



**UNIVERSITÀ
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DI BERGAMO**

Dipartimento
di Ingegneria Gestionale,
dell'Informazione e della Produzione

Networking Seminars Series A.Y. 2024-2025 1st Term

October, 28th 2024, 1:00-2:00 pm (CEST)
Room C302, Via Pasubio 7/B, Dalmine (BG)

Presenter:
Daniel Muzio

Professor of Management
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TITLE – “INTRA- AND INTER-GROUP DYNAMICS AND THE MARKET FOR QUALITY: EXAMINING MOBILITY OF HIGH CALIBER PROFESSIONALS”

ABSTRACT

Knowledge-intensive professional organizations rely on the human and social capital of their workers for competitive advantage. Consequently, they have an incentive to recruit high caliber professionals with the expectation of harnessing those workers' expertise and relationships and improve group and organizational outcomes. However, existing research challenges the notion that merely recruiting high caliber professionals is sufficient to improve group and organizational outcomes. This study investigates how intra- and inter-group dynamics moderate the relationship between recruiting a high caliber professional into a group and that group's quality of professional business services provided to its buyers. Using a longitudinal panel dataset of the largest UK corporate law firms between 2001 and 2017, we show that while recruiting a high caliber professional into a group (legal practice) is associated with a lower quality rating of services experienced by buyers relative to groups that did not hire a high caliber professional, this negative effect is weaker when the average quality of the incumbent professionals in the group is higher, yet stronger when the organization comprises a higher number of other high-quality groups. Our study contributes to the strategic human capital and employee mobility literatures and has practical implications for managers.

METHOD – Longitudinal panel dataset

JOURNEY OF THE PAPER – Target “Academy of Management Journal” (or similar); Presented at 2023 Egos, AOM, SMS; Rejected after review in 2024 at “Administrative Science Quarterly”; New data collection in 2024.

For further information, please refer to: wavelab@unibg.it