



# Embrace the Consumption: New Contents of the Digital Economy in the Age of Intelligence

Tianyi Li<sup>1</sup> Zhixi Wan<sup>2</sup> Xun ( Brian ) Wu<sup>3</sup>

( 1. Department of Decisions, Operations and Technology, The Chinese University of Hong Kong;

2. Faculty of Business and Economics, University of Hong Kong;

3. Ross Business School, University of Michigan )

## Abstract:

In recent years, the rapid advancement of digital technologies and artificial intelligence (AI) has provided a solid theoretical foundation for various cutting-edge applications, including augmented reality (AR), virtual reality (VR), the Internet of Things (IoT), human-computer interaction (HCI), digital twins, and the metaverse. These applications are seen as key components of the third or fourth generation of the web environment, often referred to as Web3 or Web4. As research into robotics continues to deepen, the integration of robotics with AI, particularly generative AI, might give rise to a fifth-generation web environment (Web5). In this new era, robots equipped with human-comparable intelligence could emerge, significantly replacing human labor in the physical world. Against this backdrop, attention is increasingly focused on the micro-level changes brought about by these technological advancements, and one of the most critical issues is the impact of digital technologies and AI on the labor market. In this article, we argue that, along with micro-level changes brought about by the development of digital technologies and AI, in the intelligence age, the content of the “digital economy” calls for an update.

We note two aspects regarding the new contents of the digital economy in the intelligence age: ①the advent of the intelligence age will fundamentally change how we define “occupations”, and this transformation will require individuals to continuously adapt and acquire new skills to remain competitive in the job market; ②production activities that are driven by the consumption facilitated by digital technologies will become a crucial component of the digital economy in the intelligence age.

To illustrate these points, we analyse two examples in the new digital economy. ①The “secondary creation economy”, which refers to the creation of contents based on primary contents, such as remixes and derivative works. Digital platforms enable millions of users to create secondary content, fostering a vibrant ecosystem of creativity and innovation. ②The “experience economy”, which refers to the provision of unique and memorable experiences, rather than standalone products or services, in an integrated environment. Examples include virtual travel experiences and immersive entertainment. The experience economy has a long history while seeing an enhanced landscape in the new age. Businesses leverage digital technologies to offer highly customized and engaging experiences, which can be both economically viable and socially enriching.

Based on empirical observations and case studies, we discuss two insights of the new contents of the digital economy. ①Individuals will play multiple roles in the economical activities of the intelligence age. They may simultaneously be consumers, investors, laborers, and creators, through multifaceted participation in particular on digital platforms. ②Individuals should actively enhance digital consumption to promote production in the digital world. In the context of the reshaping the human-machine relation-

## **Embrace the Consumption: New Contents of the Digital Economy in the Age of Intelligence**

ship and the increasing automation of human labor, this can help individuals better understand machine intelligence and its limitations, and further, alleviate the anxiety and uncertainties associated with the macro-level changes. In the digital economy of the intelligence age, when “black techs” compete in grasping our sights, embracing digital consumption rationally based on the acknowledgement of the risks of the consumerism, is an effective way for individuals to obtain the enhancement of productivity, improve the quality of life, and counteract the threat of the commercialism.

The article offers insights for management scholars studying organizations, innovation and entrepreneurship, and information systems: ①The new contents of the digital economy in the intelligence age challenge traditional forms of enterprise organization. Research can explore how organizations can adapt to the decoupling of individuals from fixed professions and the emergence of fluid career paths. ②Production activities driven by digital technologies, such as the secondary creation economy and the experience e-economy, can foster extensive innovation and entrepreneurship. Studies can investigate how these new economic models can be harnessed to drive economic growth and social progress. ③Asking consumers to emphasize the consumer’s identity so as to promote production in the digital world encourages digital platforms to integrate the functionalities of advanced information systems. Research can focus on how platforms can design and implement features that support users’ multi-role participation, thereby augmenting the overarching platform ecosystem.

