



## City Research Online

### City, University of London Institutional Repository

---

**Citation:** Aguilera, R. V., Filatotchev, I., Gospel, H. & Jackson, G. (2008). An organizational approach to comparative corporate governance: Costs, contingencies, and complementarities. *Organization Science*, 19(3), pp. 475-492. doi: 10.1287/orsc.1070.0322

This is the accepted version of the paper.

This version of the publication may differ from the final published version.

---

**Permanent repository link:** <https://openaccess.city.ac.uk/id/eprint/6210/>

**Link to published version:** <https://doi.org/10.1287/orsc.1070.0322>

**Copyright:** City Research Online aims to make research outputs of City, University of London available to a wider audience. Copyright and Moral Rights remain with the author(s) and/or copyright holders. URLs from City Research Online may be freely distributed and linked to.

**Reuse:** Copies of full items can be used for personal research or study, educational, or not-for-profit purposes without prior permission or charge. Provided that the authors, title and full bibliographic details are credited, a hyperlink and/or URL is given for the original metadata page and the content is not changed in any way.

---

---



**AN ORGANIZATIONAL APPROACH TO COMPARATIVE CORPORATE GOVERNANCE:  
COSTS, CONTINGENCIES, AND COMPLEMENTARITIES\***

**Ruth V. Aguilera**

Department of Business Administration  
and Institute of Labor and Industrial Relations  
University of Illinois at Champaign-Urbana  
1206 South Sixth St. Champaign, IL 61820  
USA

E-mail: [ruth-agu@uiuc.edu](mailto:ruth-agu@uiuc.edu)

Tel. +1 217-333 7090

**Igor Filatotchev**

Cass Business School, City University London  
106 Bunhill Row  
London EC1Y 8TZ  
UK

T +44(0)20 7040 5278

F +44(0)20 7040 8328

[igor.filatotchev@city.ac.uk](mailto:igor.filatotchev@city.ac.uk)

**Howard Gospel**

**Gregory Jackson**

King's College London

150 Stamford Street

London SE1 9NH, UK

Tel/Fax: 44 207 8484466

---

\* We would like to thank the UK Department for Trade and Industry with support for the research on which this study was based. The authors would like to thank the participants of seminars and workshops at Cass Business School, University of Groningen, University of Auckland, UK AIB Chapter (King's College London), Copenhagen Business School, the editor and two anonymous reviewers for their helpful comments on earlier drafts. The authors are listed alphabetically and contributed equally to this paper.

# **AN ORGANIZATIONAL APPROACH TO COMPARATIVE CORPORATE GOVERNANCE: COSTS, CONTINGENCIES, AND COMPLEMENTARITIES**

## **ABSTRACT**

This paper develops an organizational approach to corporate governance and assesses the effectiveness of corporate governance and implications for policy. Most corporate governance research focuses on a universal link between corporate governance practices (e.g. board structure, shareholder activism) and performance outcomes, but neglects how interdependences between the organization and diverse environments lead to variations in the effectiveness of different governance practices. In contrast to such ‘closed systems’ approaches, we propose a framework based on ‘open systems’ approaches to organizations which examines these organizational interdependencies in terms of the costs, contingencies, and complementarities of different corporate governance practices. These three sets of organizational factors are useful in analyzing the effectiveness of corporate governance in diverse organizational environments. We also explore how costs, contingencies, and complementarities impact effectiveness of different governance aspects through the use of stylized cases and discuss the implications for different approaches to policy such as ‘soft-law’ or ‘hard law’.

## INTRODUCTION

Corporate governance relates to the structure of rights and responsibilities among the parties with a stake in the firm (Aoki 2001). Effective corporate governance employs mechanisms to ensure executives respect the rights and interests of company stakeholders, as well as making those stakeholders accountable for acting responsibly with regard to the protection, generation, and distribution of wealth invested in the firm. Such effectiveness may be based on a number of different dimensions of corporate governance, ranging from monitoring and control over managerial discretion to promoting entrepreneurial leadership and innovation. Underpinning corporate governance are also various policy approaches that aim to improve the effectiveness of corporate governance by regulating managerial power (Parkinson 1993; Davis 2005).

Most of the empirical literature on corporate governance has attempted to understand corporate governance in terms of agency theory and explored links between different corporate governance practices and firm performance. This literature is motivated by the assumption that, by managing the principal-agency problem between shareholders and managers, firms will operate more efficiently and perform better. This ‘closed system’ approach found within agency theory posits a universal set of linkages between corporate governance practices and performance and devotes little attention to the distinct contexts in which firms are embedded. Despite considerable research effort, the empirical findings on this causal link have been mixed and inconclusive. For example, empirical studies of the effects of board composition and ownership structure on financial performance have failed to identify any consistently significant effects (Ketchen *et al.* 1997; Dalton *et al.* 2003; Deutsch 2005). Critiques of agency theory have pointed out its ‘under-contextualized’ nature and hence its inability to accurately compare and explain the diversity of corporate governance arrangements across different institutional contexts (Aguilera and Jackson 2003). Similarly, much of the resulting policy prescriptions enshrined in codes of ‘good’ corporate governance rely on universal notions of ‘best practice,’ which often need to be adapted to the local contexts of firms or ‘translated’ across diverse national institutional settings (Aguilera and Cuervo-Cazurra, 2004; Fiss and Zajac 2004; Ahmadjian and Robbins 2005). As Thompson (1967,

p.4) noted, '[Since] much of the literature about organizations has been generated as a by-product of the search for improved efficiency or performance, it is not surprising that it employs closed-systems assumptions.'

By contrast, the literature in organizational sociology has largely advocated an 'open systems' perspective, which suggests that different corporate governance practices may be more or less effective depending upon the contexts of different organizational environments (Thompson 1967; Scott 2003). Within the field of corporate governance, stakeholder theory (Freeman 1984) comes closer to an 'open systems' approach by recognizing that the effectiveness of corporate governance practices depends on a wider set of firm-related actors. Stakeholder theory shifts attention from efficiency arguments (e.g. narrow definitions of performance) toward a broader understanding of effectiveness in terms of goal attainment in relation to the multiple objectives of different constituent stakeholders (Connolly *et al.* 1980). Other approaches, such as resource dependence (Pfeffer and Salancik 1978) and comparative institutional theory (Aoki 2001), have also focused growing attention on how corporate governance relates to different organizational environments. While we draw upon these theories, we argue that the study of corporate governance needs to move to an 'open systems' logic of studying organizations which gives greater attention to the broader environmental context. Surprisingly, very little corporate governance research has built on the large and robust body of organizational sociology which explicitly examines the alignment between organizations and their broader environment (Thompson 1967). In this paper, we aim to close this theoretical gap.

We propose an organizational sociology approach to comparative corporate governance which will better account for the interdependencies of corporate governance practices within diverse technical, managerial, and institutional environments. Our conceptual framework suggests that the corporate governance problems outlined by the agency and stakeholder perspectives must be challenged better in order to capture the patterned variation in corporate governance that results from interdependencies between firms and their environment. Thompson (1967) argues that the focus on universal aspects of organizations is necessary, but leads ultimately to a static conceptualization of organizations. As he

(1967, vii) suggests, ‘to get leverage on a topic, we must begin to see some of the universal elements as capable of variation.’ Along these lines, recent studies of corporate governance have attempted to explain the dynamic dimensions of corporate governance over the company life cycle (Johnson 1997; Filatotchev and Wright 2005), as well as the diversity of corporate governance arrangements across countries and over time (Aguilera and Jackson 2003; Gospel and Pendleton 2005). Thus, an important task in corporate governance research is to uncover the diversity of arrangements and to understand how the effectiveness of governance practices is mediated by their fit or alignment with situational variables (‘context’) arising in diverse organizational environments.

The ‘open systems’ perspective from organizational sociology suggests viewing corporate governance in terms of its *effectiveness* or the degree of goal attainment of key constituents of the firm. In the context of corporate governance, effectiveness in the broadest sense involves the accountability of corporate decision-makers and the legitimacy of decisions with regard to their different economic and non-economic goals and values. However, since multiple stakeholder constituents are likely to have different goals and objectives, effectiveness tends to be a complex and multidimensional construct that often defies single measures (Connolly *et al.* 1980).<sup>1</sup> Thus, our aim is not to advocate a particular definition or measure of effectiveness, but to highlight how our framework may be useful for studying different aspects of effectiveness in relation to corporate governance. Throughout the paper, we utilize examples of effective governance concerned not just with the protection of investors’ wealth, as in agency theory, but also the creation of new wealth and the distribution of wealth among stakeholders. This context-specific view of effectiveness contrasts sharply with agency theorists, who argue that different elements collapse into a single long-term organizational objective and that accountability is impossible without a singularity of objectives (Jensen 2001).

We propose a novel conceptual framework for understanding the effectiveness of corporate governance practices. We see it as being mediated by interdependencies between organizations and their

---

<sup>1</sup> The relationship between effectiveness and efficiency is complex, because (1) sometimes efficiency leads to effectiveness and (2) sometimes organizations achieve their goals effectively but fail to achieve maximum efficiency in some dimension.

environments, which we conceptualize in terms of three constructs: costs, contingencies, and complementarities. *Costs* refer to the value of inputs to corporate governance, such as compliance with existing regulations or opportunity costs of managing relations with institutional investors. These costs will vary for different firms operating in different sorts of environments, so that cost-benefit analyses are rarely universal. *Contingencies* refer to how corporate governance interrelates with variations in firms' internal and external strategic resources that shape its interdependence with market, sectoral, regulatory, or institutional environments. For example, older firms in the mature phases of their business life-cycle may have a deeper and more diversified resource pool and thus a greater demand for accountability to external stakeholders than younger firms in their start-up phase, which may have narrower resource bases and thus higher focus on internal, capability-related aspects of governance. *Complementarities* refer to the overall 'bundles' of corporate governance practices that are aligned with one another and mutually enhance the ability of those practices to achieve effective corporate governance. For example, the effectiveness of independent board members depends upon the presence of other complementary factors, such as high shareholder involvement and strong legal protection for investors. Although the notions of contingencies and complementarities may be interrelated, it is useful to separate them as two independent theoretical constructs. Contingencies in our framework impact the effectiveness of a particular corporate governance practice, *ceteris paribus*, whereas complementarities describe interactions among multiple corporate governance practices notwithstanding the firm's contingencies.

Even though these three constructs may not comprehensively account for the complexity of interdependence between organizations and their environments, we believe that costs, contingencies, and complementarities are useful conceptual tools to analyze why effective corporate governance can be reached through different paths and non-linear trajectories. Our main contribution is to demonstrate how corporate governance research, largely based in agency theory, can be enriched by drawing more systematically on key traditions in organizational sociology. Both research fields are concerned with diverse organizational environments, but corporate governance research tends to pay less attention on how the governance factors affect the adaptation of organizations to those different environments. Our



approach also contributes to an emerging literature on comparative corporate governance, more specifically to the micro-foundations of this literature, by focusing on the level of organizations, rather than broader national systems with diverse institutional legacies and traditions. For example, Schmidt et al. (2002) and Schmidt and Spindler (2004) analyze potential complementarities between various elements of national governance systems, and we develop this framework further by focusing on complementarities between governance practices at the organizational level. Recent comparative work stresses the potential for organizational diversity within national systems, so that institutions may support certain types of organizations at the expense of others (Williamson 1991; Aoki *et al.* 2007). The benefit of a contextual- and organizational-level view of corporate governance is a better understanding of organizational effectiveness resulting from the coincidence and interaction among multiple factors (Davis and Marquis 2005).<sup>2</sup> This view is consistent with recent ‘set theoretic’ approaches to studying organizational practices (Fiss forthcoming) that focus on equifinality, whereby different initial conditions lead to similar effects or multiple conjunctural causation (Ragin 2000; Kogut *et al.* 2004). In short, our framework helps explain why no ‘one best way’ exists to achieve effective corporate governance. Rather, corporate governance arrangements are diverse, but exhibit patterned *variation* across firms and their environments.

