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**ONLINE APPENDIX A**  
**LIST OF MANAGEMENT JOURNALS INCLUDED IN REVIEW**

Academy Of Management Annals
Academy Of Management Journal
Academy Of Management Learning & Education
Academy Of Management Perspectives
Academy Of Management Review
Administrative Science Quarterly
Advances In Strategic Management-A Research Annual
Annual Review Of Organizational Psychology And Organizational Behavior
Asia Pacific Business Review
Asia Pacific Journal Of Human Resources
Asia Pacific Journal Of Management
Asian Business & Management
Australian Journal Of Management
Baltic Journal Of Management
British Journal Of Management
Business Research Quarterly*
Business & Society*
Business Ethics Quarterly*
Business Ethics-A European Review*
Business History*
Business History Review*
Business Horizons*
Business Strategy And The Environment
California Management Review
Canadian Journal Of Administrative Sciences-Revue Canadienne Des Sciences De L Administration
Chinese Management Studies
Corporate Governance-An International Review
Corporate Social Responsibility And Environmental Management
Creativity And Innovation Management
Cross Cultural Management-An International Journal
Culture And Organization
Decision Analysis
Decision Sciences
Employee Relations
Entrepreneurship Theory And Practice*
European Journal Of International Management
European Journal Of Work And Organizational Psychology
European Management Journal
European Management Review
Family Business Review*

Gender Work And Organization
Global Strategy Journal
Group & Organization Management
Group Decision And Negotiation
Harvard Business Review
Human Relations
Human Resource Development Quarterly
Human Resource Development Review
Human Resource Management
Human Resource Management Journal
Human Resource Management Review
Industrial And Corporate Change
Innovation-Management Policy & Practice
International Business Review*
International Entrepreneurship And Management Journal
International Journal Of Human Resource Management
International Journal Of Management Reviews
International Journal Of Selection And Assessment
International Small Business Journal
Journal For East European Management Studies
Journal Of Applied Behavioral Science
Journal Of Applied Psychology
Journal Of Business And Psychology*
Journal Of Business Economics And Management*
Journal Of Business Ethics*
Journal Of Business Research*
Journal Of Business Venturing*
Journal Of Contingencies And Crisis Management
Journal Of Economics & Management Strategy
Journal Of Family Business Strategy
Journal Of International Business Studies
Journal Of International Management
Journal Of Knowledge Management
Journal Of Leadership & Organizational Studies
Journal Of Management
Journal Of Management & Organization
Journal Of Management Inquiry
Journal Of Management Studies
Journal Of Managerial Psychology
Journal Of Organizational Behavior
Journal Of Organizational Behavior Management
Journal Of Organizational Change Management
Journal Of Small Business Management

Journal Of World Business*
Knowledge Management Research & Practice
Leadership
Leadership & Organization Development Journal
Leadership Quarterly
Long Range Planning
Management And Organization Review
Management Decision
Management International Review
Management Learning
Management Science
MIT Sloan Management Review
Omega-International Journal Of Management Science
Organization
Organization Science
Organization Studies
Organizational Behavior And Human Decision Processes
Organizational Dynamics
Organizational Research Methods
Personnel Psychology
Personnel Review
Research In Organizational Behavior
Research Policy
Review Of Managerial Science
Scandinavian Journal Of Management
Small Group Research
South African Journal Of Business Management
Strategic Entrepreneurship Journal
Strategic Management Journal
Strategic Organization

\*These journals are from the Web of Science 'Business' list of journals.