**Key Words:** digital economy; artificial intelligence; web3; labor market; production and consumption



# The Dark Side of AI in Organizational Management: An ABCD Framework

Mengyue Su<sup>1</sup> Hao Ma<sup>2</sup>

(1. Xi'an Jiaotong-Liverpool University, HeXie Management Research Centre;

2. Peking University, National School of Development)

**Abstract:** Despite the sustained attention and keen expectations surrounding the application of Artificial Intelligence (AI) in organizational management, it is imperative to recognize the dark side and potential negative implications associated with AI. Such a recognition will enable a more comprehensive, objective, and precise evaluation of AI's full potential within the sphere of organizational management. Accordingly, this paper advances an overarching analytical framework, referred to as ABCD, which hinges specifically on four major aspects of the potential drawbacks and problems of AI: Accountability, Boundedness, Cheating, and *Dumbness*. At the factual judgment level, boundedness and dumbness examine the systematic deficiencies in AI's capabilities. At the value judgment level, accountability and cheating scrutinize AI's flaws in legal and ethical dimensions. Specifically, first, AI lacks accountability and could not be held accountable. Naturally, AI's unexplainability makes it difficult for the assignment of responsibilities to specific decision-makers, humans or machines, in case of major decision failures. Moreover, even when AI is found to be responsible, it will not be able to bear the ultimate responsibility as it cannot be punished legally, financially, or mentally. Second, so long as AI develops its intelligence based on data drawn from human knowledge and expertise, it will suffer the problem of bounded intelligence, as determined by a host of natural and technological barriers that prevent AI from fully capturing the training data as well as artificial barriers created deliberately by the human actors to protect their own interests. Third, just as human actors could cheat and manipulate AI when providing training data or engaging in AI's design and application, AI has been found to cheat humans, for whatever reasons. Finally, in the extreme case, AI could turn squarely into artificial dumbness and might potentially cause fatal errors and unfortunate disasters, as it categorically and tyrannically overrides human intelligence and suppresses human initiatives. The paper concludes with an examination of ABCD's implications for future research and management practice. In sum, while we are sanguine about the supposedly bright future of applying AI in organizational management, we must also take into account its dark side for a more balanced and reasoned account.

**Key Words:** accountability; bounded intelligence; cheating; artificial dumbness; artificial intelligence

# The Current Research Status and Future Prospects of Artificial Intelligence at the Individual, Organizational, and Industrial Levels

Jiamin Zhang<sup>1</sup> Nianchen Han<sup>2</sup> Yuan Liu<sup>1</sup>

(1. Guanghua School of Management, Peking University; 2. Nanyang Business School, Nanyang Technological University)

## **Abstract:**

**Purpose:** Organizations often serve as a “bridge” between individuals and the macro environment by aggregating individual decision-making and activities in response to external changes. Therefore, the exploration of mechanisms through which Artificial Intelligence (AI) functions at the organizational level is fundamental to understanding AI’s broader impact at different levels. This paper reviews AI research in management at different levels (individual, organization, and industry/region) to understand and present the literature’s current development. We also identify limitations and underexplored research opportunities in the current literature at the organizational level and propose several directions for future research accordingly.

**Design/Methodology/Approach:** Compiling publications from UTD 24 and FT50 journals on the AI topic, this paper reviews the multi-level impacts of AI within the fields of management. We systematically categorize these studies into key research topics and critically examine the limitations of current literature at the organizational level. Accordingly, we propose new directions for future research on AI focusing on organizations.