Grounding corporate governance in organizational sociology has important implications for future research and policy analysis. First, the framework can be applied to the study of governance processes in diverse forms of organization, such as entrepreneurial firms or multinational firms, which have often been overlooked in the corporate governance literature. Second, similarities and differences in corporate governance can also be more systematically compared within and across industries, as well as in broader sets of national institutions and regulation. Third, our framework can help explain how different policy approaches based in ‘hard law,’ such as the US Sarbanes-Oxley Act, or ‘soft law,’ such as the UK Combined Code, impact different types of firms.

---

<sup>2</sup> This approach stresses the study of cases as complex and interdependent ‘wholes,’ rather than isolated characteristics where the marginal impact of particular variables may be studied under the presence of statistical control factors or assumptions of ‘all things being equal.’

The rest of the paper is structured as follows. First, we develop a critique of existing corporate governance literature, which is based on universalistic approaches to understanding the effectiveness of corporate governance, and we argue for greater attention to the patterned variation in corporate governance drawing on organizational sociology theory. Second, we propose a particular approach to looking at the organizational aspects of corporate governance based on the costs, contingencies, and complementarities of corporate governance in different types of organizational environments. Our framework is not based on a typology of such environments, but rather presents a set of constructs to capture the interdependencies between corporate governance and its environment that draws upon classic approaches in organizational sociology (e.g. Thompson 1967). Third, we explore the interactions among costs, contingencies, and complementarities by applying our framework to several stylized examples drawn from the corporate governance literature. Fourth, we apply our framework to assess the effectiveness of public policy approaches to corporate governance based on how these impact the costs, contingencies, and complementarities associated with governance.

## **FROM UNIVERSALISM TO DIVERSE ORGANIZATIONAL ENVIRONMENTS**

Much of corporate governance research is based on a universal model outlined by principal-agent theory (Fama 1983; Jensen 1986). The central premise of this framework is that shareholders and managers have different access to firm-specific information, and managers as agents of shareholders (principals) can engage in self-serving behavior that may be detrimental to shareholders' wealth maximization. This stream of research identifies situations in which shareholders' and managers' interests are likely to diverge and proposes mechanisms that can mitigate managers' self-serving behavior. As Shleifer and Vishny (1997, p. 703) elaborated in their survey article, "corporate governance deals with the agency problem: the separation of management and finance. The fundamental question of corporate governance is how to assure financiers that they get a return on their financial investment." A substantial body of literature is based on this straightforward premise and suggests that, to constrain managerial opportunism, shareholders may use a diverse range of corporate governance mechanisms, including monitoring by boards of directors and mutual monitoring by managers (e.g., Fama and Jensen, 1983; Rediker and Seth,

1995) as well as monitoring by large outside shareholders (Holderness and Sheehan 1988). In addition, internal governance mechanisms may include various equity-based managerial incentives that align the interests of agents and principals (Jensen and Murphy 1990). Finally, external factors, such as the threat of takeover (Manne 1965; Jensen and Ruback 1983), product competition (Hart 1983; Jensen 1993), and managerial labor markets (Fama 1980) may constrain managerial opportunism. These governance practices are considered effective to the extent that they reduce agency costs and are hypothesized to result in positive efficiency outcomes and better firm financial performance. In sum, agency theory is primarily concerned with efficiency from the perspective of shareholders, who invest resources and seek maximum return on their investment.

Meanwhile, studies in organization theory and strategic management suggest a number of alternative views about the nature of corporate governance. Stewardship theory has relaxed some of the assumptions about managerial behavior found in agency theory, arguing that managers may act as stewards for the good of the organization in situations where only relatively minor conflicts of interests exist (Davis 2005; Deutsch 2005). Likewise, stakeholder theory recognizes that the effectiveness of corporate governance practices depends on a wider set of firm-related actors and their interactions (Freeman 1984). Stakeholder theory shifts attention from efficiency arguments (e.g. narrow definitions of performance) toward a broader understanding of effectiveness in goal attainment in relation to the multiple objectives of different constituent firm stakeholders (Connolly *et al.* 1980). Yet, it has not developed a comprehensive and systematic framework which captures the interactions of different stakeholders with the environment or with each other.

Despite their differences, a common tendency within these research streams is their reliance on similar ‘closed systems’ logic to posit universalistic models of efficiency, which abstract away from important environmental complexities. In agency theory, the ‘under-contextualized’ approach remains restricted to mostly two actors (shareholders and managers) with little attention to how agency problems may vary across diverse task and resource environments, the life-cycle of organizations, or different institutional environments. Although Williamson (1991a: Williamson 1991b) suggests that transaction

costs may be different in different institutional and organizational contexts, he suggests that mainstream corporate governance research is “too preoccupied with issues of allocative efficiency ... to the neglect of organizational efficiency in which discrete structural alternatives were brought under scrutiny” (Williamson 1991a, p.277). Stewardship and stakeholder theory remove some restrictive assumptions of the agency approach, yet do not provide a comprehensive research framework that links corporate governance with the broader context of different organizational environments. Rather, most corporate governance research continues to view organizational outcomes in a ‘context free’ or universal manner, rather than based on how different organizational environments mediate hypothesized relationships between sets of corporate governance practices and organizational outcomes, such as effectiveness, efficiency, or performance (Ketchen *et al.* 1997). However, Jensen and Warner (1988, p.21) suggest in an article widely cited in financial economics that, “ownership, voting structure, capital structure, and managerial discretion interact with internal organizational forces and affect corporate behavior in important ways”. They conclude that further study of these issues by scholars from other disciplines may bring exciting contributions to the development of a science of organizations.

Empirical corporate governance research has begun to cast doubt on whether there is a direct and universal link between governance practices and firm efficiency. Many have begun to question whether this association holds across the multiple variants of agency conflicts (Van den Berghe *et al.* 2002), different organizational contingencies (e.g. entrepreneurial ventures, initial public offerings (IPOs), or mature firms), and in different national settings (Whitley 1999; Crouch 2005; Gourevitch and Shinn 2005; Kogut and Ragin 2006). For example, a large empirical literature has sought to predict the drivers of firm performance, having various main precursors—either board independence and size (Dalton *et al.* 1998), dual leadership arrangements (Beatty and Zajac 1994; Boyd 1994; Ocasio 1994; Dalton *et al.* 1998), executive pay (Bebchuk and Fried 2004), or ownership structure (Hoskisson *et al.* 2002). Yet empirical analyses have often failed to report any consistent effects, as in the case of board composition (for example, see Daily *et al.* 2003). This ambiguity is found in many areas of the corporate governance literature (Filatotchev *et al.* 2007).

Perhaps more important is the fact that the performance impact of corporate governance practices appears to differ with respect to the organizational contexts. For example, the impact of the market for corporate control has been shown to be different for different stakeholder groups. Takeovers create value for target firm shareholders (Datta *et al.* 1992; King *et al.* 2004), but are detrimental for acquiring firm shareholders or stakeholders such as employees (see Shleifer and Summers 1988; Conyon *et al.* 2001). Different aspects of the organization and its environment may also impact the role of governance practices, such as shifts in the role of the corporate board over the life cycle of companies (Hillman and Dalziel 2003; Lynall *et al.* 2003). Empirical results also show the opposite effects in different countries or even in the same country in different time periods. For example, studies of executive pay show strong correlations between pay and performance in the UK (Kubo 2001), whereas executive pay in Japan does not have incentive effects, so increasing the sensitivity of pay and performance has no impact on stock market performance (Kubo 2005). Similarly, whereas many studies reported a positive effect of monitoring by Japanese main banks on firm performance in the 1970s and 1980s (see Hoshi 1994), a decline in lending rates and changes in the macroeconomic climate have led to a strong negative relationship during the 1990s (Miyajima 2007).

We propose that corporate governance research should adopt a more ‘open-system’ approach, which draws more robustly upon existing literature in organizational sociology (Thompson 1967; Scott 2003). Open systems approaches treat organizational features as being interdependent with the diversity, fluctuations, and uncertainties of their environment, and reject universalistic ‘context-free’ propositions. The effectiveness of corporate governance practices will depend on threats and opportunities within a particular organizational environment, and how stakeholders strategically choose corporate governance practices in dialogue with it (Child 1997). An advantage of this approach is its ability to capture how organizations buffer, level, adapt to, or ration these interdependencies with their environments in ways that influence core characteristics and behavior of the organization. Interdependencies have also been underlined by work related to organizational structure (Blau and Schoenherr 1971) and strategy (see Hambrick 1984), as well as in resource dependency theory (Pfeffer and Salancik 1978) and comparative

institutional analysis (Aoki 2001; Crouch 2005). In short, open-systems approaches emphasize the importance of examining corporate governance practices within a holistic context, rather than as single factors acting in isolation.

A further advantage of an open systems perspective is in understanding how environmental factors shape the costs, contingencies, and complementarities, and in turn organizational outcomes, such as governance effectiveness. In line with organizational sociology, we view corporate governance practices as being effective within the context of different stakeholder constellations, their goals, values and resources, and specific organizational environments. While this concept of effectiveness goes beyond particular measures of financial performance, we suggest that the ‘open systems’ approach may be useful in studying the impact of corporate governance on a wide range of organizational outcomes that may range from a narrowly defined financial performance (e.g. return on assets, book-to-market ratio etc) to broader economic and social indicators (e.g. innovation, sustainability, and employee satisfaction). But studying effectiveness in an open systems context suggests the need to appreciate that corporate governance may take on different functions across different contexts and that the relative salience of these functions may shift as the firm develops. For example, innovation and growth may constitute performance goals at earlier stages of the enterprise, whereas broader stakeholder involvement may be more important at its maturity stage. For the purposes of this paper, we have identified several specific economic dimensions of effectiveness used widely in organization studies, which include the more traditional functions of wealth protection and the distribution of wealth among the firm’s stakeholders, as well as wealth creating aspects of corporate governance (O’Sullivan 2000). The wealth-creation function of corporate governance is often associated with encouraging entrepreneurial leadership and innovation even in large, mature organizations (Filatotchev and Wright 2005; Talaulicar *et al.* 2005). Although this function should ultimately lead to superior performance and growth, its effects on organizational outcomes are facilitated by entrepreneurial acts and innovation rather than by reduction in agency costs.