## ONLINE APPENDIX B:

**Table 1: Summary of Selected Articles using QCA<sup>1</sup>**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi- method	Deductive or Inductive
Romme (1995)	JBR	Several dimensions of change capturing process attributes	Explore aspects of self-organizing processes in top-management teams by analyzing 10 cases of possible top management situations and processes	10	Crisp	QCA only	Deductive
Stevenson & Greenberg (2000)	ASQ	Success/Failure of action strategies	Identify patterns in strategies of action to explain the success and failure of actors trying to influence a small city's policies on environmental issues	12	Crisp	Event Structure Analysis	Deductive
Chung (2001)	JMS	Organizational response to institutional incentives	Lacking a coherent core in ownership and management may make firms unable to respond to institutional incentives promptly	62	Crisp	OLS Regression	Inductive
Bijlsma & van de Bunt (2003)	PR	Subordinates' trust in managers	Identify patterns among antecedents of subordinates' trust of their managers.	827	Both	Regression	Deductive
Kogut, McDuffie, & Ragin (2004)	EMR	High Performance in productivity and quality	A few combinations of practices can be assigned causality for the achievement of high performance work systems in the world auto industry	56	Fuzzy	QCA only	Inductive
Öz (2004)	JMI	International competitiveness of industries	Show how QCA enables formal analysis of propositions derived from Porter's national diamond model of countries' international competitive advantage	10	Fuzzy	QCA only	Inductive
Takahashi & Nakamura (2005)	CSRE	Several aspects of corporate greening	Link three dimensions of bureaucratization to corporate greening	193	Crisp	QCA only	Inductive
Kogut & Ragin (2006)	EMR	Prototypes of varieties of capitalism	Explore institutional complementarities to assess facets of theory of institutional prototypes of capitalist economies	49	Crisp	QCA only	Inductive
Duşa (2007)	JBR	N.A.	Describes QCA package for the R software environment	N.A.	N.A.	N.A.	N.A.