**Findings:** Through a systematic review of the literature, this paper proposes several directions for future research. Future studies can:

- (1) Investigate the impact of AI applications on governance and decision-making processes within organizations, with a particular focus on how AI influences organizational structures, streamlines workflows, and enhances management decisions;
- (2) Explore the role of AI in inter-organizational relationships and adopting firms’ interactions with the external environment, with an emphasis on the clustering behaviors and isomorphic pressures in firm’s AI adoption, and the potential competitive advantages derived from adopting AI;
- (3) Extend the research on the adoption of AI’s impact across different levels, with a particular focus on exploring how individual-AI hybrid solutions and activities are coordinated and aggregated so as to understand the decision-making process at the firm level and to explore how organizational structures may be affected by the changing labor composition following the adoption of AI tools;
- (4) Develop context-specific and refined measurements for AI applications and adoptions in firms to better evaluate the practical effects of different types of AI discussed in the literature.

**Originality/Value:** With a specific focus on AI research at the organization level, a detailed review, and propositions of research directions, this paper seeks to inspire further development of AI research in organizational contexts, ultimately contributing



to outcomes with both practical relevance and academic value.

**Implications/Research Limitations/Suggestions For Future Research:** Adopting a multi-level analytical perspective, this paper provides a broad academic framework for practitioners to better understand the field. We then examine the limitations of current AI research, focusing on two key areas: ①insufficient theoretical foundation and internal mechanism analysis and ②the limited availability of data. Building on these gaps, we propose several directions for future research: ①Investigating the impact of AI applications on internal governance and decision-making processes; ②Analyzing AI's influence on inter-organizational relationships and adopting firms' interactions with the external environment; ③Expanding research on AI's cross-level impact mechanisms; ④Developing more context-specific and refined measurement indicators for AI applications in organizations.

**Key Words:** aritificail intelligence; organization and strategic management; multifaceted influence

# **How Does the Organization–Employee Participation Supply–Demand Match Affect Employee Intrapreneurial Behavior?**

## **—A Perspective from Person–Environment Fit**

Wenzhi Zheng Jun Wang Jiaojiao Qu

(Business School of HuaQiao University)

**Abstract:** As an essential form of organizational innovation, intrapreneurial emphasizes employees' autonomy and active engagement. The emergence of this behavior is often shaped by participatory contextual factors within the organization, particularly "employee participation", which reflects the employment relationship between the organization and its employees. However, existing research on employee participation and intrapreneurial behavior often analyzes these topics from a single perspective, such as employee participation motivation or organizational participation practices, lacking an explanation of the relational mechanisms between the two from the perspective of organization–employee fit. In fact, intrapreneurial by employees is not only an innovative behavior involving individuals proactively assuming risks but also an entrepreneurial practice embedded within the organizational context. Employee participation in intrapreneurial is influenced by the interaction between individual factors and organizational contextual factors. Therefore, exploring the driving factors of intrapreneurial must consider the degree of alignment in the relationship between the organization and employees, specifically whether a balance is achieved between the opportunities and support provided by the organization to promote employee participation and employees' expectations and needs regarding participation.

In response, based on the person–environment fit theory, this study adopts the perspective of the alignment between organizational participation supply and employee participation demand. It aims to reveal the formation mechanism of employee intrapreneurial by constructing the relational logic of "participation fit–employee cognition–employee behavior". Specifically, the four distinct scenarios of organizational–employee participation supply–demand alignment—namely, the matched "high–high combination" and "low–low combination", and the mismatched "under–participation combination" and "over–participation combination"—influence the emergence of intrapreneurial behavior by affecting individuals' intelligent opportunism.

This study employed a two–wave time–lagged approach for data collection, with a two–week interval between the two phases. Initially, 175 team questionnaires were distributed, resulting in 106 supervisor questionnaires and 458 subordinate questionnaires being returned. After matching the responses, 77 valid supervisor questionnaires and 333 valid subordinate questionnaires were obtained.

The data analysis results indicate that: ①a higher degree of alignment between organizational participation supply and employee participation demand is more conducive to employees' intrapreneurial behavior; ②under matching conditions, the "high–high combination" is more favorable for intrapreneurial behavior than the "low–low combination"; ③under mismatched conditions, the "under–participation combination" is more favorable for intrapreneurial behavior than the "over–participation combination"; ④in—

telligent opportunism mediates the relationship between organizational–employee participation (mis) matching combinations and employees’ intrapreneurial behavior.