The ‘open systems’ approach is particularly suggestive for corporate governance research because governance itself plays a crucial role in mediating between more open institutional dimensions of

the environment and the more closed internal aspects of the firm. Despite strong development of more contextualized or environment-centered approaches in other areas of organization theory, similar contextual or environmental factors have largely been ignored within corporate governance research.<sup>3</sup> In the following section, we develop our conceptual framework which is grounded in organizational theory and synthesizes various empirical findings through a relatively parsimonious set of constructs.

## **AN ORGANIZATIONAL APPROACH TO CORPORATE GOVERNANCE**

We propose an organizational approach to corporate governance that draws on three specific constructs for understanding the interdependence between governance practices and the organizational environment in which these practices are conducted. These specific constructs are costs, contingencies, and complementarities. In short, we claim that the combination of certain corporate governance practices will lead to greater or lesser governance effectiveness depending on the costs, contingencies, and complementarities associated with different environments as illustrated in Figure 1. An important caveat is that our aim is not to construct typologies of different sorts of environments, such as technical, managerial, and institutional. Nor do we systematically map the differing dimensions within particular sorts of environments, such as the cross-national diversity of governance institutions or industry comparisons. Rather, our focus is on *how*, once various environments are identified, these may impact the different arrangements of corporate governance practices and ultimately measurable aspects of governance effectiveness. We discuss each of these constructs in turn.

-- Figure 1 about here --

### **Costs**

The potential benefit of various governance practices is at the core of corporate governance research. Most approaches posit that improved company performance results from minimizing agency costs or maximizing the firm's resource base. In addition, we consider governance in the context of potential cost implications related to the inputs of corporate governance. These often appear as 'externalities' or

---

<sup>3</sup> One notable exception in economics concerns work linking corporate governance to diverse organizational architectures, where information is bundled and shared in different ways depending on interdependencies among tasks and with external environments (Aoki, 2001).

unintended consequences that stem from or are manifest in the broader environment of the organization, and reduce the effectiveness of corporate governance. However, such costs will vary across firms to the extent that they operate in different sorts of environments. In this regard, cost-benefit analyses are rarely universally applicable to all organizations.

The implementation of different corporate governance practices may have associated costs of several types, starting with the systemic costs of compliance that are reflected in the firm's balance sheet and other accounting documentation (e.g. the audit costs or directors' insurance). In addition, corporate governance imposes less explicit opportunity costs (e.g. directors' time spent on governance issues instead of business strategy or changes in managerial risk preferences), proprietary costs (e.g. costs of disclosure of strategic information), and reputational costs (e.g. costs of fraud, misconduct, or corporate irresponsibility). These various costs may have different effects upon the multiple parameters of governance effectiveness, implying potential trade-offs between them.

Systemic costs of corporate governance are related to the out-of-pocket expenses associated with routine compliance with governance rules and regulations. More specifically, these costs include expenditures on recruitment and remuneration of executive and independent directors and costs of operating control and risk-management systems, including board committees. Notably, these systemic costs differ according to different sectoral and national regulatory environments. For example, Aguilera (2005) suggests that US accounting firms are increasingly concerned with being sued, and have developed a voluntary 'enhanced audit' which costs companies more than traditional audit services. In addition, new corporate governance rules under the Sarbanes-Oxley Act raise litigation risks and result in associated increases in the firm's expenditures on directors' insurance and indemnity policies (Zhang 2005). An important implication is the differential impact of systemic costs on firms depending on their resource capacities. For example, large firms with sufficient resources can more easily buffer these systemic costs, while smaller firms with greater resource constraints may be unable to comply and consequently face disproportional additional costs if forced to de-list from the stock exchange. The



phenomenon of delisting due to higher compliance costs is also more likely among foreign firms, since listing requires greater adaptation to US standards (Aguilera, 2005).

Beyond these direct systemic costs, corporate governance also entails less explicit and more indirect opportunity costs, which are often difficult to quantify. These costs relate to how governance impacts strategic priorities and consequently the exploitation of business opportunities. For example, managing relationships with institutional investors can cause opportunity costs, by diverting managers' attention from strategic and operating decisions associated with running the firm, toward anticipating short-term expectations about share prices. Therefore, opportunity costs may particularly affect the effectiveness of governance in terms of wealth creation. However, this depends on the specific nature and composition of investors who have different expectations regarding company behavior. In addition, litigation risks may change management's risk-taking behavior, and, in turn, this will likely impede firm growth. For example, the benefits of improving legal protection for shareholders, such as through greater disclosure, auditing, and control, may be offset by over-regulating the corporate governance environment in ways that detract from flexibility and risk-taking (Walsh and Seward 1990), again diminishing the effectiveness of entrepreneurial leadership.

A number of studies have found that corporate governance may have a high cost impact on the firm's proprietary information through requirements of information disclosure (Lang and Lundholm 2000; Healy and Palepu 2001). In market environments where competitive advantage depends on proprietary technology or timing of market entry, managers may face high costs to the extent that they are required to disclose information relevant to their trade secrets or other proprietary information about the firm's R&D in progress, innovations, or recent discoveries (Verrecchia 1983). Moreover, where parties face high legal liability for public statements, the extent or content of disclosure may be rationed to offset costs resulting from potential litigation (Beatty and Welch 1996).

Finally, corporate governance influences costs related to the reputation of the firm (Rao 1994; Rindova *et al.* 2005; Washington and Zajac 2005; Rhee and Haunschild 2006). During the heyday of American welfare capitalism, large US corporations built strong reputations and trust with their

employees based on strong managerial control (Jacoby 2005). However, trust was often irrevocably undermined through the wave of hostile takeovers during the 1980s, which often benefited shareholders but undermined managers reputations and ability to make credible commitments to employees or other stakeholders (Shleifer and Summers 1988). Some companies may be more vulnerable to reputation costs, such as auditing firms or food companies, than firms that are traditionally less reliant on reputational capital, such as steel or chemical firms. Companies may try to level reputational costs by adhering to voluntary standards developed to assure legitimacy within the industry sector (Bansal and Roth 2000), or national corporate governance codes based on ‘comply-or-explain’ principles (Aguilera and Cuervo-Cazurra 2004; Werder et al. 2005).

Costs therefore have a mediating impact on the effectiveness of various corporate governance practices as illustrated in Figure 1. The important point is that the degree of direct, opportunity, propriety, or reputational costs associated with a particular governance practice will impact different aspects of effectiveness and their salience will vary across different organizational environments. For example, recent work on Silicon Valley firms shows that reputation-based governance mechanisms are likely to be more effective in environments characterized by high levels of uncertainty (Podolny 2001). However, if firms are unable to level or buffer against particular types of costs within their environment, the costs of a particular governance practice may exceed the expected benefits. As will be discussed next with regard to contingencies, the salience of these different costs may be contingent upon the critical resources of the firm.

### **Contingencies**

Contingency theory examines how the effect of organizational (“structural”) characteristics on effectiveness or performance may be mediated or influenced by third variables, such as task uncertainty, task interdependence or size (Donaldson 2001). Although corporate governance might be considered as a structural characteristic within this framework, contingency theory has not been elaborated with regard to the effectiveness of corporate governance. Here we build on this research and examine how the effectiveness of corporate governance practice may be mediated by a different but important category of

contingencies, namely the resources and capabilities that shape firms' interdependences with different organizational environments (see O'Sullivan 2000). As such, we examine how corporate governance operates within the parameters of the organization, its internal and external resources, and strategy.

One aspect of resource-related contingencies is grounded in the resource-based view of the firm which takes into account its internal capabilities, such as skills, knowledge, and information (Barney 1991; Mahoney and Pandian 1992; Peteraf 1993). For example, corporate governance may play an important role in internal coordination and the motivation of critical employees, depending on the nature of the skills and knowledge that are critical for a firms' competitive advantage. Much literature in strategy has stressed the role of tacit knowledge (Penrose 1959; Grant 1996) or information (Itami and Roehl 1987) in influencing competitive advantage. However, newer literature argues that corporate governance practices are likely to shape firms' internal capabilities and routines. For example, Zahra and Filatotchev (2004) show that corporate governance in a knowledge-intensive entrepreneurial firm can be used strategically, as a means to develop and supplement the existing knowledge and experience of the original entrepreneurs by acquiring and exploiting externally generated knowledge and experience. Likewise, the degree and nature of firm-specific skills determine the demands on corporate governance for stakeholder participation. Aoki (2001) shows that in Japan insider-based corporate governance supports the formation of firm-specific skills and cooperative team-based production, which have contributed to firms' success in industries characterized by incremental innovation.

A further aspect of resource related contingencies comes from the resource dependency theory, which suggests that firms will respond to demands made by external actors or organizations upon whose resources they are heavily dependent, but also that organizations may seek to buffer against or minimize that external dependence (Pfeffer and Salancik 1978). For example, the degree and nature of external finance is likely to influence the demands placed on corporate governance for transparency or independence. Meeks *et al.* (1995) find different patterns of disclosure contingent on firm size, debt-equity ratios, country of incorporation, and international listing. Likewise, smaller and younger firms

may have less need of these governance mechanisms to the degree that their operations are more focused and easier to monitor through hands-on involvement.

Contingencies thus imply that the role of corporate governance is likely to differ in ways contingent upon both the external and internal resources which are critical within the context of the firms' organizational, market, sectoral, regulatory, or institutional environments. Since the nature and salience of these resources depends on the interplay with diverse organizational environments rather than being a universal model, we argue that contingencies associated with internal and external resources are likely to influence the effectiveness of particular governance practice. In other words, the effectiveness of governance practices may depend on the firm's size or age, the phases of growth or decline in the company's development, the character of innovation in different markets and sectors, and the regulatory and institutional constraints on business activity (Hermalin and Weisbach 1998; Deutsch 2005). While a contingency perspective rejects the notion of universal best practices (Donaldson 2001), it also suggests that policy will be more effective if it takes into account the potential diversity of governance mechanisms, which deal with important contingencies. In short, a 'one size fits all' approach is undesirable.

Empirical research on boards highlights the growing attention to how the effectiveness of various corporate governance practices differ based on contingencies. Recent meta-analysis has found that the relationship between firm performance and board size is stronger for smaller, as compared to larger firms (Dalton *et al.* 1999). Filatotchev and Toms (2003) and Hambrick and D'Aveni (1992) argue similarly that board diversity and director interlocks may play an important role in crisis situations, since, from a resource-dependency view, these board structures may generate more diverse networking opportunities to resource providers. Research on IPOs (Certo *et al.* 2001; Filatotchev and Bishop 2002; Sanders and Boivie 2004) also demonstrates that board diversity supports wealth-creating aspects of corporate governance in newly listed companies. On the other hand, Luoma and Goodstein (1998) focus on the board representation of stakeholders, including employees, public officials, suppliers, and customers, and discover that such representation is more likely when companies are large or are in highly regulated industries.