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Fiss (2007)	AMR	Theoretical contribution	Research on organizational configurations has been limited by mismatch between theory and methods that is addressed by QCA's set theoretic approach	N.A.	N.A.	N.A.	N.A.
Häge (2007)	JBR	Occurrence and impact of communitive action	QCA can enhance insights and the conclusions drawn from empirical case studies even when the number of studied cases is very small	3	Fuzzy	QCA only	Deductive
Kvist (2007)	JBR	Welfare state diversity	Contribute to ideal type analysis, using example for how changing unemployment policies conform to ideal typical welfare state models.	N.A.	Fuzzy	N.A.	Deductive
Marx & van Hootegem (2007)	JBR	Presence/absence of ergonomic wrist injuries	Link two configurations of job characteristics to the presence and absence of ergonomic wrist injuries, respectively	16	Crisp	QCA only	Inductive
Skaaning (2007)	JBR	Civil liberties in post-communist countries	Comparison of regression and QCA findings suggests that QCA analysis may be a valuable supplement or alternative to standard statistical tests	28	Both	OLS Regression	Inductive
Stokke (2007)	JBR	Successful/unsuccessful shaming in international resource management	Demonstrate QCA's use as tool for improving cross-case comparisons of detailed case study evidence	10	Crisp	QCA only	Inductive
Vis, Woldendorp, & Keman (2007)	JBR	Country's economic performance	Analysis of ideal types can systematically identify variation in economic performance across countries and over time	19	Fuzzy	PCA	Deductive
Watanabe (2007)	JBR	Occurrence/Non-occurrence of social movements	Explore how mechanisms from three different theories by which social movements occur are interdependent.	16	Crisp	QCA only	Inductive
Grandori & Furnari (2008)	OS	High/low efficiency and innovation	Test propositions on how a basic set of organizational elements are combined through combinatory laws regulating their effective combinations	75	Both	QCA only	Deductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Greckhamer, Misangyi, Elms & Lacey (2008)	ORM	Superior/Inferior Performance	Demonstrate QCA as viable method for strategic management research to examine interdependencies among causal effects spanning multiple levels of analysis	2,841	Crisp	QCA only	Inductive
Jackson & Deeg (2008)	JIBS	Theoretical contribution	Explore the potential of set-theoretic approaches for the variety of capitalisms literature and its emphasis on institutional complementarity	N.A.	N.A.	N.A.	N.A.
Pajunen (2008)	JIBS	Attractiveness/Unattractiveness of countries for FDI	The attractiveness (and unattractiveness) of countries for FDI results from alternative combinations of institutional conditions	47	Fuzzy	QCA only	Inductive
Ordanini & Maglio (2009)	DS	Successful service innovation	Explore combinations of alternative decision paths to successful service innovation in the hospitality industry	32	Fuzzy	QCA only	Inductive
El Sawy et al. (2010)	ISR	Theoretical contribution	Introduce QCA's configurational approach to better understand the complexity of digital ecodynamics	N.A.	N.A.	N.A.	N.A.
Schneider, Schulze-Bentrop & Paunescu (2010)	JIBS	Countries' export performance in high-tech industries	Countries' competitive advantage in high-tech industries with radical innovation may be supported by different combinations of institutional conditions	19	Fuzzy	QCA only	Deductive
Allen & Aldred (2011)	ER	High export performance in high-tech industries	Countries with high export performance in high tech industries differ in important ways, not least in the institutional domain of employee relations	10	Fuzzy	QCA only	Inductive
Crilly (2011)	JIBS	Broad/narrow stakeholder orientation of MNC subsidiaries	Stakeholder orientation of overseas subsidiaries of MNC's is shaped by combinations of host and home countries' attributes and headquarter policy	52	Fuzzy	Grounded theory	Inductive
Fiss (2011)	AMJ	High/Very high/Absence of high performance	QCA allows for a detailed analysis of causal core, periphery, and asymmetry, shifting the focus to midrange theories of causal processes	139	Fuzzy	Cluster Analysis; Dev. Scores	Inductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Garcia-Castro & Casasola (2011)	JFBS	Typologies of family firms	Explore typologies of family firms combining components of family involvement derived from the family business literature	6611	Both	QCA only	Inductive
Greckhamer (2011)	OS	High Compensation Level; High Compensation Inequality	Link configurations of culture, national development, and welfare state to high compensation level and inequality among four occupational groups	44	Fuzzy	QCA only	Inductive
Woodside, Hsu, & Marshall (2011)	JBR	International tourism behaviors	Illustrate QCA's potential for identifying complex and asymmetric causal recipes of value statements linked to international tourism behavioral outcomes	14	Fuzzy	QCA only	Deductive
Crilly, Zollo & Hansen (2012)	AMJ	Decoupling policy and practice in response to stakeholder pressures	Firms can respond to institutional pressures by decoupling policy and practice in multiple configurations that are an interplay of external environment and firm	17	Fuzzy	QCA only	Inductive
Crowley (2012)	OS	Dimensions of workplace dignity	Complex control combinations applied in different occupations are linked to expressive, behavioral and emotional aspects of workplace dignity	154	Both	Tests of Significant Mean Differences	Inductive
Soda & Furnari (2012)	SO	Theoretical contribution	Counterfactual analysis is a systematic approach to a theoretically and logically sound exploration of the plausibility of unobserved configurations	N.A.	N.A.	N.A.	N.A.
Woodside, Ko, & Huan (2012)	MD	Theoretical contribution	Emphasize benefits of QCA for analyzing cases and reporting findings in management decision	N.A.	N.A.	N.A.	N.A.
Cheng, Chang, & Li (2013)	JBR	High product-innovation performance	More than one causal recipe may lead to high product-innovation performance	68	Fuzzy	Cluster Analysis	Inductive
García-Castro, Aguilera, & Ariño (2013)	CGIR	High/Low firm performance	Identify complementarities between firm-level corporate governance practices as well as configurations thereof that lead to high firm performance	363	Both	OLS Regression	Deductive



