Identifying Clarity of Contribution

The extracts below are taken from the Discussion/Conclusion section of articles: one from a high-impact and one from a low-impact journal. Evaluate how explicitly each extract states the article’s contribution to the field (and/or practice).

Extract A

Discussion: Theoretical Contributions and Implications for Research

This research makes several important contributions to theory. First, we contribute to the post-adoPTION use literature by examining the determinants of collaboration technology exploration in a team context. Recent research has been drawing attention to the importance and benefits of such post-adoPTion use behaviour (e.g., Hsieh et al. 2011; Li et al. 2013; Magni et al. 2010; Sun 2012), but these efforts have been focused exclusively at the individual level. Yet, as we noted at the outset, examinations of collaboration technology in team settings require consideration of the team environment as well as the individual cognitions that shape post-adoPTion behaviors such as exploration. We identified team empowerment as an important team-level determinant of increased collaboration technology exploration. Specifically, we found that individuals embedded in teams with high levels of empowerment tended to engage in greater exploration of the collaboration technology for application in their work activities compared to individuals embedded in teams with low levels of empowerment. These results show that the collective motivation reflected in team empowerment helps to shape individuals’ post-adoPTION behavior and underscores the important role of team context in shaping how individual users utilize technology at the post-adoPTION stage. It further reinforces Orlikowsk and Robey’s (1991) argument that people do not work in a vacuum, but instead are influenced by properties of the context in which they operate.

Second, this research contributes to the post-adoPTION literature on exploration of technology. Prior research on exploration intentions has called for research to identify antecedent conditions that facilitate its development (e.g., Nambisan et al. 1999; Magni et al. 2010). Similarly, in introducing behavioural expectation into the IS domain, Venkatesh et al. (2008) emphasized the need for future research to identify antecedents of the construct. By theorizing and analysing the effects of team empowerment, we showed how the individual-level cognitions – ICE and ECE – can be shaped by the team environment in which an individual is embedded. Such a result is also particularly relevant for the stream of research on continuance in the IS field. Indeed, we contribute to the call by Limayem et al. (2007) who point to the need for studies that provide a better understanding on how to promote and sustain continued behaviors that may facilitate the exploitation of system features in the long run. The contribution of our study in addressing this call is twofold. First, we shows that a motivational state at the team level can trigger continuance intentions and expectations in individuals, thus demonstrating that contextual characteristics foster long-lasting cognitions that go beyond a one-time event. Second, our study shows that such continuance cognitions are a driving force behind the exploration-oriented behaviors that have been recognized to be critical for the long-term viability of the system and for the realization for the expected benefits (Li et al. 2013). …

Practical Implications

Our research has several implications for managers. First, our findings suggest that managerial interventions aimed at promoting exploration of collaboration technology need to be directed at teams rather than individuals. Second, given the diversity of work practices and norms that organizational teams develop, no one size fits all when it comes to the manner in which teams incorporate the collaboration technology features into their work routines. ...

The compositional consequences of term limits, that is, the impact of term limits on the characteristics of individuals who seek and are elected to public office, have been used as arguments against their imposition. The results here suggest that the compositional impact of terms limits in terms of political skill is not clear cut. The impact of term limits can be summarized in three effects – the entry effect, the advancement effect and the retention effect. The entry effect is the impact of term limits on the value of entering the political sector on various types of individuals. The advancement effect is the impact of the elimination of a second period at the lower level has on the political skill of those seeking upper level positions. Finally, the retention effect is the impact of the elimination of a second period at the lower level has on the political skill of those remaining in the political sector. The model presented assumes two sectors – a market sector and a political sector, and that within the political sector there are two levels of political offices. It is also assumed that political skill and market skill are positively correlated but not known in the beginning. However, once a candidate has been successfully elected to a lower level position, his or her political skill is revealed and future electoral success is dependent on the realization of political skill. It is also assumed that the greater an individual’s political skill, the more he or she is able to take advantage of the benefits of seniority. Under this framework, term limits improve the expected political skill of entrants into the political sector if they disproportionately reduce the payoff of entering the political sector for individuals with low expected political skill. Given the model’s assumptions, two conditions are necessary for term limits to improve the expected skill of upper level politicians while reducing the expected skill level at the lower level. First, the market sector rewards for experience in the political sector must be sufficiently high enough to attract both individuals with low expected political skill and high expected political skill to enter. Second, the marginal returns for a second term in a lower level office must be less than the expected marginal returns to political skill from seeking an upper level office. Similarly, two conditions are necessary for term limits to reduce expected political skill at both levels of political offices. Once again, the market sector rewards for experience in the political sector must be sufficiently high enough to attract both individuals with low expected political skill and high expected political skill to enter. However, the marginal returns for a second term in a lower level office must exceed the expected marginal returns to political skill from seeking an upper level office.

In other words, term limits may improve the expected political skill at both levels of the political sector if they result in a positive entry effect combined with a positive advancement effect. Term limits may reduce the expected political skill at both levels of the political sector if they result in a negative or no entry effect combined with a negative advancement effect. Finally, term limits may reduce the expected political skill at the lower level while improving expected political skill at the upper level of the political sector if they result in no entry effect and a positive advancement effect. If the expected marginal returns from a second term in a lower level position are high enough relative to those at the upper level political positions (e.g. high rewards to seniority and higher probability of legislative success of low probability of electoral success at the upper level), term limits may lead to an increase in expected political skill at the upper level.