Another salient dimension of contingencies is the fact that the organizational resource base and its interdependence with external environments is not static, but an integral part of organizational dynamics. The application of a contingency-based concept of corporate governance has been developed within an emerging body of research on the life cycle of corporate governance (Johnson 1997; Lynall *et al.* 2003; Filatotchev and Wright 2005). This literature identifies a number of stages in the development of the firm where different ‘bundles’ of corporate governance characteristics are most effective. Corporate governance is viewed as a dynamic system whereby governance practices may address changing sets of environmental interdependencies throughout the different stages of the firm’s life cycle, such as start-up, growth, maturity, and decline. Over these stages, firms may evolve from having a very narrow resource base to having a more extensive and heterogeneous resource base. This transition may require at least temporary reliance on external resources, creating new corporate governance demands by external resource providers to assure that wealth is created on the basis of these firms specific resources and distributed fairly in terms of each factor providers, whether these are shareholders or other stakeholders. In addition, external financial resource providers might also care that costumers continue to be able to rely on the product that they obtain or that employees still have strong firm attachment which is critical for firm innovation and sustainable growth. Likewise, mature firms with more heterogeneous resource pools may face a greater range of stakeholder demands for accountability. As firms evolve over the life cycle, we argue that the effectiveness of corporate governance also undergoes shifts in the balance between accountability roles vs. resource and entrepreneurial roles, as the nature of their internal resources and interdependence on external resources also changes.

In the early stages of the life cycle, the entrepreneurial firm has a narrow resource base. It is usually owned and controlled by a tightly knit group of founder-managers and/or family investors, and the level of managerial accountability to external shareholders tends to be low. In this context, for example, the resource and knowledge contribution of board members may be relatively more important compared to monitoring functions that play a key role in more mature firms. As the firm grows, it will require access to external resources and, consequently, the board may be opened to external investors, such as

‘business angels’ and venture capital firms. These board members supply financial resources, but equally they provide the technical and industry expertise that broaden the knowledge base of the firm and contribute to its entrepreneurial capability. At the maturity stage, the balance between entrepreneurial and accountability roles shifts, since uncertainty about technology and markets diminishes and demand for financial resources to grow the business increases (for a discussion of these changes in uncertainty, see Podolny 2001). Consequently, corporate governance may shift towards greater transparency and increasing monitoring and control by external providers of resources. For example, an IPO is likely to offer the firm higher legitimacy and enhanced access to financial resources, but it is also accompanied by an increased demand for accountability and scrutiny from the investment community and other stakeholders.

The life cycle literature thus suggests that the changes in firms’ resources and capabilities alter the interdependence of the firm in a dynamic way, alongside transformations in the organizational and industry environment. Moreover, these changes may impose different demands on corporate governance practices. Therefore, in order to achieve governance effectiveness by fulfilling the interests of different stakeholders, corporate governance needs to adapt to different monitoring, resource, and strategy roles depending on given contingencies such as the stage of the firm’s life cycle. In this case, effective governance depends on patterned variation over the life-cycle, rather than conforming to a universalistic model. In sum, contingencies underline the ‘open’ nature of organizational interdependence, such that, whereas mature firms may be concerned with reducing agency costs, new entrepreneurial firms face different challenges in terms of anticipating future technological developments and growth opportunities as they try to buffer environmental uncertainties through long-term venture capital investments and network links associated with board interlocks (Filatotchev and Bishop 2002).

### **Complementarities**

A growing literature has considered corporate governance as a system of interdependent elements by exploring how governance practices interact and potentially complement each other as related ‘bundles’. The rapidly expanding research on comparative governance systems (e.g., Schmidt and Spindler, 2004)

suggests that various governance elements may complement each other in a consistent way to form path-dependent national systems within broader institutional and cultural context. As such, complementarities has emerged as a key concept in comparative work on the diversity of national systems of corporate governance (Aguilera and Jackson 2003; Schmidt and Spindler 2004). Just as with the contingencies literature discussed above, various governance practices are not seen as being universally applicable. Rather than isolated ‘best practices,’ corporate governance practices become effective only in particular combinations. However, this research is mainly concerned with complementarities between financial systems, legal institutions and governance models on a national level. We develop this research further by focusing on complementarities between governance practices on a firm level notwithstanding national and institutional differences. Complementarities concern such interactions between practices, and how these interdependencies align governance to potentially diverse organizational environments. Although the effectiveness of corporate governance practices depends on a ‘fit’ or adaptation to different contingencies and costs, as discussed in the previous sections, we treat complementarities here at the level of corporate governance practices themselves.<sup>4</sup> This perspective suggests mutual enhancement, as when the joint presence of two or more practices increases their effectiveness within the boundaries of particular costs and contingencies.

The notion of corporate governance as a system of interrelated elements having strategic or institutional complementarities has been proposed within the economics literature (Aoki 1994; Milgrom and Roberts 1994; 1995). Here complementarity is usually defined as situations where the difference in utility between two alternative institutions or practices  $U(x') - U(x'')$  increases for all actors in the domain  $X$ , when  $z'$  rather than  $z''$  prevails in domain  $Z$ , and vice-versa. If conditions known as ‘supermodularity’ exist, then  $x'$  and  $z'$  (as well as,  $x''$  and  $z''$ ) complement each other and constitute alternative equilibrium combinations (Milgrom and Roberts 1990; Aoki 2001). This view suggests interaction effects or ‘clustering’ of characteristics into particular combinations suggested by work on set theoretic approaches

---

<sup>4</sup> Generically, the concept of complementarities can be applied to analyze the relation of corporate governance practices and particular types of resource contingencies, such as various categories of human assets (Aoki and Jackson 2007). In this section, we limit our discussion of complementarities to corporate governance practices.

which have become important in management studies (Fiss forthcoming), comparative sociology of organizations (Maurice *et al.* 1986), and analysis of national business systems (Whitley 1999; Hall and Soskice 2001). An important implication is that effectiveness does not result from a universal ‘one best way’, but suggests that particular practices will be effective only in certain combinations. Furthermore, complementary sets of corporate governance practices may be further linked with costs and contingencies, as discussed in the previous sections, to understand how different patterns of corporate governance may give comparative advantages for different business strategies or industry environments (Aoki 2001; Hall and Soskice 2001).

Rather than focusing on broad institutional features described in the comparative literature, we examine complementarities in terms of the combinations of corporate governance practices at the level of organizations. Here we suggest that the simultaneous operation of multiple practices is important in limiting managerial opportunism (Walsh and Seward 1990; Rediker and Seth 1995; Hoskisson *et al.* 2002). For example, performance incentives for executives are more effective when complemented within high board independence and an effective market for corporate control. These interdependent practices would remain quite ineffective without further complementary practices, such as high information disclosure to investors to allow the market to price shares accurately and a rigorous system of auditing to assure the quality of that information. Consequently, information disclosure is demonstratively higher in the presence of corporate governance practices such as takeover bids (Brennan 1999), independent directors (Cheng and Courtenay 2004), and in firms where audit committees are independent and have financial expertise (Mangena and Pike 2004). Taken together, independent directors, executive pay incentives, information disclosure and takeovers markets form a key set of complementary elements at the core of the Anglo-American system of corporate governance. Such complementarities may also help explain why recent scandals such as Enron led to a systemic crisis in US corporate governance, since disruption of one element of the system negatively affected other complementary elements of this system so that it failed to work in a reinforcing manner and gradually broke down as gatekeepers, such as auditors and even non-executive directors, became increasingly co-



opted by managers (Coffee Jr. 2003), executive pay decoupled from performance (Bebchuk and Fried 2004), and the market for corporate control was tamed (Useem 1996).

Meanwhile, many elements common in Anglo-Saxon corporate governance remain absent in other countries. Where one specific mechanism is absent, others may be present and constitute alternative ‘systems’ (Schmidt *et al.* 2002). Different constellations may provide rather different economic functions but result in equally effective outcomes (Agrawal and Knoeber 1996). For example, in German and Japanese corporate governance systems, monitoring has been based on relationship-oriented banks rather than an active market for corporate control (Baums 1993; Aoki 1994). Jensen (1986) also suggests that when the market for corporate control is less efficient, the governance by debt holders may play a particularly important role in restraining managerial discretion. The long-term nature of bank-firm relationships may also complement a more active role for other stakeholders, such as employees, as employees’ investments in firm-specific capital are protected from ‘breaches of trust’ (Aoki 2001). Employee voice helps to make managers more accountable internally by more thoroughly justifying and negotiating key strategic decisions (Streeck 1992).<sup>5</sup>

Among all potential combinations of corporate governance practices, complementarities suggest that some combinations will be more effective than others. However, it must be noted that these combinations remain to be systematically theorized, let alone investigated empirically. For example, the complementarities between corporate governance and organizational architecture may depend on third sets of institutions, such as the domain of the state and polity (Aoki 2001). As a result, recent literature has found more complex or surprising combinations of corporate governance variables than implied by early works that focused on dichotomous comparisons of insider vs. outsider or shareholder vs. stakeholder systems. For example, the introduction of shareholder value practices in stakeholder oriented governance contexts suggests a number of surprising interactions, such as coalitions of employees and investors to promote greater transparency (Gourevitch and Shinn 2005; Jackson 2005). While mapping

---

<sup>5</sup> The recent experience of Germany suggests that employee representation on the board may have important effects on the design of executive stock option plans, leading to adoption of more and qualitatively stricter performance conditions than similar US companies (Buck and Shahrin 2005)

such combinations is beyond the scope of this paper, the important analytical point here is that the effectiveness of particular governance practices cannot be seen in isolation. In fact, a particular governance mechanism, such as the market for corporate control or monitoring by independent board members, may have opposite effects in different organizational contexts. Thus, whereas the market for corporate control may help exert discipline in the context of dispersed ownership and high transparency, the same may undermine the effective participation of stakeholders. Analytically, it is also critical to examine effectiveness in the context of the goals of different stakeholders. In particular, corporate governance may have potential trade-offs in terms of different aspects of effectiveness and firm performance (Crouch *et al.* 2005). Strong employee participation may increase agency costs but lower transaction costs. Take-overs may lower agency costs, but increase transaction costs. Inferences about the overall complementarity between particular practices or institutions remain challenging, and we cannot tell *a priori* which dimension will drive overall effectiveness (Jackson 2005). At the level of institutions, corporate governance embodying conflicting principles may also allow for more heterogeneous combinations of governance practices and maintaining the requisite variety for future adaptation in a population of firms (Stark 2001).

#### **INTERACTION OF COSTS, CONTINGENCIES AND COMPLEMENTARITIES IN DETERMINING THE EFFECTIVENESS OF CORPORATE GOVERNANCE**

Costs, contingencies, and complementarities do not exist in isolation, but jointly mediate the relationship between corporate governance practices and their effectiveness. Looking at these parameters in combination and in how they interact with other organizational environments is particularly important, since these three factors may add to, subtract from, or multiply each others' effects. Often policy or governance practices that raise costs may be beneficial to the extent that they help firms adapt to particular contingencies or increase effectiveness by complementing other aspects of corporate governance. Conversely, attempts at saving marginal costs by rationing inputs to governance may undermine potential complementarities and render it ineffective.

In Table 1, we provide a set of stylized cases that exemplify how costs, contingencies, and complementarities may interact in influencing the effectiveness of particular aspects of corporate governance. For the sake of illustration, we have selected three aspects of governance: board independence, information disclosure, and employee participation. In the first two examples, we compare two stylized cases that are ‘most similar’ in terms of broader national corporate governance systems (i.e. Anglo-Saxon and Latin systems), but show distinct sets of interdependencies at the organizational level in terms of costs, contingencies, and complementarities. In the last example, we compare cases across rather different national environments to highlight the presence or absence of complementarities. To provide an initial stylized application of our framework, we operationalize each of these three variables in terms of their degree of salience. Since we cannot analyze all potential costs, contingencies, or complementarities, we focus on specific examples related to the extent of the firms’ resource base and the strength of a given cost, contingency, or complementarity among stylized governance practices. Finally, we posit whether each constellation will have a positive or negative impact on the effectiveness of corporate governance overall.