**Table 1 (continued)**

<b>Authors (Year)</b>	<b>Journal</b>	<b>Outcome (DV)</b>	<b>Key QCA findings</b>	<b>N</b>	<b>Fuzzy, Crisp, or Both</b>	<b>QCA only or Multi-method</b>	<b>Deductive or Inductive</b>
Kennedy & Fiss (2013)	JMS	Theoretical contribution	Highlight the promise of QCA's set theoretic analysis for analyzing processes of category emergence and dissolution	N.A.	N.A.	N.A.	N.A.
Kim (2013)	JIBS	Creation of isolating mechanisms	Multiple paths may lead to the creation of isolating mechanisms and sources of isolating mechanisms may be functionally equivalent	802	Fuzzy	QCA only	Deductive
Martín-de Castro et al. (2013)	KMRP	High product innovation performance	Explore Spanish technology based firms' human, technological, and relational assets configurations linked to high product innovation performance	251	Fuzzy	QCA only	Inductive
Stanko & Olleros (2013)	JBR	Innovativeness/absence of innovativeness	Outsourcing may benefit innovativeness when combined with both clustering and a lack of labor mobility	48	Fuzzy	Regression	Deductive
Woodside (2013)	JBR	Editorial	Editorial promoting QCA as an alternative to multiple regression analysis	66	Fuzzy	Regression	Inductive
Aguilera-Caracuel, Fedriani, & Delgado-Márquez (2014)	JBR	Environmental performance standards within MNE	A set of relevant configurations of causes and conditions may explain environmental performance standardization	170	Fuzzy	QCA only	Inductive
Bell, Filatochev & Aguilera (2014)	AMJ	High/Low Perceived Value for Foreign IPOs Listing in US	Multiple combinations of monitoring and incentive-based corporate governance mechanisms are linked to high and low investor valuation levels	198	Both	QCA only	Deductive
Chang & Cheng (2014)	JBR	High job satisfaction	Combinations of factors are linked to R & D employees' job satisfaction	463	Fuzzy	QCA only	Deductive
Ganter & Hecker (2014)	JBR	Organizational innovation	Several equifinal configurations of contextual factors lead to organizational innovation	2995	Both	QCA only	Inductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Garcia-Castro & Aguilera (2014)	JFBS	High/Low performance of family firms	Impact of components of family involvement in business may be subject to substantial complementarity and substitution effects	6592	Both	QCA only	Deductive
Garcia-Castro & Francoeur (2014)	SMJ	High performance	Point to cumulative effects of complementary investments in several stakeholder groups to facilitate production of superior products and services	1060	Both	QCA only	Deductive
Halme & Korpela (2014)	BSE	Responsible Innovation in SMEs	Indicate that SMEs can create responsible innovations through alternative, very different resource combinations.	13	Crisp	QCA only	Inductive
Hotho (2014)	OS	Innovation specialization in selected high-tech industries	Equifinality in innovation specialization in high-tech industry sectors is explored through an extended business system typology	30	Fuzzy	Cluster Analysis	Inductive
Judge, Fainshmidt, Brown (2014)	JIBS	High/low equitable wealth creation	Link three configurations of national institutions to high levels equitable wealth creation and to low levels of wealth creation, respectively	48	Fuzzy	QCA only	Deductive
Leischnig, Geigenmueller, & Lohmann (2014)	JBR	Successful interorganizational technology transfer	Explore relationships between antecedents and consequences of interorganizational interaction quality and of determinants of relational rents	68	Fuzzy	Structural Equation Modeling	Deductive
Maggetti (2014)	BAS	Private banks' participation in 'Wolfsberg initiative'	Identify combinations of attributes that explain private banks' participation in the 'Wolfsberg initiative' against money laundering	25	Both	QCA only	Deductive
Meuer (2014)	OS	Implementation of management innovation	Identify types of inter-firm relations in the Chinese biopharmaceutical industry linked to the implementation of management innovation	56	Both	QCA only	Inductive
Misangyi & Acharya (2014)	AMJ	High/Not high firm performance	CEO incentives and monitoring mechanisms act as complements; substitution and complementarity among and across various monitoring mechanisms	1,135	Both	QCA only	Inductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Mol & Birkinshaw (2014)	OS	Three types of management innovation	Link different forms of external involvement in the management of innovation to radical, systemic, and radical and systemic types of management innovations	23	Crisp	Grounded theory	Inductive
Skarmeas, Leonidou, & Saridakis (2014)	JBR	Consumer skepticism about corporate social responsibility	Degree of consumers' CSR skepticism may depend on combination of consumer attributions	504	Fuzzy	QCA only	Deductive
Woodside (2014)	JBR	Theoretical Contribution	Explore the benefits of contrarian case analysis enabled by QCA	N.A.	N.A.	N.A.	N.A.
Wu, Yeh, Huan, & Woodside (2014)	JBR	Customers' assessments of experience/outcomes of spa services	Test propositions from complexity theory in the context of customer assessments of services for beauty salon and spa treatments	436	Both	QCA only	Deductive
Aversa, Furnari, & Haefliger (2015)	ICC	High/Low performance in Formula One racing	Two business model configurations are associated with high performance in Formula One racing.	28	Crisp	Grounded theory	Inductive
Berbegal-Mirabent, Ribeiro-Soriano, & García (2015)	JBR	Creation/Non-creation of types of university spin-offs	Alternative combinations of conditions linked to Spanish university scientists' creation of spin-offs	63	Both	QCA only	Deductive
Dai & Huang (2015)	JBR	Effectiveness of remedial instruction and learning	Several antecedent combinations linked to the effectiveness of 3 types of remedial instruction	94	Fuzzy	T-test Analysis; Partial Least Squares	Deductive
de Villiers (2015)	JBR	Theoretical contribution	QCA provides an alternative way to test major principles of complexity theory in consumer brand engagement	N.A.	N.A.	N.A.	N.A.
Frambach, Fiss, & Ingenbleek (2015)	JBR	High/absence of high performance	Highly performing firms configure themselves around customer orientation in three different ways	126	Fuzzy	QCA only	Deductive