The theoretical contributions of this study are as follows: First, drawing on person–environment fit theory, this research examines the impact of organizational–employee participation supply–demand matching on employees’ intrapreneurial behavior. In doing so, it not only expands the antecedent research on employees’ intrapreneurial behavior but also enriches the body of literature related to person–environment fit theory. Secondly, this study focuses on the cognitive processing of intrapreneurs and explores the mediating role of intelligent opportunism between the perceived organizational–employee participation supply–demand fit and employees’ intrapreneurial behavior. This extends the application of intelligent opportunism within the field of organizational behavior. Thirdly, this study deepens the understanding of the impact of “employee participation” and uncovers the potential underlying reasons for the insufficient intrapreneurial behavior within highly participative organizations. Moreover, from a practical perspective, this research provides valuable insights for organizations on how to offer effective employee participation, foster positive intelligent opportunism, and motivate employees’ intrapreneurial behaviors.

This study has certain limitations and provides direction for future research on the drivers of employee intrapreneurial behavior. First, the process of intrapreneurship involves contradictions such as uncertainty versus employees’ job security needs, and task diversity or time pressure conflicting with job satisfaction. While this paper focuses on analyzing the high–participation situational factors through the interaction of employee–organization participation supply and demand, it overlooks boundary condition analyses of the “situation–thinking–behavior” process, such as the role of individual personality factors. Successful intrapreneurship requires entrepreneurial commitment and intelligent opportunism; which employees possess these conditions? Therefore, future research should consider more specific entrepreneurial conflict situations and analyze how individual personality traits may influence the complex interplay between new work contexts and intrapreneurial behaviors. Secondly, this study primarily obtained data through self–reported assessments of intrapreneurship, and the control variables measured were relatively limited, not accounting for other potential control variables (such as perceived belongingness, intrinsic motivation, and leader–member exchange relationships), which may affect the accuracy and objectivity of the data. Additionally, the study employed the block variable method for mediation testing, which may have certain limitations. Therefore, future research should fully consider other possible control variables and explore appropriate methods and techniques (such as case interviews, situational experiments, etc.) to refine the process research on how internal entrepreneurial contexts stimulate intrapreneurial behaviors from different perspectives.

**Key Words:** intrapreneurial behavior; employee participation; intelligent opportunism; person–environment fit theory

# **Performance Aspiration and Private Enterprise Internationalization Strategy**

## **—The Mediating Effect of TMT Attention to Internationalization**

Haifeng Yan<sup>1</sup> Xinyue Yang<sup>1</sup> Qiong Wu<sup>2</sup> Jiayue Xu<sup>1</sup>

(1. School of Business, East China University of Science and Technology;

2. Economics and Management College, Wenzhou University of Technology)

**Abstract:** The top management team (TMT) plays a crucial role in formulating and implementing corporate strategies, especially for private enterprises. According to the attention-based view, cognitive factors such as TMT's attention predominantly influence corporate decision-making. When confronted with performance decline, TMT within private enterprises may allocate their limited attention to critical issues and make decisions. The basic view of attention suggests that the allocation of attention occurs in two different directions: top-down and bottom-up. Top-down signifies that the executives' own perceptions steer their focal attention, whereas bottom-up means that internal or external environmental factors attract the executives' attention. Performance is a critical indicator for evaluating the operational level of an organization. If the performance aspiration gap exists, this realistic problem may stimulate the executives' attention from bottom-up, and then influence the subsequent internationalization decision. However, most existing studies have focused on exploring a direct causal relationship between the performance aspiration gap and the internationalization of enterprises, overlooking the impact of bottom-up stimulation caused by performance aspiration gap on the TMT's attention allocation and their subsequent decision-making. Therefore, by incorporating TMT's attention into the research framework, this paper attempts to clarify the internal influence mechanism of performance aspiration gap on enterprise internationalization.