--Table 1 near here --

### **Case 1: Board Independence**

To analyze the potential effectiveness of board independence, we compare the case of a large and mature public U.S. Fortune 500 firm with a small U.K. post-IPO venture firm. We suggest that for the U.S. firm, the systemic costs of compliance with requirements of board independence entail large out-of-pocket expenses, but these large firms have a high capacity to absorb such costs and receive strong benefits in terms of enhanced confidence among investors. Still, substantial opportunity costs may arise if the overall board lacks strategic ‘inside’ knowledge of the firm’s operations or industry environment. Hence, we suggest a medium to high level of costs for this sort of stylized firm. On the other hand, the U.K. venture firm faces high systemic costs by appointing independent directors, which may be hard to bear for small companies. Moreover, independent directors may increase risks of proprietary costs when strategically sensitive information is shared with company outsiders. In this case, the overall cost of

board independence is generally high, and it may negatively affect the effectiveness of the wealth-creating and wealth-protecting roles of independent directors.

In terms of contingencies, the large U.S. firm may operate in a mature or even declining industry context. Meanwhile, the resource base of the firm is broad and diverse. The stability of industry environment and large size of the firm both generally reduce the overall level of uncertainties facing the firm. Consequently, board independence may contribute to greater accountability to external stakeholders, who provide the key resources to the firm (O'Sullivan, 2000). On the other hand, the IPO firm is likely to operate in an emergent or growing industry characterized by greater uncertainty regarding technologies and market position. This smaller and younger firm is also likely to have a narrower resource base from which to buffer environmental uncertainty. In this context, the contribution of board directors will largely consist of anticipating environmental change and encouraging entrepreneurial decisions aimed at securing survival and long-term growth, whereas the traditional role of promoting accountability will be less salient. In such situations, the boundaries between learning and monitoring often become blurred (Sabel 1994), and the board members' knowledge and strategy roles are relatively more important than their monitoring capacity (Filatotchev and Bishop, 2002).

Board independence may display complementarities with other elements of corporate governance. For the mature U.S. firm, board independence is likely to be more effective due to the presence of information disclosure, which enhances communication between investors and the board. Without this complementary dialogue, outside board members are likely to be less truly independent and their effectiveness will diminish. Likewise, independent boards complement several other typical corporate governance practices. For example, independent directors generally decide on executive pay and assure appropriate incentive alignment between executives and shareholder interests. At a broader institutional level, the independence of directors is enhanced by the existence of comparatively strong legal protection of shareholder rights. For the U.K. IPO firm, board independence may be less effective due to the lack of similar complementarities with other corporate governance practices. Venture firms tend to have large block shareholding by venture capitalists or entrepreneurs, and so they hold seats on the

board and provide a strong monitoring role without the presence of independent ‘outside’ directors.<sup>6</sup>

Institutionally, the stock market segment for U.K. entrepreneurial IPOs (e.g. the Alternative Investment Market) have relatively less demanding disclosure requirements, which may impair the effectiveness of independent directors and their accountability to the generally fewer outside shareholders. Notably, the interdependence of board structure with other corporate governance elements differs here at the organizational level despite being part of a similar Anglo-American ‘system’ of corporate governance.

This illustrative discussion suggests that board independence will have a positive influence on the effectiveness of corporate governance in the U.S. firm, but a potentially negative influence in the U.K. firm. In the U.S., costs are only moderate, the firm’s resource base is relatively extensive and the boards monitoring role is buffered from environmental uncertainty, and complementarities with other corporate governance practices are high - all of which align the role of board independence with the broader organizational environment. Meanwhile, the U.K. IPO firm faces higher costs, greater environmental uncertainties which disrupt the monitoring role of the independent board members, and fewer complementary corporate governance practices. Taken together, board independence is less well aligned to the organizational environment of the UK firm.

## **Case 2: Information Disclosure**

To explore the effectiveness of information disclosure as a corporate governance practice, we draw on two stylized cases from the Latin model of corporate governance (Rhodes and van Apeldoorn 1997; Aguilera 2003; Goyer 2003; Hoskisson *et al.* 2004; Trento 2005). In particular, we compare information disclosure patterns for a large family-owned and publicly traded Italian firm and a large recently privatized French firm. Both firms are publicly traded because they want to have access to equity capital, and their critical difference is the different nature of their blockholder interests.

Previous studies suggest that family owners may have superior monitoring abilities relative to diffused shareholders, especially when family ownership is combined with family control over

---

<sup>6</sup> An alternative interpretation is that the presence of independent ‘outside’ directors would actually complement this corporate governance arrangement in a different way by providing access to external resources, and a further check against the domination of large owners.

management and the board of the firm (Anderson and Reeb 2004). Because owners in the current generation have the tendency and obligation to preserve wealth for the next generation, family firms often possess longer time horizons compared to non-family firms. Family members, therefore, represent a special class of large shareholders that may have a unique incentive structure, a strong voice in the firm, and powerful motivation to make longer-term strategic decisions (Becht and Roel 1999; Dhnadirek and Tang 2003). In terms of the costs of information disclosure, the close knit nature of family ownership may lead families to resist disclosing information to outside parties such as the government and other non-family shareholders, because they do not want to lose strategic control or seek to preserve family network-based relationships with suppliers and customers (Khanna and Rivkin 2001). The majority family-owned firm will also encounter high opportunity costs in compiling all the necessary disclosure information as they tend to keep majority control even for listed companies and hence continue making all key firm strategic decisions (Van den Berghe *et al.* 2002). Alternatively, a recently privatized French firm will be able to benefit from the privatization process information disclosure spillovers and in that regard the systemic costs associated with information disclosure should not be as high when the firm becomes public. In addition, because this large privatized firm will have a broader shareholder base, the opportunity costs of disclosing are low as the information process is a core part of raising capital, particularly when targeting foreign capital (Goyer 2003), and will contribute to positive reputation in terms of governance accountability and transparency.

Regarding contingencies, both the Italian and the French firm are large and most likely in mature or even declining industries characterized by relatively few environmental uncertainties and a broad resource base. They both possess a stable legacy and deep pool of internal resources either provided by their family-ownership tradition or by being former state-owned firms which traditionally did not need to rely much on outside resources. Hence, we categorize the contingencies of these two firms as having an extensive resource base which will be accompanied with low environmental uncertainty.

Finally, information disclosure may interact with quite different sets of complementary governance practices in these two cases. In Italy, disclosure is likely to display only weak

complementarities with other existing governance practices, since ownership structure is concentrated and pyramidal. Family majority owners thus have power to monitor management effectively without high public disclosure requirements, as indicated above, and disclosure may even undermine this effectiveness. Likewise, the minority shareholders in Italy acquire shares on a fairly underdeveloped stock market with low accountability standards, weak mechanisms to exercise voice, and a minimal presence of active shareholders, such as foreign institutional investors, who would claim and benefit from disclosure. Thus, the large family-owned, traded Italian firm will not find that information disclosure as a governance practice has high effectiveness in terms of wealth creation, protection, and distribution given the high associated costs and low complementarities with other practices. On the contrary, in the French firm, information disclosure exhibits a strong complementarity with other governance practices such as the existence of market for professional (i.e. non-family) management, dispersed ownership, and the critical presence of foreign institutional investors who rely heavily on information disclosure in order to fulfill their governance roles through extensive shareholder engagement with company policy. State blockholders may also require transparency to avoid claims on unfair competition in international markets. In this regard, for the large recently privatized French firm, information disclosure will generate high governance effectiveness in terms of wealth creation, protection, and distribution among the different shareholders, given the low costs of implementation and the strong complementarity fit with other practices.

Therefore, even when firms have similar resource-related contingencies, information disclosure may have different effectiveness as a corporate governance practice depending on the nature of the blockholders as well as their interaction with the local environment of the firm. In the Italian example, because of the high cost of disclosure and low complementarities with other corporate governance practices, information disclosure is likely to have a low effectiveness in terms of the main roles of corporate governance, such as wealth protection for family owners and other aspects of the longer-term wealth generation that may be related to their stable control. In the French firm, information disclosure is

likely to have high effectiveness because the costs of disclosure are low, and this practice is reinforced by other existing practices.

### **Case 3: Insider Control**

Finally, we compare two stylized cases of employee or insider control in post-privatization Russia (Buck *et al.* 2000) and in Japan (Aoki 1988) to explore the effectiveness of employee participation as a corporate governance practice. In particular, our stylized examples concern large automobile companies that are integral to the economic development of these two countries. Insider control emerged in the Russian firm as a result of mass privatization, which has been designed to transfer state ownership to private investors and promote the development of Anglo-Saxon governance based on active capital markets. Instead, it resulted in employees and managers receiving large ownership stakes that guarantee absolute insider control, with outside minority investors being effectively excluded from participation in strategy decisions (Buck *et al.* 2000). Employee share ownership is also very common in Japan, although the size of stakes is smaller. Shares were given to employees in the wake of post-war efforts to ban ownership by zaibatsu families and lessen the concentration of economic power, but they quickly began to sell these shares and this led banks to intervene to stabilize the market (Jackson 2001; Gourevitch and Shinn 2005). In Japan, however, insider control was built through a system of cross-shareholdings among group companies and financial institutions, where managers of one firm control stakes in other firms.

Regarding costs, both companies exhibit similar patterns. Systemic costs of insider control are shifted largely to minority shareholders, who have weak legal rights and little capacity to exert influence on the company given that a stable majority of shares are controlled by insiders. Opportunity costs, however, may be relatively high due to the strong commitment of resources to employee welfare and provision of stable employment. Therefore, we assume that costs of employee and insider forms of ownership range from low to moderate.

In terms of contingencies, the automobile industry is dominated by large, mature firms with an extensive resources base and which operate within established markets. However, Russian firms are often faced with strong legacies of central planning and need substantial modernization and restructuring. In



addition, firm resources may be extensive and suggest high dependency on external resources, but business strategy in automobiles is dominated by incremental innovation and quality-based product competition that also demands very strong internal capabilities and long-term orientation (Hall and Soskice 2001). In both organizational contexts, therefore, the wealth-creating functions of corporate governance are very important, although with the Russian firm having a particularly strong need in terms of entrepreneurial transformation. Here, stable commitments to employees may be critical to assuring smooth coordination of production, involving workers in raising quality, and reducing transaction costs (Streeck 1987). A large literature on Japanese production methods suggests that employee participation is a key governance factor in mobilizing the commitment and cooperation of shop floor workers engaged in lean production (Sako 1992). Given the importance of buffering and adjusting to environmental uncertainties related to complex, modular production and smooth central resource inputs, strong insider control is a potentially effective corporate governance arrangement.

