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**HOW DO MANAGERS BEHAVE? AN ANALYSIS TOWARD THE
COGNITIVE CONFIGURATIONS AFFECTING INDUSTRY 4.0
ADOPTION IN INTERNATIONAL SMES**

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ABSTRACT

Objectives:

The adoption of Industry 4.0 (I4.0) in small and medium-sized enterprises (SMEs) often rests on its positive evaluation from managers, decision-makers, and entrepreneurs. Because of the mixed outcomes attainable through the SMEs' openness to disruptive changes, managers must weigh the beneficial aspects of I4.0 adoption against the complexities, challenges, and drawbacks coming from its implementation. This study aims to shed light on the multifaceted nature of decision-making processes related to willingness or reluctance toward I4.0 adoption in international SMEs.

Theoretical Framework:

Our theorizing includes the dual-process theory (DPT) and complexity theory to explain the patterns of factors stimulating or constraining I4.0 implementation.

Method:

To test our propositions, we employ fuzzy-set Qualitative Comparative Analysis (fsQCA) on a sample of 157 managers and entrepreneurs working in international SMEs.

Results/Implications:

The results outline that decisional recipes associated with willingness to adopt I4.0 for internationalization are different than those associated with reluctance. This empirical evidence contributes to the "human side of I4.0" by providing reporting the specific combinations of cognitive and contextual factors of decision-makers in international SMEs concerning I4.0 practices.

Keywords:

Industry 4.0; decision-making; managerial cognition; human side; international SMEs.

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