

## \*\*\* ONLINE SUPPLEMENT \*\*\*

## APPENDIX 1

## Reviews Related to the Dark Side of Interorganizational Relationships

Authors	Facet(s) of the dark side	Type of IOR	Management field	Systematic review
1. <i>Abosag et al. (2016)</i>	Conflict, opportunism, misbehavior and unfairness	Buyer-supplier	Marketing	No
2. <i>Abosag et al. (2015)</i>	Commitment, conflict, opportunism, trust and unfairness	Buyer-supplier	Marketing	No
3. <i>Anderson &amp; Jap (2005)</i>	Over-embeddedness	Buyer-supplier	Marketing	No
4. <i>De Cremer et al. (2017)</i>	Internet of Things (IoT) dark-side behavior	Buyer-supplier	Marketing	No
5. <i>Gargiulo &amp; Ertug (2006)*</i>	Trust (trade-off) and malfeasance	Social networks	Strategy	No
6. <i>Grandinetti (2017)</i>	Opportunism, cooperation and power imbalance	Buyer-seller	Marketing	No
7. <i>Hanf &amp; Belaya (2009)</i>	Power	Supply chain network	Supply chain management	No
8. <i>Johnsen &amp; Lacoste (2016)</i>	Conflict, power and dependence	Customer-supplier	Marketing	Yes
9. <i>Klyver et al. (2011)</i>	Negative spillover from new venture formation	Individual and interfirm networks	Entrepreneurship	No
10. <i>Rubio et al. (2017)*</i>	Tensions and conflict	University-industry ties	Management	No
11. <i>Scalera &amp; Zazzaro (2009)</i>	Resource dependence (finance)	Interfirm networks	Finance	No
12. <i>Stanczyk et al. (2017)</i>	Risks and uncertainties	Global sourcing	Supply chain management	Yes
13. <i>Stanko et al. (2017)*</i>	Dark side of open innovation	Open innovation ties	Product innovation	No
14. <i>Welter (2012)</i>	Trust (trade-offs)	Individuals and IORs	Entrepreneurship	Yes
15. <i>Zhong et al. (2017)</i>	Trust (trade-offs)	IORs	Management	Meta-analysis
<b>Our Review</b>	<b>The full spectrum of dark-side manifestations in IORs</b>	<b>All main types of IOR</b>	<b>Across disciplines of management</b>	<b>Yes</b>

\* Denotes edited volumes or working papers; otherwise, \* refers to journal articles.

Note: We took several steps in our search. First, we searched for articles in the *EBSCOhost* database. We used the keywords “review”, “meta\*” and “dark side”; we manually searched for reviews about the dark side of IORs. Second, we checked the reference lists as a way to identify any additional reviews. Third, we searched for book chapters and edited volumes using *Google Books* and *Google Scholar*. The latter helped us to check for reviews published as working papers. Fourth, we scanned three review outlets: *Academy of Management Annals*, *Journal of Management* (review issues) and *International Journal of Management Reviews*. Finally, we searched prominent publishers of academic handbooks (e.g., Blackwell and SAGE).

## APPENDIX 2

## Literature Search Strategy

This appendix details the procedures used in our review of the literature on the dark side of IORs. Appendix 1 facilitates (a) the replication of our search and (b) the design of future reviews of dispersed and broad literature streams.

We implemented a two-step search procedure purposely designed to handle the scattered nature of the literature on the dark side of IORs. Figure A provides an overview of our review procedure.

**Step 1: Demarcation of the Concept of the Dark Side of IORs (Breadth of Concepts)**

***Task #1: To identify reviews about the dark side of IORs.*** We first searched for literature reviews concerning the dark side of IORs (Figure A) as a way to identify existing assessments of the literature as well as whether and how the dark side of IORs has been studied in past research.

We took several steps to ensure wide coverage in our search (Parmigiani & Rivera-Santos, 2011). We started by searching the *Business Source Elite* database provided by *EBSCOhost*. We included no restriction on the start date; the end date was December 2017. We used the keywords “review” and “meta\*” (thus including different variations, such as meta-analysis or meta-review) in the abstract and “dark side” in the full text. We were interested in reviews that concerned IORs (the focus of our review). We also searched *Google Books* and *Google Scholar*. The former enabled us to identify reviews published in books or edited volumes, while the latter assisted us in finding reviews published as working papers. Furthermore, we scanned three outlets in management that specialize in literature reviews: *Academy of Management Annals*, *International Journal of Management Reviews*, and *Journal of Management* (review issues). We also searched the websites of prominent publishers of academic textbooks (e.g., Blackwell, Routledge, and

SAGE). Finally, we checked the reference lists of the reviews to identify any additional relevant articles.