Despite these similarities in terms of costs and contingencies, the effectiveness of insider control is influenced by strikingly different sets of complementary institutions in Russia and Japan. In Russia, insider control lacks any ultimate checks and balances, since employees usually place their shares in manager-controlled trusts. They can only sell their shares on a restricted basis, and outside shareholders have only limited possibilities to exert control over managerial discretion. Furthermore, state credit guarantees have led to substantial soft-budgeting problems, and lenders are not generally involved in corporate governance. Facing unchecked insider control, external investors are generally reluctant to provide much needed finance for restructuring and modernization, and, as a result, the effectiveness of employee ownership as a corporate governance practice is low.

In Japan, insider control is constructed within a context of other complementary governance practices. First, while employees and insiders maintain control under normal circumstances, the Japanese main bank plays an important role of contingent governance, whereby it may intervene when the business situation deteriorates and the viability of the enterprise is threatened (Aoki and Patrick 1994). Second, employee voice is not based solely on ownership, but linked with enterprise-based unions, long-term

employment guarantees, seniority wages, and internal training and job rotation to assure the flexibility and commitment of this stable labor force (Jeong and Aguilera, forthcoming; Dore 1996). Thus, insider control in Japan remains effective because it is complemented by the shadow of outside intervention by the main bank, as well as being internally structured through an independent system of incentives, rewards, and participatory practices. Both of these elements are absent in the Russian case, making insider control highly ineffective.

In sum, our three hypothetical case comparisons highlight a selection range of the different interdependencies between costs, contingencies and complementarities. In the first case, the firms were different along three contextual dimensions (costs, contingencies and complementarities). In the U.K. IPO example, these factors had a compounding and negative impact on the effectiveness of board independence, whereas in the U.S. Fortune 500 case high costs were offset by fit with contingencies and complementarities with other corporate governance parameters. In the second case, we compared firms with similar resource endowments, but facing different costs and complementarities. In the Italian family firm example, information disclosure imposed high costs and had negative complementarities with other governance practices, such as concentrated ownership. Meanwhile, information disclosure imposed fewer costs on the French privatization case, since this firm faces fewer opportunity costs and has other complementary governance practices in the board and investor engagement. In the final case, we compare firms from Russia and Japan, which are similar in terms of costs and contingencies, but differ in terms of the extent of complementarities. Again, we argue that this would create differences in the effectiveness of governance practices (e.g., employee participation). Together, these stylized cases suggest that even one-dimensional difference in contextual factors still may affect the efficiency of governance practice, although we are not able to evaluate differences in effectiveness further here in a quantitative sense for reasons outlined above.

## **DISCUSSION AND POLICY IMPLICATIONS**

Our framework has highlighted the importance of ‘contextual factors’ based on different organizational environments. Much corporate governance research is limited to rather homogeneous contexts, the

results of which may be hard to generalize across different samples of firms or national systems. In addition, the vast majority of previous studies are focused on particular governance practices, without taking into account potential interdependencies and/or costs involved. We suggest that these should not be treated, in theoretical or methodological terms, simply as ‘control variables’ in understanding otherwise universal relationships. We further argue that theory and empirical research should progress to a more context-dependent understanding of corporate governance and that this, in turn, will prove very useful for practitioners and policy makers interested in ‘applying’ corporate governance in particular situations. In theoretical terms, more attention must be paid to the diversity of empirical results and these differences must be more explicitly built into theoretical models. In empirical terms, recent methodological advances may help operationalize and test more complex and context-depending theories in ways that are hard to do in large-scale sample-based research, which often relies on very broad proxies for context factors. For example, comparisons and case analysis based on set-theoretic methods can be a very fruitful avenue for further research. A potentially more contentious argument is that understanding effectiveness requires greater sensitivity to how corporate governance affects *different aspects* of effectiveness for different stakeholders and in different contexts. For example, whereas return on equity may be relevant for the governance of mature firms, younger entrepreneurial firms’ performance may be better measured by innovation and growth. A balance between different functions of governance may also change when the firm evolves from its entrepreneurial stage through an IPO to growth and maturity stages. Likewise, corporate governance is likely to be associated with different distributive outcomes among corporate stakeholders, which reflect how risks and rewards to their relative resource contributions are governance.

The argument above for a more contextualized approach to corporate governance has implications for public policy. In the light of corporate governance scandals and perceived advantages in reforming governance systems, debates have emerged over the appropriateness of different policy approaches based on hard law or regulation that draws upon soft law, such as codes based around comply-or-explain principles. The hard law approach to regulation, such as US Sarbanes-Oxley Act, seeks to

strengthen corporate governance through legal rules that cover all companies operating in a particular jurisdiction. Such an approach mandates high minimum standards and failure to meet these results in severe legal penalties. Soft law, such as the U.K. Combined Code, is based on an alternative approach of comply-or-explain principles. This approach has been criticized for its weaker degree of enforcement and inability to mandate uniform minimum standards, but also has potential benefits in dealing with costs, contingencies, and complementarities. Namely, the flexibility for firms to adapt or mix various corporate governance practices under soft-law may help them to tailor corporate governance to diverse organizational environments. For example, Arcot and Bruno (2006) find that giving good quality explanations for non-compliance with the U.K. code is associated with higher corporate performance than ‘box ticking’ compliance.

The jury is still out on the two approaches. However, we suggest that the trade-offs involved can be better understood by analyzing the implementation of policy in terms of costs, contingencies, and complementarities. For example, Sarbanes-Oxley has been criticized as being too rigid and imposing excessively high costs, whereas the U.K. codes have needed to be strengthened by greater legislative underpinnings to assure enforcement. However, the fact that the U.K. approach is arguably the less universalistic and more contextualized may also help explain why, as other countries look to the U.S. and U.K. as early pioneers in the field, they have adopted some aspects of the U.S. approach, but on the whole have tended more to follow the U.K. Codes approach (Aguilera and Cuervo-Cazurra, 2004). This may also be evidenced in the present tendency for a growing number of firms to prefer listing in London rather than in New York.

## **CONCLUSION**

This paper has developed a critique of corporate governance research, especially within principal-agent theory, but also within the stakeholder traditions, based on its lack of systematic attention to ‘contextual’ factors grounded in diverse organizational environments. While the ‘open systems’ approach to understanding organizations and their environments has been a staple of organization theory, similar lines of inquiry remain surprisingly underdeveloped within the corporate governance literature. We have

suggested a framework for looking at environmental interdependencies of corporate governance in terms of costs, contingencies, and complementarities related to various well-known practices of corporate governance. In order to take systematic account of these factors in future empirical research, studies of corporate governance must explore the patterned variation of corporate governance practices, their combinations, and their effectiveness in terms of alignment of organizations with a more contextualized view of organizational environments.

## REFERENCES

- Agrawal, A and C Knoeber (1996) 'Firm performance and mechanisms to control agency problems between managers and shareholders', *Journal of Financial and Quantitative Analysis* 31, 377-395.
- Aguilera, Ruth V. (2003) 'Are Italy and Spain Mediterranean Sisters? A Comparison of Corporate Governance Systems'. In Aguilera, R. V. and M. Federowicz (Eds.) *Corporate Governance in a Changing and Political Environment: Trajectories of Institutional Change on the Europe Continent*. London, Palgrave Macmillan. pp.23-70.
- Aguilera, Ruth V. and Alvaro Cuervo-Cazurra (2004) 'Codes of Good Governance Worldwide: What is the Trigger?', *Organization Studies* 25, 415-443.
- Aguilera, Ruth V. (2005) 'Corporate governance and director accountability: an institutional comparative perspective', *British Journal of Management* 16(S39-S53. ).
- Aguilera, Ruth V. and Gregory Jackson (2003) 'The Cross-National Diversity of Corporate Governance: Dimensions and Determinants', *Academy of Management Review* 28(3), 447-465.
- Ahmadjian, Christina L. and Gregory E. Robbins (2005) 'A Clash of Capitalisms: Foreign Shareholders And Corporate Restructuring in 1990s Japan', *American Sociological Review* 70(3), 451-471.
- Anderson, R. and D. Reeb (2004) 'Board composition: balancing family influence in S&P 500 firms', *Administrative Science Quarterly* 49, 209-237.
- Aoki, Masahiko (1988) *Information, incentives, and bargaining in the Japanese economy*. Cambridge, Cambridge University Press.
- Aoki, Masahiko (1994) 'The Japanese Firm as a System of Attributes'. In Aoki, Masahiko and Ronald Dore (Eds.) *The Japanese Firm: Sources of Competitive Strength*. Oxford, Oxford University Press. pp.11-40.
- Aoki, Masahiko (2001) *Toward a Comparative Institutional Analysis*. Cambridge, MA, MIT Press.
- Aoki, Masahiko and Gregory Jackson (2007) 'Understanding the Emerging Diversity of Corporate Governance and Organizational Architecture', *American Economic Association Conference Paper, Chicago, Jan. 2007*.
- Aoki, Masahiko, Gregory Jackson and Hideaki Miyajima (2007) *Corporate Governance in Japan: Institutional Change and Organizational Diversity*. Oxford, Oxford University Press.
- Aoki, Masahiko and Hugh Patrick, (Eds) (1994) *The Japanese Main Bank System: Its Relevance for Developing and Transforming Economies*. Oxford, Oxford University Press.
- Arcot, Sridhar R. and Valentina G. Bruno (2006) 'One size does not fit all, after all: Evidence from Corporate Governance', *mimeo, Financial Markets Group, London School of Economics*.
- Barney, Jay B. (1991) 'Firm Resources and Sustained Competitive Advantage', *Journal of Management* 17(1), 99-120.
- Baums, Theodor (1993) 'Takeovers versus Institutions in Corporate Governance in Germany.' In Prentice, D.D. and P.R.J. Holland (Eds.) *Contemporary Issues in Corporate Governance*. Oxford, Clarendon Press. pp.151-183.
- Beatty, Randolph P. and Edward J. Zajac (1994) 'Managerial incentives, monitoring and risk bearing: a study of executive compensation, ownership, and board structure in initial public offerings', *Administrative Science Quarterly* 39(2), 313-335.
- Beatty, RP and I. Welch (1996) 'Issuer expenses and legal liability in initial public offerings', *Journal of Law and Economics* 39, 545-602.
- Bebchuk, Lucian and Jesse Fried (2004) *Pay without Performance : The Unfulfilled Promise of Executive Compensation*. Cambridge, MA, Harvard University Press.
- Becht, Marco and Ailsa Roel (1999) 'Blockholding in Europe: An International Comparison', *European Economic Review* 43, 1049-1056.
- Blau, Peter. M. and R. A. Schoenherr (1971) *The Structure of Organizations*. New York, Basic Books.
- Boyd, B. K. (1994) 'Board control and CEO compensation', *Strategic Management Journal* 15, 335-344. .