**Table 1 (continued)**

<b>Authors (Year)</b>	<b>Journal</b>	<b>Outcome (DV)</b>	<b>Key QCA findings</b>	<b>N</b>	<b>Fuzzy, Crisp, or Both</b>	<b>QCA only or Multi-method</b>	<b>Deductive or Inductive</b>
Gilbert & Campbell (2015)	RP	Presence/Absence of radical technology paths	Reveal five configurations of conditions linked to the presence and the absence of certain kinds of new university technology research centers, respectively	48	Both	QCA only	Inductive
Greckhamer (2015)	SMJ	High/not high CEO and worker compensation and pay dispersion	Identify combinations of key country-level institutions that shape CEO and worker compensation across countries and the resulting pay dispersion	131	Fuzzy	QCA only	Inductive
Gunawan & Huarng (2015)	JBR	Users' purchase intention	In social media networks, social influence may combine with perceived risk to affect consumers' purchase intentions	118	Fuzzy	Structural Equation Modeling	Deductive
Henik (2015)	JBR	External whistle-blowing disclosure vs. remaining 'inactive observer'	There is no path-dependent course toward whistle-blowing or inactive observation and there is no a priori profile of whistle-blowers	60	Both	QCA only	Inductive
Hervas-Oliver, Sempere-Ripoll, & Arribas (2015)	JBR	Organizational innovation effects on performance	Organizational innovation effects for firm performance depend on combinations of technological innovation and other organizational variables	9369	Both	QCA only	Inductive
Ho & Lu (2015)	JBR	High market performance	Point to a substitution effect between marketing exploration and marketing exploitation	220	Fuzzy	Regression	Deductive
Huang & Huarng (2015)	JBR	Annual revenues of Taiwan's Biotechnology industry	QCA can supplement regression analysis	12	Fuzzy	Multiple Regression	Inductive
Huarng & Yu (2015)	JBR	Total healthcare expenditures of countries	Explore causal complexities underlying healthcare expenditures	N=(not found)	Fuzzy	QCA only	Deductive
Huarng (2015)	JBR	Internet user density	Compare results from Regression Analysis and QCA to explore causes of countries' internet user density as proxy	N=(not found)	Fuzzy	Multivariate Regression Analysis	Deductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Joshi, Son, Roh (2015)	AMJ	Men's and women's relative performance evaluations and rewards	Identify combinations of occupation-, industry-, and job-level attributes that are linked to differences in rewards and performance evaluations	190	Crisp	Meta-analytic Regression	Deductive
Judge et al. (2015)	JMS	High/Low Organizational Change Capacity	Identify three configurations linked to high organizational capacity for change within IPOs and two configurations linked to low organizational change capacity	35	Both	QCA only	Deductive
Kan, Adegbite, Omari, & Abdellatif (2015)	JBR	Theoretical contribution	Reviews QCA studies in management	N.A.			
Leischnig & Kasper-Brauer (2015)	JBR	Presence/Absence of employee adaptive behavior	Indicate that three configurations of employee personal characteristics and work perceptions are linked to employee adaptive behavior	228	Fuzzy	QCA only	Deductive
Lin, Wu, & Cheng (2015)	JBR	Customer loyalty	Identify configurations of employee work and personal characteristics linked to presence and absence of employee adaptive behavior	545	Fuzzy	Structural Equation Modeling	Deductive
López-Duarte, Vidal-Suárez, & González-Díaz (2015)	CCM	Choice of entry mode in foreign direct investment (FDI)	Explore how dimensions of national culture and a set of firm- and country-level attributes are linked to entry mode choices of Spanish firms' FDI in the EU	31	Both	QCA only	Inductive
Mas-Tur et al. (2015)	JBR	Success and failure of entrepreneurial firms in El Salvador	Innovation, education, and use of professional advisory services must be considered in combination to create successful firms	198	Fuzzy	QCA only	Deductive
Mas-Verdú, Ribeiro-Soriano, & Roig-Tierno (2015)	JBR	Firm survival/Firm non-survival	Suggest that large business size and interactions with a business incubator need to combine with other variables to be sufficient for firm survival	47	Both	QCA only	Deductive
Meuer, Rupietta, & Backes-Gellner (2015)	RP	Typology of innovation systems	Identify five co-existing innovation systems	384	Fuzzy	Seemingly Unrelated Regression	Inductive