We focused on Chinese private enterprises rather than SOEs based on the following considerations. Compared with private enterprises, the primary objective of SOEs is to implement the political objectives of the government, and maintain the value of state-owned assets, etc. The attention of SOEs to performance aspiration gaps may be relatively low. As such, we obtained A-share private listed companies in Shanghai and Shenzhen from 2002 to 2021 as our samples. In this paper, the fixed effects model was adopted, and the robust standard error was added to correct the heteroscedasticity.

The empirical results show that the performance aspiration gap indirectly affects the internationalization through TMT's international attention. Meanwhile, the positive relationship between the performance aspiration gap and TMT's international attention is more significant when TMT has overseas background, and more significant in the external situation with high analyst attention and uncertain environment.

The main contributions are as follows: First, most existing literature reveals the simple causal relationship between performance aspiration gap and enterprise internationalization, lacking research on the internal mechanism. This paper explored the internal mechanism by combining the limited rationality hypothesis of performance feedback theory with the attention-based view. Sec— 130 —

ond, this paper found the influence path of the performance aspiration gap on private enterprises' internationalization by introducing TMT's international attention into research framework. Third, the moderating effects of TMT's overseas background, analyst attention and environmental uncertainty on the relationship between performance aspiration gap and TMT's international attention deepen the understanding of the boundary conditions, and enrich the researches of TMT's international attention.

**Key Words:** performance aspiration gap; degree of internationalization; TMT's attention; performance feedback theory; attention-based view

# A Meta-Analysis of the Relationship between Family Involvement and Corporate Social Responsibility: A Socioemotional Wealth Perspective

Xue Peng<sup>1</sup> Meishi Liao<sup>1</sup> Jun Xie<sup>2</sup> Lin Wang<sup>1</sup>

(1. School of Business, Sun Yat-sen University;

2. School of Business, Guangdong University of Foreign Studies)

**Abstract:** Although the relationship between family involvement and corporate social responsibility (CSR) has attracted much academic attention, there is no consistent conclusion yet. Drawing upon the socioemotional wealth perspective, we investigate how and when family involvement impacts CSR (i. e. , internal CSR and external CSR) . We propose that family involvement has a significant influence on CSR through socioemotional wealth (i. e. , family identity, social ties, emotional attachment, and succession intention) . Meanwhile, families' ability and willingness to fulfill CSR vary across different corporate life cycles. Therefore, we consider the corporate life cycle as a moderator in the relationship between family involvement and CSR.

Adopting meta-analysis techniques, we aim to make a comprehensive investigation of how family involvement indirectly impacts CSR through socioemotional wealth and its boundary condition. We first search relevant literature using multiple approaches (i. e. , Google Scholar, Web of Science, ProQuest Dissertations & Theses Database, CNKI, and relevant review papers) . Then, we coded qualified papers following Lipsey and Wilson's (2001) procedure. Finally, we used Hunter & Schmidt's random effect model to conduct meta-analyses. Besides, we used meta-analytic structural equation modeling and subgroup analysis to test our hypotheses.

The results show that: ①Family involvement had a significant indirect effect on internal and external CSR through the dimensions of socioemotional wealth (family identity, emotional attachment, social ties, and succession intention) except the indirect effect of family involvement on internal CSR through succession intention. ②Corporate life cycle strengthened the indirect effect of family involvement on corporate social responsibility via social ties and succession intention. Specifically, compared with the growth stage and the decline stage, when the family business enters the mature stage and the, the indirect effect of family involvement on internal corporate social responsibility via social ties and succession intention would be strong.

This study contributes to the literature on family involvement and CSR in several ways. First, our study uncovers the underlying mechanism between family involvement and CSR by exploring the indirect effect of socioemotional wealth. Second, this study explores the moderating role of the corporate life cycle, which responds to the call of the previous studies and enhances our understanding of the boundary conditions of the relationship between family involvement and CSR. Third, our study further clarified the relationship between family involvement and CSR by dividing CSR into internal CSR and external CSR. Finally, by adopting the meta-analysis technique, this study made a comprehensive comparative analysis of previous domestic and foreign studies, and uncover the underlying mechanism. In addition to the theoretical contributions, this study also provides valuable suggestions for management practice.