- Brennan, N. (1999) 'Voluntary disclosure of profit forecasts by target companies in takeover bids', *Journal of Business Finance and Accounting* 26, 883-918.
- Buck, Trevor W. and A. Shahrim (2005) 'The Translation of Corporate Governance Changes Across National Cultures: The Case of Germany', *Journal of International Business Studies* 36, 42-61.
- Buck, Trevor W., Igor Filatotchev, Peter Nolan and Mike Wright (2000) 'Different path to economic reform in Russia and China: causes and consequences', *Journal of World Business* 35(4), 379-400.
- Certo, TS, CM Daily and DR. Dalton (2001) 'Wealth and the Effects of Founder Management Among IPO-Stage New Ventures', *Strategic Management Journal* 22, 641-658. .
- Cheng, E. and S. Courtenay (2004) Board composition, regulatory regime, and voluntary disclosure, mimeo, Nanyang Business School, Singapore.
- Child, John (1997) 'Strategic Choice in the Analysis of Action, Structure, Organizations and Environment: Retrospect and Prospect.' *Organization Studies* 18(1), 43-76.
- Coffee Jr., John C. (2003) "'What Caused Enron?: A Capsule Social and Economic History of the 1990's', *Columbia Law and Economics Working Paper No. 214*.
- Connolly, Terry, Edward J. Conlon and Stuart Jay Deutsch (1980) 'Organizational Effectiveness: A Multiple-Constituency Approach', *Academy of Management Review* 5(2), 211-217.
- Canyon, Martin J, Sourafel Girma, Steve Thompson and Peter Wright (2001) 'Do Hostile Mergers Destroy Jobs?' *Journal of Economic Behavior & Organization* 45(4), 427-440.
- Crouch, Colin (2005) *Capitalist Diversity and Change. Recombinant Governance and Institutional Entrepreneurs*. Oxford, Oxford University Press.
- Crouch, Colin, Wolfgang Streeck, Robert Boyer, Bruno Amable, Peter A. Hall and Gregory Jackson (2005) 'Dialogue on 'Institutional complementarity and political economy'', *Socio-Economic Review* 2(4), 359-382.
- Daily, C., D Dalton and N Rajagopalan (2003) 'Governance through ownership: centuries of practice, decades of research', *Academy of Management Journal* 46, 115-158.
- Dalton, D R, C M Daily, JL Johnson and AE. Ellstrand (1999) 'Number of Directors and Financial Performance: A Meta-Analysis', *Academy of Management Journal* 42, 674-686.
- Dalton, D., C Daily, S Certo and R Roengpitya (2003) 'Meta-analysis of financial performance and equity: fusion or confusion?' *Academy of Management Journal* 46, 13-26.
- Dalton, D. R, C. M Daily, A. E Ellstrand and J. L. Johnson (1998) 'Meta-analytic review of board composition, leadership structure, and financial performance', *Strategic Management Journal* 19, 269-290.
- Datta, DK, GP Pinches and VK Narayanan (1992) 'Factors Influencing Wealth Creation from Mergers and Acquisitions: A Meta-Analysis', *Strategic Management Journal* 13(1), 67-84.
- Davis, Gerald F. (2005) 'New Directions in Corporate Governance', *Annual Review of Sociology* 31(1), 143-162.
- Davis, Gerald F. and Christopher Marquis (2005) 'Prospects for Organization Theory in the Early Twenty-First Century: Institutional Fields and Mechanisms', *Organization Science* 16(4), 332-343.
- Deutsch, Y. (2005) 'The impact of board composition on firm's critical decisions: a meta-analytic review', *Journal of Management* 31(3), 424-444.
- Dhnadirek, R. and J. Tang (2003) 'Corporate Governance Problems in Thailand: Is Ownership Concentration the Cause?' *Asia Pacific Business Review* 10(2), 121-138.
- Donaldson, Lex (2001) *The Contingency Theory of Organization*. Thousand Oaks, CA, Sage.
- Dore, Ronald (1996) 'Unions Between Class and Enterprise', *Industrielle Beziehungen* 3(2).
- Fama, Eugene (1980) 'Agency Problems and the Theory of the Firm', *Journal of Political Economy* Vol. 88, 288.
- Fama, Eugene and Michael Jensen (1983) 'Agency Problems and Residual Claims', *Journal of Law and Economics* 26, 327-349.

- Filatotchev, I and S Toms (2003) 'Corporate Governance, Strategy and Survival in a Declining Industry: A study of UK Cotton Textile Companies', *Journal of Management Studies* 40(4), 895-920.
- Filatotchev, Igor and K. Bishop (2002) 'Board composition, share ownership and 'underpricing' of UK IPO firms', *Strategic Management Journal* 23(10), 941-955.
- Filatotchev, Igor, Gregory Jackson, Howard Gospel and Deborah Allcock (2007) Key Drivers of 'Good' Corporate Governance and the Appropriateness of UK Policy Responses. London Department of Trade and Industry.
- Filatotchev, Igor and Mike Wright, (Eds) (2005) *Corporate Governance Life-Cycle*. London, Edward Elgar.
- Fiss, Peer C. (forthcoming) 'A Set-Theoretic Approach to Organizational Configurations', *Academy of Management Review*.
- Fiss, Peer C. and Edward Zajac (2004) 'The Diffusion of Ideas over Contested Terrain: The (Non)adoption of a Shareholder Value Orientation among German Firms', *Administrative Science Quarterly* December(49), 501-534.
- Freeman, R E. (1984) *Strategic Management: A Stakeholder Approach*. Boston., Pitman.
- Gospel, Howard and Andrew Pendleton, (Eds) (2005) *Corporate Governance and Labour Management: An International Comparison*. Oxford, Oxford University Press.
- Gourevitch, Peter A. and James Shinn (2005) *Political Power and Corporate Control : The New Global Politics of Corporate Governance* Princeton, NJ, Princeton University Press.
- Goyer, Michel (2003) 'Corporate Governance, Employees, and the Focus on Core Competencies in France and Germany'. In Milhaupt, Curtis (Ed.) *Global Markets, Domestic Institutions: Corporate Law and Governance in a New Era of Cross-Border Deals*. New York, Columbia University Press. pp.183-213
- Grant, R. M. (1996) 'Toward a Knowledge-Based Theory of the Firm', *Strategic Management Journal* 17(Winter Special Issue), 109-122.
- Hall, Peter A. and David Soskice (2001) 'An Introduction to Varieties of Capitalism'. In Hall, Peter A. and David Soskice (Eds.) *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. Oxford, Oxford University Press. pp.1-70.
- Hall, Peter A. and David Soskice, (Eds) (2001) *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. Oxford, Oxford University Press.
- Hambrick, D. C. (1984) 'Taxonomic Approaches to Studying Strategy: Some Conceptual and Methodological Issues', *Journal of Management* 10, 27-41.
- Hambrick, D. C. and R. A. D'Aveni (1992) 'Top team deterioration as part of the downward spiral of large corporate bankruptcies', *Management Science* 38, 1445-1466.
- Hart, Oliver (1983) 'The market mechanism as an incentive system', *Bell Journal of Economics* 14, 42-64.
- Healy, P. and K. G. Palepu (2001) 'Information asymmetry, corporate disclosure, and the capital market: A review of the empirical disclosure literature', *Journal of Accounting and Economics* 31(1-3), 405-440.
- Hermalin, BE and MS. Weisbach (1998) 'Endogenously Chosen Boards of Directors and Their Monitoring of the CEO', *American Economic Review* 88, 96-118.
- Hillman, A.J. and T. Dalziel (2003) 'Boards of directors and firm performance: Integrating agency and resource dependence perspectives.' *Academy of Management Review* 28(3), 383-396.
- Holderness, CG and DP. Sheehan (1988) 'The role of majority shareholders in publicly held corporations', *Journal of Financial Economics* 20, 317-346.
- Hoshi, Takeo (1994) 'The Economic Role of Corporate Grouping and the Main Bank System'. In Aoki, Masahiko and Ronald Dore (Eds.) *The Japanese Firm: The Source of Competitive Strength*. Oxford, Oxford University Press. pp.285-309.
- Hoskisson, R.E., M.A Hitt, R.A. Johnson and W. Grossman (2002) 'Conflicting voices: The effects of institutional ownership heterogeneity and internal governance on corporate innovation strategies', *Academy of Management Journal* 45, 697-716.



- Hoskisson, Robert E., Albert A. Jr. Cannella, Laszlo Tihanyi and Rosario Faraci (2004) 'Asset Restructuring and Business Group Affiliation in French Civil Law Countries', *Strategic Management Journal* 25(6), 525-539.
- Itami, Hiroyuki and Tom Roehl (1987) *Mobilizing Invisible Assets*. Cambridge, Ma, Harvard University Press.
- Jackson, Gregory (2001) 'The Origins of Nonliberal Corporate Governance in Germany and Japan'. In Streeck, Wolfgang and Kozo Yamamura (Eds.) *The Origins of Nonliberal Capitalism: Germany and Japan in Comparison*. Ithaca, NY, Cornell University Press. pp.121-170.
- Jackson, Gregory (2005) 'Modeling Complementarity: Multiple Functions and Different Levels', *Socio-Economic Review* 3, 381-384.
- Jackson, Gregory (2005) 'Stakeholders under Pressure: Corporate Governance and Labour Management in Germany and Japan', *Corporate Governance: An International Review* 13(3), 419-428.
- Jacoby, Sanford M. (2005) 'Corporate Governance and Employees in the United States'. In Gospel, Howard and Andrew Pendleton (Eds.) *Corporate Governance and Labour Management: An International Comparison*. Oxford, Oxford University Press. pp.284-309.
- Jensen, M. C. (1986) 'Agency costs of free cash flow, corporate finance, and takeovers', *American Economic Review* 76, 323-329.
- Jensen, M. and K Murphy (1990) 'Performance Pay and Top-Management Incentives', *Journal of Political Economy* 98(2), 225-264.
- Jensen, Michael (1986) 'Agency Costs of Free Cash Flow, Corporate Finance and Takeovers', *American Economic Review* 76, 323-329.
- Jensen, Michael C and R. Ruback (1983) 'The Market for Corporate Control: The Scientific Evidence', *Journal of Financial Economics* 11, 5-50.
- Jensen, Michael C. (1993) 'The modern industrial revolution, exit and the failure of internal control systems', *Journal of Finance* 48(3), 831-880.
- Jensen, Michael C. (2001) 'Value Maximization, Stakeholder Theory, and the Corporate Objective Function', *European Financial Management Review* 14(3).
- Jensen, Michael C. and Jerold B. Warner (1988) 'The distribution of power among corporate managers, shareholders, and directors', *Journal of Financial Economics* 20, 3-24.
- Jeong, Dae Yong and Ruth V. Aguilera (forthcoming) 'The evolution of enterprise unionism in Japan: A socio-political perspective', *British Journal of Industrial Relations*.
- Johnson, R. B (1997) 'The board of directors over time: Composition and the organizational life cycle', *International Journal of Management* 14, 339-344.
- Ketchen, David J., James G. Combs, Craig J. Russell, Chris Schook, Michelle A. Dean, Janet Runge, Franz T. Lohrke, Stefanie E. Nahmann, Dawn Ebe Haptonstahl, Robert Baker, Brenden A. Beckstein, Charles Handler, Heather Honig and Stephen Lamoureux (1997) 'Organizational Configurations and Performance: A Meta-Analysis', *Academy of Management Journal* 40(1), 223-240.
- Khanna, Tarun and Jan W. Rivkin (2001) 'Estimating the performance effects of business groups in emerging markets', *Strategic Management Journal* 22(1), 45-74.
- King, David R., Dan R. Dalton, Catherine M. Daily and Jeffrey G. Covin (2004) 'Meta-Analysis of Post-Acquisitions Performance: Indications of Unidentified Moderators', *Strategic Management Journal* 25, 187-200.
- Kogut, Bruce, John Paul MacDuffie and Charles C. Ragin (2004) 'Prototypes and Strategy: Assigning Causal Credit Using Fuzzy Sets', *European Management Review* 1(2), 114-131.
- Kogut, Bruce and Charles C. Ragin (2006) 'Exploring complexity when diversity is limited: institutional complementarity in theories of rule of law and national systems revisited', *European Management Review* 3(1), 44-59.
- Kubo, Katsuyuki (2001) 'Directors' Incentive in Japan and the UK', *Vierteljahrshefte zur Wirtschaftsforschung (Quarterly Journal of Economic Research)* 70(2), 228-232.

