustainability in China
(中国におけるトップマネジメントチームの特徴と企業の持続可能性)

論文内容の要旨

In a fiercely competitive market and rapidly changing business environment, it is difficult for a firm to only rely on CEO's individual knowledge and ability to scan the complex internal and external environments and make vital strategic decisions on the sustainable development of companies, hence enterprises urgently need to build an effective top management team to help them solve a large number of complicated and difficult problems. Meanwhile in China, for maintaining sustainable development and competitive advantages, corporations should not only accelerate product development through investing in innovation, but also pay more attention to the establishment of good relationships with external organizations, local communities and government through actively engaging in charitable activities to take corporate social responsibility.

First, this study reviewed the extant literature on top management teams, and mainly summarized and analyzed the theoretical development related to the upper echelons, the effects of top management team characteristics on organizational outcomes, team processes and environmental influences, further synthesized and integrated these research findings into a circle model to clarify the relationships among them, meanwhile providing some directions for future research on top management teams. Also, this research explored and introduced corporate sustainability and guanxi into the framework of the upper echelons research.

And then, this study analyzed the effects of top management team characteristics (e.g. age, tenure, education, function, heterogeneity) on corporate sustainability from internal innovation and external social responsibility, further demonstrated these hypotheses related to the relationships between them through the empirical research wherein over 1000 top managers' demographic characteristics were collected from Chinese listed SMEs, which supported significant relationships existing between top management team characteristics and corporate sustainability (i.e. corporate innovation and social responsibility), and moreover these findings could not only provide evidence from the upper echelons perspective for the research related to human resource management and corporate sustainability strategies in an emerging market economy, but also offered some references for Chinese companies in the establishment of effective top management teams with reasonable configuration and the corporate strategic choices for sustainable development.

Third, unlike many of the Western studies, the findings of this study revealed that top management team heterogeneities exert unfavorable effects on the internal and external aspect of corporate sustainability (i.e. innovation and corporate social responsibility) in China, since there might exist a big difference in the social culture between China and the West. More specially, Chinese people usually attach importance to building and maintaining guanxi (i.e. particularistic connections or relationships), and thereby keeping harmony and stability within a team or a organization, in other words, they are inclined to encourage similarity rather than difference, hence it is difficult for Chinese companies to derive benefits from top management team heterogeneity.

Additionally, this study also found that despite Chinese listed SMEs did not have an incentive to voluntarily disclose their investment in innovation, more than half of them actively engaged in charitable donations.

Finally, there are possible major contributions in this study: 1) built a circle model to clarify the antecedents and consequences of top management team composition through deeper systemic analysis of existing top management team research; 2) integrated corporate sustainability and guanxi (i.e. particularistic relationships in the context of China) into the framework of the upper echelons research; 3) empirical studies in an emerging market - China, the research results differ from those in Western countries, especially negative effects of top management team heterogeneities on corporate sustainability in China, and an explanation was further given.

論文審査の結果の要旨及び担当者

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<p>論文審査の結果の要旨</p> <p>[論文内容の要旨]</p> <p>In a fiercely competitive market and rapidly changing business environment, it is difficult for a firm to only rely on CEO's individual knowledge and ability to scan the complex internal and external environments and make vital strategic decisions on the sustainable development of companies, hence enterprises urgently need to build an effective top management team to help them solve a large number of complicated and difficult problems. Meanwhile in China, for maintaining sustainable development and competitive advantages, corporations should not only accelerate product development through investing in innovation, but also pay more attention to the establishment of good relationships with external organizations, local communities and government through actively engaging in charitable activities to take corporate social responsibility.</p> <p>First, this study reviewed the extant literature on top management teams, and mainly summarized and analyzed the theoretical development related to the upper echelons, the effects of top management team characteristics on organizational outcomes, team processes and environmental influences, further synthesized and integrated these research findings into a circle model to clarify the relationships among them, meanwhile providing some directions for future research on top management teams. Also, this research explored and introduced corporate sustainability and guanxi into the framework of the upper echelons research.</p> <p>And then, this study analyzed the effects of top management team characteristics (e.g. age, tenure, education, function, heterogeneity) on corporate sustainability from internal innovation and external social responsibility, further demonstrated these hypotheses related to the relationships between them through the empirical research wherein over 1000 top managers' demographic characteristics were collected from Chinese listed SMEs, which supported significant relationships existing between top management team characteristics and corporate sustainability (i.e. corporate innovation and social responsibility), and moreover these findings could not only provide evidence from the upper echelons perspective for the research related to human resource management and corporate sustainability strategies in an emerging market economy, but also offered some references for Chinese companies in the establishment of effective top management teams with reasonable configuration and the corporate strategic choices for sustainable development.</p> <p>Third, unlike many of the Western studies, the findings of this study revealed that top management team heterogeneities exert unfavorable effects on the internal and external aspect of corporate sustainability (i.e. innovation and corporate social responsibility) in China, since there might exist a big difference in the social culture between China and the West. More specially, Chinese people usually attach importance to building and maintaining guanxi (i.e. particularistic connections or relationships), and thereby keeping harmony and stability within a team or a organization, in other words, they are inclined to encourage similarity rather than difference, hence it is difficult for Chinese companies to derive benefits from top management team heterogeneity.</p> <p>Additionally, this study also found that despite Chinese listed SMEs did not have an incentive to voluntarily disclose their investment in innovation, more than half of them actively engaged in charitable donations.</p> <p>Finally, there are possible major contributions in this study: 1) built a circle model to clarify the antecedents and consequences of top management team composition through deeper systemic analysis of existing top management team research; 2) integrated corporate sustainability and guanxi (i.e. particularistic relationships in the context of China) into the framework of the upper</p>			

echelons research; 3) empirical studies in an emerging market - China, the research results differ from those in Western countries, especially negative effects of top management team heterogeneities on corporate sustainability in China, and an explanation was further given.

[審査結果の要旨]

本研究はトップ・マネジメント・チームの多様性について新たな知見を提供するものである。フレームワークの構築にやや難があるものの、レビュー、理論、実証において十分な研究の質がみとめられる。以上により、この論文は博士（経営学）の学位を授与するに値するものであると判断する。