**Table 1 (continued)**

<b>Authors (Year)</b>	<b>Journal</b>	<b>Outcome (DV)</b>	<b>Key QCA findings</b>	<b>N</b>	<b>Fuzzy, Crisp, or Both</b>	<b>QCA only or Multi-method</b>	<b>Deductive or Inductive</b>
Muñoz & Dimov (2015)	JBV	Sustainability-oriented venture ideas, actions, and relationships	Explore configurations of conditions underlying ideas, actions, and exchange relationships of sustainability-oriented new ventures	45	Fuzzy	QCA only	Inductive
Ni, Egri, Lo, & Lin (2015)	JBE	High financial performance	The implementation of combinations of corporate social responsibility practices simultaneously explains high financial performance	466	Fuzzy	QCA only	Deductive
Primc & Cater (2015)	MD	High/not high financial and non-financial firm performance	High performance is underpinned by substantial interdependence among the selected conditions	27	Fuzzy	QCA only	Inductive
Raïes, Mühlbacher, & Gavard-Perret (2015)	JBR	High/Low behavioral brand loyalty intention	Explore combinations of attributes linked to brand loyalty intentions of consumers in a consumer-initiated community	1065	Fuzzy	QCA only	Deductive
Rey-Martí, Porcar, & Mas-Tur (2015)	JBR	Business survival/Absence of business survival	Explore women entrepreneurs' motives and their relation to business survival	35	Crisp	QCA only	Deductive
Roig-Tierno, Alcázar, Ribeiro-Navarrete (2015)	JBR	Firm growth of young entrepreneurial firms	Explore how some common innovative entrepreneurship support infrastructures are linked to growth of young entrepreneurial firms	107	Crisp	QCA only	Deductive
Tho & Thrang (2015)	JBR	Successful knowledge transfer	Successful knowledge transfer may result from combinations of students' acquired knowledge, their intrinsic motivation, and receiving firms' innovative organizational culture	843	Fuzzy	Structural Equation Modeling	Deductive
Tóth et al. (2015)	JBR	Presence/absence of relational attractiveness of customers	Explore sets of conditions that drive relational attractiveness of customers to suppliers	107	Fuzzy	QCA only	Inductive
Walker, Ni, & Dyck (2015)	BSE	High corporate environmental performance	Link four combinations of attributes of external environment, organizational structure, and strategy-related activities to successful sustainability	45	Fuzzy	QCA only	Inductive