- Kubo, Katsuyuki (2005) 'Executive Compensation Policy and Company Performance in Japan', *Corporate Governance: An International Review* 13(3), 429-436.
- Lang, M and R. Lundholm (2000) 'Voluntary disclosure during equity offerings: reducing information asymmetry or hyping the stock?' *Contemporary Accounting Research* 17(4), 623-663.
- Luoma, P and J Goodstein (1998) 'Stakeholders and corporate boards: institutional influences on board composition and structure', *Academy of Management Journal* 42(5), 553-563.
- Lynall, M.D, B.R Goden and A.J. Hillman (2003) 'Board composition from adolescence to maturity: a multitheoretic view', *Academy of Management Review* 28(3), 416-431.
- Mahoney, Joseph T. and J. Rajendran Pandian (1992) 'The Resource-Based View within the Conversation of Strategic Management', *Strategic Management Journal* 13, 363-380.
- Mangena, M. and R. Pike (2004) Shareholding of audit committee members, audit committee size and expertise, and the quality of interim financial reporting, mimeo, Bradford.
- Manne, Henry (1965) 'Mergers and the Market for Corporate Control', *Journal of Political Economy* 73, 110-120.
- Maurice, Marc, Francios Sellier and Jean-Jacques Silvestre (1986) *The Social Foundations of Industrial Power: A Comparison of France and Germany*. Cambridge, MA, MIT Press.
- Meeks, G.K, C.B Roberts and S.J Gray (1995) 'Factors influencing voluntary annual report disclosures by US, UK, and continental European multinational corporations', *Journal of International Business Studies* 26, 555-573. .
- Milgrom, Paul R. and John Roberts (1990) 'Rationalizability, Learning, and Equilibrium in Games with Strategic Complementarities', *Econometrica* 59(1255-1277).
- Milgrom, Paul R. and John Roberts (1994) 'Complementarities and Systems: Understanding Japanese Economic Organization', *Estudios Economicos* 9(1), 3-42.
- Milgrom, Paul R. and John Roberts (1995) 'Complementarities, Industrial Strategy, Structure, and Change in Manufacturing', *Journal of Accounting and Economics* 19, 179-208.
- Miyajima, Hideaki (2007) 'Relational Banking in Post Bubble Japan: Co-Existence of Soft and Hard-Budget Constraint'. In Aoki, Masahiko, Gregory Jackson and Hideaki Miyajima (Eds.) *Corporate Governance in Japan: Institutional Change and Organizational Diversity*. Oxford, Oxford University Press.
- O'Sullivan, Mary (2000) *Contests for Corporate Control: Corporate Governance and Economic Performance in the United States and Germany*. Oxford, Oxford University Press.
- Ocasio, W. (1994) 'Political dynamics and the circulation of power: CEO succession in U.S. industrial corporations, 1960-1990', *Administrative Science Quarterly* 39, 285-312.
- Parkinson, John (1993) *Corporate Power and Responsibility. Issues in the Theory of Company Law*. Oxford, Oxford University Press.
- Penrose, Edith (1959) *The Theory of the Growth of the Firm*. Oxford., Oxford University Press.
- Peteraf, M. A. (1993) 'The cornerstones of competitive advantage: a resource-based view', *Strategic Management Journal* 14(3), 179-191.
- Pfeffer, Jeffery and G. Salancik (1978) *The External Control of Organizations*. New York, NY, Harper & Row.
- Podolny, Joel M. (2001) 'Networks As the Pipes and Prisms of the Market', *American Journal of Sociology* 107(1), 33-60.
- Ragin, Charles C. (2000) *Fuzzy-Set Social Science*. Chicago, IL, University of Chicago Press.
- Rao, Hayagreeva (1994) 'The Social Construction of Reputation: Certification Contests, Legitimation, and the Survival of Organizations in the American Automobile Industry: 1895—1912', *Strategic Management Journal* 15(8), 29-44.
- Rediker, K.J. and A. Seth (1995) 'Boards of Directors and Substitution Effects of Alternative Governance Mechanisms', *Strategic Management Journal* 16, 85-99.
- Rhee, Mooweon and Pamela R. Haunschild (2006) 'The Liability of Good Reputation: A Study of Product Recalls in the U.S. Automobile Industry', *Organization Science* 17(1), 101-117.

- Rhodes, Martin and Bastiaan van Apeldoorn (1997) 'Capitalism versus Capitalism in Western Europe'. In Rhodes, Martin, Paul Heywood and Vincent Wright (Eds.) *Developments in West European Politics*. London, St. Martins Press.
- Rindova, Violina P., Ian O. Williamson, Antoaneta P. Petkova and Joy Marie Sever (2005) 'Doing Good Or Being Known: An Empirical Examination Of The Dimensions, Antecedents, And Consequences Of Organizational Reputation', *Academy of Management Journal* 48(6), 1033-1049.
- Sabel, Charles F. (1994) 'Learning By Monitoring: The Institutions of Economic Development'. In Smelser, Neil J. and Richard Sweberg (Eds.) *The Handbook of Economic Sociology*. Princeton, NJ, Princeton University Press.
- Sako, Mari (1992) *Prices, Quality, and Trust. Inter-Firm Relations in Britain and Japan*. Cambridge, UK, Cambridge University Press.
- Sanders, G.W and S. Boivie (2004) 'Sorting Things Out: Valuation of New Firms in Uncertain Markets', *Strategic Management Journal* 25, 167-186.
- Schmidt, Reinhard H., Andreas Hackethal and Marcel Tyrell (2002) 'The Convergence of Financial Systems in Europe', *Schmalenbach Business Review* Special Issues No.1, 7-53.
- Schmidt, Reinhard H. and Gerald Spindler (2004) 'Path Dependence and Complementarity in Corporate Governance'. In Gordon, Jeffrey N. and Mark J. Roe (Eds.) *Covergence and Persistance in Corporate Governance*. Cambridge, Cambridge University Press. pp.114-127.
- Scott, W. Richard (2003) *Organizations: Rational, Natural, and Open Systems*. Englewood Cliffs, NJ, Prentice-Hall.
- Shleifer, Andrei and Lawrence H. Summers (1988) 'Breach of Trust in Hostile Takeovers'. In Auerbach, Alan J. (Ed.) *Corporate Takeovers: Causes and Consequences*. Chicago, IL, The University of Chicago Press. pp.33-68.
- Shleifer, Andrei and Robert W. Vishny (1997) 'A Survey of Corporate Governance', *Journal of Finance* 52, 737-783.
- Stark, David (2001) 'Ambiguous Assets for Uncertain Environments: Heterarchy in Postsocialist Firms'. In DiMaggio, Paul (Ed.) *The Twenty-First-Century Firm. Changing Economic Organization in International Perspective*. Princeton, NJ, Princeton University Press. pp.69-104.
- Streeck, Wolfgang (1987) 'The Uncertainties of Management in the Management of Uncertainty: Employers, Labor Relations and Industrial Adjustment in the 1980s ', *Work, Employment & Society* 1(3), 281-308
- Streeck, Wolfgang (1992) 'Co-determination: After Four Decades'. In Streeck, Wolfgang (Ed.) *Social Institutions and Economic Performance. Studies of Industrial Relations in Advanced Capitalist Societies*. London, Sage Publications. pp.137-168.
- Talaular, Till, Jens Grundei and Axel. V Werder (2005) 'Strategic decision making in start-ups: the effect of top management team organization and processes on speed and comprehensiveness', *Journal of Business Venturing* 20(4), 519-541.
- Thompson, James D. (1967) *Organizations in Action*. New York, McGraw-Hill.
- Trento, Sandro (2005) 'Corporate Governance and Industrial Relations in Italy'. In Gospel, Howard and Andrew Pendleton (Eds.) *Corporate Governance and Labour Management: An International Comparison*. Oxford, Oxford University Press.
- Useem, Michael (1996) *Investor capitalism : how money managers are changing the face of corporate America*. New York, Basic Books.
- Van den Berghe, L., A. Levrau, S. Carchon and C. Van der Elst (2002) *Corporate Governance in a Globalising World: Convergence or Divergence? A European Perspective*. Boston, Kluwer Academic Publishers.
- Verrecchia, RE. (1983) 'Discretionary disclosure', *Journal of Accounting and Economics* 12, 179-194.
- Walsh, J P and J. K. Seward (1990) 'On the efficiency of internal and external corporate control mechanisms', *Academy of Management Review* 15, 421-458.

- Washington, Marvin and Edward Zajac (2005) 'Status Evolution and Competition: Theory And Evidence', *Academy of Management Journal* 48(2), 282-296.
- Whitley, Richard (1999) *Divergent Capitalisms: The Social Structuring and Change of Business Systems*. Oxford, Oxford University Press.
- Williamson, Oliver E. (1991) 'Comparative Economic Organization: Analysis of Discrete Structural Alternatives', *Administrative Science Quarterly* 36, 269-296.
- Williamson, Oliver E. (1991) 'Strategizing, economizing, and economic organization', *Strategic Management Journal* 12, 75-94.
- Zahra, Shaker A. and Igor Filatotchev (2004) 'Governance of the entrepreneurial threshold firm: A knowledge-based perspective', *Journal of Management Studies* 41(5), 883-895.
- Zhang, I. (2005) Economic consequences of the Sarbanes-Oxley Act of 2002, Working Paper, University of Rochester.

TABLE 1  
STYLIZED CASES OF INTERACTIONS AMONG COSTS, CONTINGENCIES, AND COMPLEMENTARITIES

Salience of mediating factors		Board Independence		Information Disclosure		Insider Control	
	Stylized Case	<i>US Fortune 500 Firm</i>	<i>UK Post-IPO Firm</i>	<i>Italian Family Owned Firm</i>	<i>French Privatized Firm</i>	<i>Russian Automobile Producer</i>	<i>Japanese Automobile Producer</i>
	Costs	High costs	High costs	High costs	Low costs	Moderate costs	Moderate costs
	Contingencies*	Extensive resource base	Narrow resource base	Extensive resource base	Extensive resource base	Extensive resource base	Extensive resource base
	Complementarities**	Strong	Weak	Weak	Strong	Weak	Strong
	<b>Effectiveness of Corporate Governance Practices</b>	<b>High</b>	<b>Low</b>	<b>Low</b>	<b>High</b>	<b>Low</b>	<b>High</b>

\* To exemplify contingencies, each cell scores the nature of firm resources in terms of being narrow or extensive.

\*\* To exemplify complementarities, each represents the strength of complementarities between the corporate governance mechanism in each column with other mechanisms of corporate governance typically found in each stylized context.

FIGURE 1. AN ORGANIZATIONAL APPROACH TO CORPORATE GOVERNANCE

