Wanted: Innovators

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"Innovation has nothing to do with how many R&D dollars you have. .... It's about the people you have, how you're led, and how much you get it.”

-- Steve Jobs, former CEO, Apple

(Kirkpatrick & Maroney, 1998)
In other words, innovation requires people.

Regardless of the firm’s country of origin (COO).

And firms from emerging markets are coming to Canada.

Companies in Canada from:

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<tr>
<th>India</th>
<th>Brazil</th>
<th>China</th>
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<td>Infosys</td>
<td>Votorantim / St Mary’s Cement</td>
<td>Aikang Group</td>
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<td>TATA</td>
<td>Vale (nickel)</td>
<td>F-Pacific Optical Communications</td>
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<td>Consultancy</td>
<td>Gerdau (steel)</td>
<td>Zhiye</td>
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<td>Services (TCS)</td>
<td>3G Capital (fast food)</td>
<td>Photoelectric Precision Technology</td>
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<td>Wipro</td>
<td>Ambev (beer)</td>
<td>Bioland</td>
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<td>Environmental Technologies Group</td>
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<td>Innovation</td>
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These firms are already in Vancouver, with people working for them.

To continue innovating, they may need more people, particularly knowledge workers, (i.e. people who translate information into knowledge, and knowledge into profits, Kelley, 1985)

How do the firms’ countries of origin affect their level of attractiveness to knowledge workers as potential applicants?
Liabilities

- Beyond the “liability of foreignness” (LOF) (Zaheer, 1995)
- Liabilities of origin (LOR):
  - from ‘there,’ rather than simply ‘not from here’ (Ramachandran & Pant, 2010)
- “Liability of emergingness” (LOE) for multinational enterprises from emerging markets (EMNE) (Madhok & Keyhani, 2012)
- Social costs of LOF arise from the unfamiliarity, relational and discriminatory hazards (Eden & Miller, 2004)

Studies in China

- Chinese participants were more attracted to foreign than state-owned firms (Han & Froese, 2010; Turban et al., 2001)
- Unless the firms were Japanese (Froese & Kishi, 2013)
Studies in Vietnam

- Vietnamese participants were more attracted to foreign (American and Japanese) than domestic firms (Froese et al., 2010)

- Vietnamese participants who were more attracted to Japanese firms were:
  - More work-centric
  - Money-oriented
  - Less individualistic or
  - Knew someone working at a Japanese firm (Kim et al., 2012)

Study in Latin America

- Domestic firms were preferred to North American and European
  - Except for people marginalized by gender (female), lower education, and lower income (Newbury et al., 2014)
Studies in Developed Markets

- Americans were more attracted to domestic than foreign (European or Japanese) firms
  - Though less so for women, Blacks and Hispanics
    (Newbury et al., 2006)

- American, French and German respondents were more attracted to American or European firms than Chinese or Indian firms
  - Regardless of participant age, gender, self-efficacy, risk acceptance, field of study or industry of employment
    (Alkire, 2014)

‘Foreignness’ can be good or bad, Depending upon where the firm is from.
And who you ask.
And, possibly, how those people choose to present themselves to the world.

If “all the world’s a stage” (Shakespeare, 1599)

And every interaction between people involves a presentation to an audience, And we choose how we present ourselves to others,  
(Goffman, 1959)

And identity refers to both how we are the same and how we are different from others, (Jenkins, 1996)
Then how we want the world to see us may affect how we emphasize our similarities and differences with others,

And where we would like to work.

We all have a different mix of identities

son/daughter
wife/husband/girlfriend/boyfriend
parent/aunt/uncle
friend/colleague
employee/supervisor/manager
customer/supplier
Levels of Cultural Identification

- Sub-organizational level, e.g. role
  - E.g. programmer on ‘x’ software application

- Organizational level, e.g. single business
  - E.g. IBM

- Trans-organizational level, e.g. profession or guild
  - E.g. The Association of Software Professionals

- Supra-organizational level e.g. geographic region, industry or religion
  - E.g. Canadian or Chinese-Canadian

Chinese Firms

- Would students work for a Chinese firm?
  - In Canada or North America:
    - 89% of non-Chinese were open to the idea
      (Tung, 2007)
  - In Denmark:
    - 100% of Danes were open to the idea
      (Tung et al., 2008)

- Why not?
  - Disagreement with Chinese government’s policies and programmes
    (Tung, 2007; Tung et al., 2008)
Discrimination

- Potential applicants may discriminate against the EMNE as a potential employer (Held & Berg, 2015)

- Does discrimination based on COO assume a Supra-organizational level identification?

- And an emphasis on differences or similarities with the firm’s COO?

Differences based on Perception

Negative perception of the EMNE’s COO?
- E.g. Cows in the streets of India (Pfeiffer, 1999)

- Other firms from a country
- People from that country
- The country, based on:
  - Economic Development
  - Technical Development
  - Media Coverage (+/-)
Differences based on Experience

Negative experience with the EMNE’s COO?
- Other firms from a country
- People from that country
- The country
  - Working Visit
  - Leisure Visit

Similarities

Would attraction to EMNE be enhanced by an emphasis on similarities, based on the personal characteristics of:
- Openness to experience
- Cultural affinity with the firm’s COO
- Fluency in a language from the COO
- Higher level of Cultural Intelligence?
Stages & Categories of Organizational Attractiveness

1. Generating Applicants
   - Job characteristics
   - Perceived fit (Job/Org.)
   - Recruiter behaviors
   - Hiring expectancies

2. Maintaining Applicant Status
   - Organizational characteristics

3. Influencing Job Choices
   - Perceived alternatives
   - Recruitment process characteristics

Stages: (Barber, 1998)  Categories: (Uggerslev et al., 2012)

Conceptual Model

Supra-Org. Identity

Perceptions

Experience

Personal Factors

Organizational Attraction of EMNEs

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Thank you

Comments are welcome