**Table 1 (continued)**

Authors (Year)	Journal	Outcome (DV)	Key QCA findings	N	Fuzzy, Crisp, or Both	QCA only or Multi-method	Deductive or Inductive
Wu (2015)	JBR	Facebook use intention	QCA findings explore how antecedents combine to produce Facebook use intention	652	Fuzzy	Multiple Regression	Deductive
Wu (2015)	JBR	Franchisees' performance	Compare results from structural equation modeling and QCA regarding explanations of franchising strategy and performance differences	246	Fuzzy	Structural Equation Modeling	Deductive
Wu (2015)	JBR	Foreign tourists' intention to visit a site	Comparison of SEM and QCA findings regarding causes of foreign tourists' intention to visit leisure farms	1227	Fuzzy	Structural Equation Modeling	Deductive
Wu, Wu, Lee, & Lee (2015)	JBR	Purchase intention of electric motorcycles	Support the argument that image, risk, value, and perceived usefulness are key determinants of intention to purchase electric motorcycles	305	Fuzzy	Structural Equation Modeling	Deductive
Dul (2015)	ORM	Theoretical/methodological contribution	Compares Necessary Condition Analysis with QCA	N.A	N.A.	N.A.	N.A.
Campbell, Sirmon, & Schijven (2015)	AMJ	Market reactions to acquisition announcements	Identify several configurations that in perceptions of investors represent 'good' and 'bad' M&A deals, respectively	2403	Both	QCA only	Inductive

<sup>1</sup> **Explanation of abbreviations used in the Table:** N. A. = Not Applicable; AMJ = Academy of Management Journal; AMR = Academy of Management Review; ASQ = Administrative Science Quarterly; BAS = Business & Society; BSE = Business Strategy and the Environment; CGIR = Corporate Governance: An international Review; CSRE = Corporate Social Responsibility and Environmental Management; CCM = Cross-Cultural Management: An International Journal; DS = Decision Sciences; ER = Employee Relations; EMR = European Management Review; ICC = Industrial and Corporate Change; ISR = Information Systems Research; JBE = Journal of Business Ethics; JBR = Journal of Business Research; JBV = Journal of Business Venturing; FJBS = Journal of Family Business Strategy; JIBS = Journal of International Business Studies; JMI = Journal of Management Inquiry; JMS = Journal of Management Studies; KMRP = Knowledge Management Research & Practice; MD = Management Decision; OS = Organization Studies; ORM = Organizational Research Methods; PR = Personnel Review; RP = Research Policy; SMJ = Strategic Management Journal; SO = Strategic Organization

**REFERENCES TO ARTICLES LISTED IN TABLE 1 NOT INCLUDED IN  
ARTICLE REFERENCE SECTION**

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## **ONLINE APPENDIX C: A BRIEF REVIEW OF RELATED DISCIPLINES**

This online appendix complements our extensive review of the management literature with a very brief overview of how the neo-configurational perspective has taken hold in other business disciplines (e.g., marketing, operations management, etc.) as well as in non-business disciplines (e.g., political science, sociology, the natural sciences). Our review here is purposefully brief and is not exhaustive and more comprehensive and in-depth reviews of these other literatures exist elsewhere (e.g., see Kan et al., 2015; Rihoux & Marx, 2013).

### **The Neo-Configurational Perspective in Other Business Disciplines**

Apart from management, the neo-configurational perspective and the use of QCA have made inroads in a number of other business disciplines, primarily in marketing (e.g., Ordanini & Maglio, 2009), management information systems and operations (e.g., El Sawy, Malhotra, Park, & Pavlou, 2010), and accounting (e.g., Erkens & Van der Stede, 2015). Applications of QCA in these other disciplines reflect researchers' concerns with developing a deeper understanding of causal complexity, and particularly with respect to investigating the interdependence of attributes at different levels of analysis (e.g., Toth et al., 2015; Woodside, Hsu & Marshall, 2011) as well as how causal complexity may lead to exceptional outcomes (e.g., Park, Fiss, & El Sawy, 2015).

By and large, the trends in these areas mirror recent QCA studies in the management literature reviewed above—toward large-N samples, lower levels of analyses, deduction, and multi-methods. Additionally, a common theme is understanding how context shapes lower levels of analysis, with an emphasis on developing context-sensitive, middle-range theories (El Sawy et al., 2010: 838). For example, building on the importance of context, Bakker and colleagues (2012) assess the organizational attributes that are either necessary or sufficient for knowledge

transfer to occur successfully between project ventures and their parent corporations. In a similar vein, Rivard and Lapointe (2012) propose a typology of approaches that firms use to overcome user resistance to novel technology and use QCA to delineate the conditions under which each approach to overcoming resistance is effective.