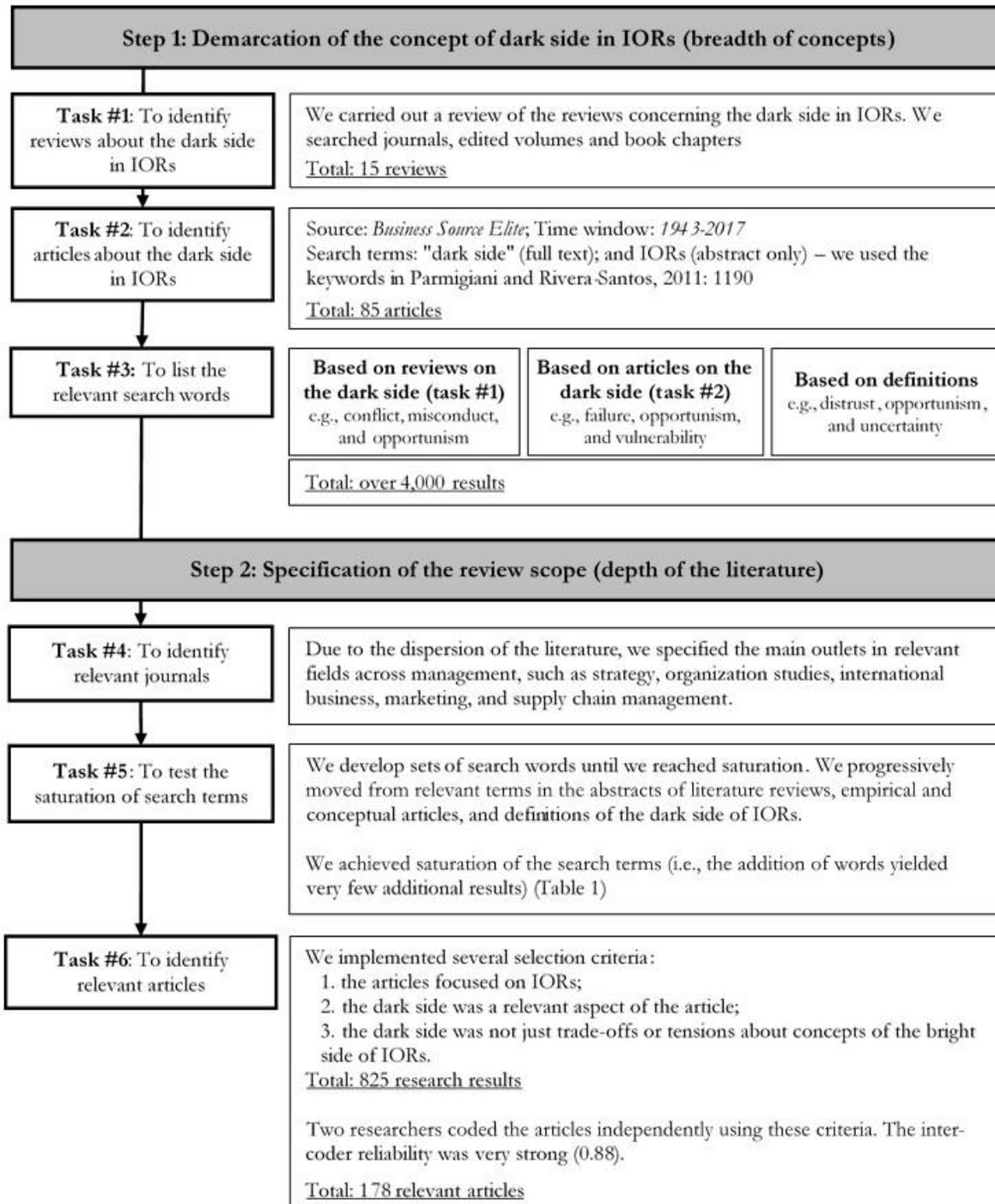
We found several reviews of the literature that touched on the dark side of IORs (see Table 1). However, these reviews focus on the dark side of specific concepts (e.g., trust between organizations; Gargiulo & Ertug, 2006). Existing reviews discuss the dark side of IORs as an outcome of trade-offs in IORs while neglecting other aspects of the dark side (e.g., opportunism and conflict). These reviews provide little information about the phenomenon of the dark side of IORs, such as antecedents, manifestations, or the role of contextual factors.

**Task #2: To identify articles about the dark side of IORs.** We used *EBSCOhost* to search for empirical and conceptual articles on the dark side of IORs (Figure A). We also covered multiple research areas since the dark side of IORs has interested researchers across different disciplines of management (e.g., general management, marketing, and supply chain management).

