



13TH INTERNATIONAL
FORUM ON KNOWLEDGE ASSET
DYNAMICS

SOCIETAL IMPACT OF
KNOWLEDGE AND
DESIGN

PROCEEDINGS
IFKAD 2018

4-6 JULY

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Societal Impact of Knowledge and Design

PROCEEDINGS



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FOREWORD

Welcome to the 13th edition of IFKAD. When you stroll along the shore of the Schie towards the City of Delft you might feel entering the famous Vermeer painting “View on Delft” (1660). Nothing has changed and you enter the Golden Age of the Netherlands. The short period (1609 – 1679) when the Dutch ruled the world on the basis of their superior maritime technology, their groundbreaking knowledge systems sublimed in the first public owned corporation VOC and their idea that it is better to control by mutual beneficial trade than by occupying armies.



But why wander in the past? Turn around and see the other Delft with the worldwide known University of Technology and the Institutes for Applied Technologies on Watermanagement, Quantum Computing, NanoSciences..... Here work today's scientists and entrepreneurs side by side on frontier technologies, modern knowledge systems and fresh ideas for a better future. When you walk further in this modern Delft you will find the Faculty of Industrial Design Engineering, one of the best in its kind in the world and you will find out why when you simply enter the building. You will feel the vibrant atmosphere there, the energy. Here work young academics on their day to day designs, our future.

It is in this atmosphere where IFKAD 2018 will be held. Where insights on knowledge and ideas will be shared and we will be confronted with the question how to use this insights impactful in designing our future. The purpose of IFKAD 2018 is to explore the role and the relevance of new sources, dimensions and characteristics of knowledge supporting organizations as well as regional and urban systems in their aim to create valuable societal impact by addressing fundamental questions. What are the major challenges society is facing in the near future and how are they related to knowledge and design? What is the role of knowledge and design to cope with the major challenges our

society is facing? These fundamental questions increasingly represent fundamental features to cope with the increasing complexity and turbulence of today's business landscape.

Modern society thrives on knowledge. States, companies and universities are continuously acquiring, recombining, producing and applying knowledge. Where in former centuries agriculture or industry was the economic foundation of society, knowledge is now the most important pillar. Whether it's renewable energy, healthcare, ICT or infrastructure; knowledge is decisive for the direction in which these domains develop. It is therefore remarkable that two sides of knowledge are rarely discussed. The first one is about the very beginning of the pipe; the root causes of knowledge, the nature of ideas, their working mechanisms. Sure, there's quite some literature about creativity and idea generation, but research on mechanisms and the patterns of ideas is hard to find. And at the end of pipe there is a lot more to learn about the social impact of knowledge, about the conditions which influence ideas becoming reality. The question of how knowledge is gained and which ways it gets value is hardly considered. What is the nature of ideas? What do we really know about the combination of ideas? Is it possible to develop a taxonomy of ideas? What are fruitful analogies between the various scientific domains? How can the social impact of ideas and knowledge be increased? What could be the role of big data? What could be the main pillars of a 'Science of Ideas'? IFKAD 2018 has the ambition to extract some interesting insights from old and new thinkers on this subject. Through lectures, presentations and dialogue sessions, the European dialogue about ideas, knowledge and social impact will be given a powerful boost. Enjoy IFKAD 2018 in Delft.

Guido Enthoven, Han van der Meer, Rebecca Price

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Experimental Study of Distributive and Interactional Justice Influences on Dysfunctional Behaviour of Millennials

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Structured Abstract

Purpose – The purpose of this study is to examine specifically the configuration of distributive justice (DJ) and interactional justice (IJ) in various situations and their impact on dysfunctional behaviour among the Millennials

Design/methodology/approach – We propose an approach of experimental study on master degree students by creating four configurations of justice situation: (1) high distributive justice and high interactional justice situation, (2) high distributive justice and low interactional justice situation, (3) low distributive justice and high interactional justice situation, and (4) low distributive justice and low procedural fairness situation. Every subject was treated within subject design, meaning that each subject gets four treatments on different days. They listen to the case narration read by the facilitator who has the ability to involve the subjects in the narration read. The case involves the subject as an employee within the organization and gets treatment of distributive justice and interactional justice in four configuration situations described on different days. Students were asked to respond to a questionnaire containing items to test whether they are being treated equally in a distributive and interactional manner. This test was a check against the manipulations performed in the experimental study. After that the students responded to the questionnaire which contained the tendency to conduct dysfunctional behaviour after receiving treatment delivered by the facilitator. Lastly, descriptive testing averages the responses of dysfunctional behaviour over the various configurations of the distributive and interactional situations they perceive. To complete the experiment, interviews of several subjects were associated with high, medium and low dysfunctional behaviour.

Originality/value – This methodology puts in at least two evidences. First is the importance of incorporating the configuration of distributive justice and interactional justice in explaining dysfunctional behaviour within the organization which have not been studied before. Second, the presence of Millennials in the workplace that are seen as creative, multitasking, technology-friendly and respectful of diversity, but there is a tendency to be less mentally tough and less obedient to superiors and management. This is interesting because today's Millennials are generally at low level of management and few of them are in the middle management level who are dealing with values that are generally different from those of the Millennials. The question on how the phenomenon of dysfunctional behaviour among Millennials in responding to justice management in their perception will be interesting to be examined. This study provides the primary data related to the phenomenon of dysfunctional behaviour among Millennials in responding to justice management in their perceptions.

Practical implications – The outcomes of this study suggests that among the Millennials distributive justice factors play a more dominant role in explaining dysfunctional behaviour than interactional justice. This generation looks more pragmatic when joining an organization. Welfare motives are still dominant over the social aspects of the workplace, but the compensation and careers described are important to them if such compensation and careers are deemed challenging. This study also suggested that it will be more challenging in the future if a deeper comparisons are made between Millennials and X Generation or even Baby Boomers generation. Comparison between generations will be interesting especially the more dramatic differences with the frequent misunderstanding between the Millennials and Baby Boomers. It is also important to consider other demographic aspects which appropriate to the work context within the organization and involve a more comprehensive aspect of organizational justice.

Keywords – Distributive justice, Interactional justice, Millennials, Dysfunctional behavior

Paper type – Academic Research Paper

1 Introduction

Study on negative behaviour in organization is relatively rare done in organization (Vardi & Weitz, 2004). On the other hand, study on the dysfunctional side can enrich the study of building organizational effectiveness from a different side. The injustice managerial behaviour has become the main factor of retaliation behaviour in organization (Skarlicky & Folger, 1997; Skarlicky *et al.*, 1999). A meta-analysis study done by Hartman *et al.* (1999) showed that the study on justice is done in certain situation that is injustice situation and, as a consequence, it does not describe a comprehensive concept building. Tjahjono (2011; 2015) conducted a study in a number of organizational justice configuration through an experimental study. A manipulation conducted in that study was by designing the effect of any distributive justice and procedural justice situations on their consequences in this case work satisfaction and



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