One area of potential interest to management scholars is the use of QCA in conjunction with laboratory experiments, also a dominant approach to study individual differences in management. For example, Woodside and Zhang (2013) contend that previous interpretations of laboratory studies into the effects of national culture and institutions on fairness and punishment in exchanges are potentially misleading and they show how QCA can be applied to understand how experimental treatment effects vary across context and sub-populations.

### **QCA and the Neo-Configurational Perspective in Non-Business Disciplines**

Management scholars also stand to learn from developments regarding the application of QCA and related approaches in disciplines outside of business. QCA has been originally developed in and has since extensively been used in sociology and political science; moreover it has increasingly been accepted in other cognate disciplines such as international development (Lam & Ostrom, 2010) and health care (Ford, Duncan & Ginter, 2004).

Within the social sciences, the dominant use of QCA has been to analyze causal complexity, particularly conjunctural causation, and with a similar trend toward lower levels of analysis and understanding contextual effects as we have observed in management. For example, while QCA applications in comparative politics have typically focused on the country-level of analysis, studies have also examined political initiatives across localities within the same country (Blackman, Wistow & Byrne, 2011). Lam and Ostrom (2010) examined irrigation system projects in Nepal and showed that political interventions required a combination of the



participation of local entrepreneurs and the existence of local rules and/or sanctions.

More generally, political science research has been at the forefront of advances in QCA-related approaches. Specifically, political science studies have led the development of counterfactual analysis (see also Soda & Furnari, 2012) by proposing perspectives (thought experiments, simulations) and criteria for evaluating counterfactual arguments (logical consistency, theoretical consistency, projectability) (Belkin & Tetlock, 1996). Similarly, political scientists have introduced coincidence analysis as a Boolean alternative to QCA (Baumgartner, 2009). Also relying on Boolean algebra to understand how combinations of conditions are associated with an outcome of interest, coincidence analysis relies on a different optimization algorithm than QCA and accommodates factors that can be simultaneously causes and outcomes. Baumgartner and Epple (2014) demonstrate the use of coincidence analysis to explain the Swiss referendum on the prohibition of minaret construction, showing that coincidence analysis may identify additional causal pathways compared to those identified using QCA.

Research in sociology using QCA has also explored conjunctural causation across different levels of analysis. For example, a study by Grant and colleagues (2010) suggests that existing uses of stakeholder theory to explain pollution are incomplete because they overlook the influence of environmental technologies. Ragin and Fiss (2016) applied QCA to expand on the notion of intersectionality to understand the different recipes that lead individuals to either avoid or experience poverty, with the resulting insights having relevance for social policy. In cultural sociology, O'Neil (2008) combined correspondence analysis and QCA to explain the complex combinations of causes (i.e., beliefs, norms, perceptions of aesthetic value) that lead artists to price their work as they do (see Livne-Tarandach et al. (2015) for an in-depth description of how O'Neill's study used QCA in an abductive supplementary manner to grounded theorizing).

QCA is also emerging in numerous other fields. Information science scholars have aimed to bring QCA to the attention of an engineering audience (Mendel & Korjani, 2013). Similarly, QCA has had an impact in the health and environmental sciences (Ford et al., 2004; Goicolea et al., 2015). In medicine, where controlled trials are considered the gold standard for analyzing the effectiveness of treatments, QCA gained attention as a complementary tool. Recognizing the difficulty of combining controlled trials with components that vary across trials to identify aggregate effects, Candy and colleagues (2013) argue that it may be misleading to speak about overall effects. Applying QCA to study how patients react to interventions such as personalized treatments and information about side effects, they show equifinality and conjunctural causality. While we have provided only a few examples here, set-theoretic analysis and QCA continue to broaden their base of applications across heterogeneous fields that nevertheless are similar in that the phenomena of interest in them are marked by complex causality.

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