**Key Words:** family involvement; socioemotional wealth; corporate social responsibility; corporate life cycle; meta-analysis

# 管理学季刊

## 2024 年总目录

### 名家专栏

基于人工智能的人才甄选：研究进展与未来展望	贺伟 李亚莉 汪默	(3.1)
基于人工智能的人才甄选的底层逻辑和伦理困境	张光磊	(3.19)
人工智能赋能的人力资源构建	魏昕	(3.28)
跨越技术边界：AI 招聘的困境与应对策略	唐贵瑶 孙倩	(3.37)
评《基于人工智能的人才甄选》：关于概念范畴、边界条件及中国情境化的思考	陈扬 宋琪	(3.47)

### 专题文章

理论驱动型管理研究	夏军	(1.1)
现象驱动型管理研究	董韫韬	(1.12)
管理研究中的内生性	郭俊聪 郑维伟 瞿茜	(1.20)
拥抱消费——智能时代的数字经济新内涵	李天意 万智玺 吴迅	(4.1)
AI 在组织管理应用中的潜在缺陷：一个 ABCD 框架	苏孟玥 马浩	(4.15)
人工智能在个体、组织与产业的多层面研究现状及未来展望	张佳敏 韩念辰 刘原	(4.30)

### 国家自然科学基金项目述评文章

新一代信息技术产业联盟组合与创新能力研究	邵云飞 刘露遥 殷俊杰	(1.33)
----------------------	-------------	--------

### 研究文章

凡是过去，皆为序曲：企业家农村成长经历与家族控制权偏好	许为宾 陈叶豆秋杰 李欢	(1.54)
-----------------------------	--------------	--------

德礼相辅：基于超家族主义的本土企业新型伦理机制研究 .....	谷欣然 钱晨 晁罡	(1.79)
家族企业社会责任研究现状与未来展望 .....	傅颖 李金展 苏华威 高皓	(1.103)
精益创业过程中企业与用户的价值共创机理——基于互动视角的探索性单案例研究		
.....	张敬伟 田小圆 何周丽	(2.1)
数字效果推理：多维结构、测量与创业绩效影响验证 .....	杨杰 汪涛	(2.25)
(“高质量创业的生成与成长机制：创新驱动与国际比较”特刊投稿)		
企业数字化转型对债务融资成本影响研究——基于三元风险理论模型的视角		
.....	刘鑫 党莉莉 郭小曼	(2.50)
权、财是“放”还是“收”？——传承背景下家族企业创新中的父爱纠葛 …	吴炯 黄筠瑶	(2.86)
制度发展同步性与地区创业活动 .....	宋子杰 黄乐维 朱沅	(2.111)
企业责任式创新：研究综述与未来展望 .....	蒋璐 孙栩锐 卢超 于晓宇 戎珂	(2.137)
宗族文化与家族企业身份认同 .....	严若森 赵亚莉	(3.60)
领导越真诚，下属越帮助？——一个授人以渔的模型		
.....	李路云 张生军 何刚 蔡亚华 贾良定	(3.95)
商业模式创新：概念内涵、研究框架与未来展望 .....	张秀娥 李伊婧 滕欣宇	(3.118)
组织-员工参与供需匹配如何影响员工内部创业行为？——人-环境匹配的视角		
.....	郑文智 王俊 瞿皎皎	(4.48)
业绩期望落差与民营企业国际化战略——高管团队国际化注意力的中介作用		
.....	阎海峰 杨昕悦 吴琼 徐嘉悦	(4.71)
家族涉入对企业社会责任影响的元分析研究——基于社会情感财富的视角		
.....	彭雪 廖美施 谢俊 汪林	(4.95)