We searched for the term “dark side” and a set of search words concerning IORs in the abstract. As for the keywords about IORs, we followed the definition of IORs provided by Parmigiani and Rivera-Santos (2011: 1190). Accordingly, we used the following search words: *"inter-organization\*" OR "interorganization\*" OR "inter-organisation\*" OR "interorganisation\*" OR "alliance\*" OR "buyer-seller" OR "seller-buyer" OR "buyer\*-supplier\*" OR "supplier\*-buyer\*" OR "joint venture\*" OR "joint-venture\*" OR "franchis\*" OR "co-brand\*" OR "licens\*" OR "partnership\*" OR "trade association\*" OR "consorti\*" OR "network\*"*. We extended this list to include *"inter-firm" OR "interfirm"*; our initial search showed that some relevant papers used these terms to refer to buyer-supplier relationships, for example (Zhou & Xu, 2012). In total, we identified 85 results, including articles, books and book chapters.

Figure A.

**Two-Step Search Procedure: Balancing the Breadth and Depth of the Search**



**Task #3: To list the relevant search terms.** We developed a tentative list of search terms by identifying the most relevant terms in (a) the definitions of the dark side of IORs, (b) abstracts of the reviews on the dark side of IORs, and (c) empirical and conceptual publications on the dark side of IORs. This task helped us to identify relevant articles that, although they might not use the term “dark side”, were relevant to the phenomenon of the dark side of IORs.

It is worth noting that we found that some terms were recurrent in (a) definitions of the dark side, (b) existing reviews, and (c) empirical and conceptual publications. For example, opportunism was consistently associated with the dark side of IORs. The consistency of key terms provided us with further assurance about the efficiency of our search words to identify the relevant literature about the dark side of IORs. At the same time, our search returned over 4,000 results. We therefore had to implement a second step to narrow the search further.

### **Step 2: Specification of Search Terms (Depth of the Literature)**

The literature on the dark side of IORs spans different disciplines of management. In Step 2, our aim was twofold: to make our search tractable by reducing the number of articles and to ensure that we covered the phenomenon of the dark side of IORs (regardless of whether the relevant articles used the term “dark side”).

**Task #4: To identify relevant journals.** We studied the top-tier journals in the relevant management fields (e.g., strategy, organization studies, international business, marketing, and supply chain management). We included outlets known for publishing empirical studies, conceptual works, or literature reviews. We searched for relevant articles in the following journals: *Academy of Management Annals*; *Academy of Management Journal*; *Academy of Management Review*; *Accounting, Organizations & Society*; *Administrative Science Quarterly*; *International Journal of Management Reviews*; *Journal of Accounting Research*; *Journal of Business Ethics*; *Journal of International Business Studies*; *Journal of Management Studies*; *Journal of*

*Management; Journal of Marketing Research; Journal of Marketing; Journal of Operations Management; Journal of Supply Chain Management; Management Science; Organization Science; Organization Studies; and Strategic Management Journal.* Having such a wide range of outlets allowed us to cover different theoretical perspectives in this fast-growing area of research. Furthermore, the inclusion of outlets from across management disciplines helped us to identify specific cross-fertilization opportunities.

**Task #5: To test the saturation of search terms.** The lack of strong definitions of the dark side of IORs – as we noted in Step 1 – was a challenge. The choice of a rigid set of search words would underestimate the existing literature – by excluding relevant articles that use different terminology – or overestimate the existing literature – by including too many articles that use any of our search words related to the dark side even though the article focuses on something else. Unlike for IORs (Parmigiani & Rivera-Santos, 2011), we found no benchmark of key words for the dark side of IORs. We also understood that not all articles on the dark side actually used the term “dark side” (e.g., articles on opportunism; e.g., Das & Rahman, 2009). At the same time, not all articles using the term “dark side” were relevant to the dark side of IORs (e.g., the term “dark side” was used in the references list only, or the term “network” referred to the intra-organizational level; e.g., Carnabuci & Diószegi, 2015).

We dealt with the broad conceptual scope of the dark side of IORs by progressively improving the set of search words until we reached saturation. The number of articles yielded by different sets of search words stabilized once we included the relevant words in the abstracts of the reviews, conceptual, and empirical articles on the dark side of IORs. For the sake of completeness, we implemented the last set of search words (see Table 1). In total, we identified 825 potentially relevant articles.

**Task #6: To identify relevant articles.** We implemented two selection criteria to identify relevant articles:

1. The article was about IORs.
2. The “dark side” was a relevant aspect of the article. For example, we eliminated articles where terms relating to the dark side were used only as a passing reference.

**Cross-check.** All the articles were coded by two independent coders. Both coders were given the above selection criteria. In case of disagreement, the coders settled their differences by reading through the article jointly and agreeing on the final code (0, irrelevant; 1, relevant; 2, unclear). The inter-coder reliability was strong (0.88) (Cohen, 1960). Such high inter-coder reliability is particularly positive given the fuzzy conceptual boundaries of “dark side of IORs.”

In total, we identified 178 relevant articles published between 1943 and 2017.

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