Editorial

The New Section of the Journal of Contemporary Administration: Tutorial Articles

A Nova Seção da Revista de Administração Contemporânea: Artigos-Tutoriais

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Figure 1. Illustration by John R. McKiernan. Source: http://whyopenresearch.org/

WHAT IS A TUTORIAL ARTICLE?

The Journal of Contemporary Administration (RAC), since early 2020, is accepting the submission of Tutorial Articles. To foster submission, the journal has two open Calls for Papers: Martins (2019) and Lanka, Lanka, Rostron and Singh (2019). Both calls gave birth to a new section of the journal, which already has high expectations of becoming, very soon, a valuable source of content about relevant empirical methods and techniques to the empirical research in Management.

Since we made these call for papers online, fortunately, several authors contacted us asking for more information about the structure of

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Tutorial Articles, and about the editorial process (more specifically, about the double-blind peer-review process). Thus, one of the current editorial goals is to answer these questions and to improve communication about what RAC will publish in the new section. We hope that this editorial increases the transparency and guides future submissions to the journal.

According to Micron - The International Research and Review Journal for Microscopy, Tutorial Articles "deal with a particular area or technique of microscopy, making it understandable to beginners or experts and concentrating on practical aspects of implementation" (Elsevier, n.d., online). RAC is assuming this definition. To us, **a Tutorial Article must deal and help researchers, both beginners and experts, execute and implement, objectively and straightforwardly, aspects and techniques that are relevant to the empirical scientific research on Management. Tutorial Articles must select and deal with a specific technique and help the implementation of it.**

One crucial concern in a Tutorial Article writing is to deal with aspects that are essential to the implementation of a chosen technique, which must be of interest and relevant to the empirical, quantitative or qualitative, research in Management. We hope that by publishing Tutorial Articles, RAC can become a guide to the use of practical tools in Management research. **An ideal, but not mandatory, structure of a Tutorial Article follows in Figure 2.**

1. **Brief introduction and application of the method under analysis:** in this section, authors must introduce the potential empirical problem (regarding the method or the technique) that users might face. Authors should also emphasize the practical consequences of failure in correcting the issues and their outcomes.

2. **Discussion of theory and proposition of a solution to the empirical research problem:** in this section, authors should state what the theoretical problem and present the theoretical aspects of the problem in analysis. Moreover, authors should make aspects of the solution and its empirical implementation clear. We believe that this section is highly relevant to illustrate and contextualize the empirical problem faced by the reader, and so we incentivize its inclusion in the Tutorial Article.

3. **Discussion/illustration of data:** in this section, authors are invited to present all the aspects associated with the data used throughout the Tutorial Article. Since 2018, RAC is gradually increasing support of Open Science practices, as we have detailed in our previous editorials, to guide the assimilation of the most modern practices about editorial processes and the dissemination of knowledge (Mendes-Da-Silva, 2018a). Thus, authors need to use data that can be made publicly available online without restrictions of any kind to the user. Similarly, authors must present and make accessible, also without restrictions of any kind, the codes, scripts, or any other research protocol used in the Tutorial Article.

4. **Explanations about the necessary steps to implementation of the correct solution:** this section includes an illustrative approach of how to implement the corrections to biases, deficiencies, or limitations discussed in the previous sections.

5. **Concluding remarks and a guide about research best practices:** finally, authors are invited to offer final recommendations about the proposed solution and offer a guide about the best practices when readers are using the Tutorial Article content and its codes.

Figure 2. An ideal, but not mandatory, structure of a Tutorial Article.

HOW TO REVIEW A TUTORIAL ARTICLE?

All articles submitted to RAC necessarily go through a double-blind peer-review process. Tutorial Articles will go through the same process. That is, all Tutorial Articles will inevitably be sent to two blind reviewers. One of the main questions we have received about the submission process of such articles is how the peer review process will happen. Or, more specifically, how do we understand that our reviewers should review a Tutorial Article?

First of all, it is essential to mention that the reviewers of Tutorial Articles will have access to the database and all the codes used in the article. Authors will have the prerogative to use the statistical tool they prefer, and reviewers will need to know such tool used by the authors. RAC's editorial board will use its best efforts to

invite reviewers that are experts in the statistical tool used. However, if we can't find an expert in a specific tool, the editorial board will communicate the authors the inability to review the Tutorial Article and, therefore, the inability to consider it for publication. We believe, however, that we will have no problem finding reviewers to review codes for the main statistical tools used in Management research: R, SPSS, Stata, Matlab and Python. Regarding the reviewing process of Tutorial Article's code, we offer the following evaluation checklist (Fig. 3).

About the Tutorial Article structure:

·   Is the Tutorial Article clear about the research problem in analysis and its relevance to the empirical research in Management?

·   Does the Tutorial Article present the method or model in analysis clearly, objectively, and instructively?

·   Is the language clear, organized, and understandable by non-experts?

·   Do the authors discuss in depth the practical problem and offer a solution?

·   Does the Tutorial Article make readily available all data and code necessary?

·   Does the Tutorial Article describe the most critical operations and steps executed by the code (or research protocol) and required to understand the method or model under analysis?

·   Does the Tutorial Article accurately describe the database and present the most important stylized facts?

·   Are the solution and discussions presented by the Tutorial Article interesting to the Management academic community?

·   Does the Tutorial Article present conclusions and relevant suggestions to its future empirical implementation?

About the Tutorial Article code (or research protocol):

·   Have reviewers been able to easily find and download all the files needed to review the code?

·   Do the authors make available a readme.txt file with additional information, if necessary, relevant to reading and using the code?

·   Is the code easy to execute and leads the reviewer straight to the statistics and estimations presented in the Tutorial Article?

·   Is the code transparent and objectively communicate the empirical choices made by the authors?

·   Are the statistics and estimations reported in the Tutorial Article easy to reproduce using the code?

·   Do the authors use official packages created by the used statistical software?

·   Throughout the code, do the authors make it clear if there is a need to install any additional official or unofficial packages in order to obtain the estimations in the Tutorial Article?

·   Do the authors follow the principle of simplicity in the empirical choices throughout the code?

·   Have the authors deleted any personal information that identifies them?

Figure 3. Checklist for evaluating the text and code of the Tutorial Article.

We offer this checklist, which we believe is relevant to the reviewer's assessment of the Tutorial Article's code. This list is a recommendation, and reviewers will always have the prerogative to evaluate items they believe are the most important. Still, we recommend that reviewers use this list and that authors consider it at the time of submission of a Tutorial Article to RAC.

THE IMPORTANCE OF OPEN DATA TO MANAGEMENT TEACHING AND RESEARCH

We believe that the success of the new section of RAC is based upon the advantages of Open Science practices to researchers and the scientific community. Notably, it is based upon the benefits of open data, which is crucial to our readers but also is essential to the future of Management academic research. RAC is not alone in the initiatives to follow

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Open Science and Open Data practices. We are alongside several high-range international associations and journals, which are recognized for their quality. For example:

The **American Economic Association** requires that

"Authors of accepted papers that contain empirical work, simulations, or experimental work must provide, prior to acceptance, information about the data, programs, and other details of the computations sufficient to permit replication, as well as information about access to data and programs." (American Economic Association, 2019, online).

The **Management Science** requires that

"Authors of accepted papers that contain numerical or computational work such as empirical or experimental studies, simulations, or numerical testing of algorithms or heuristics must provide, prior to the paper being sent to production, the data, programs, and other details of the experiment and computations sufficient to permit replication." (Informs, 2019, online).

The **Sociological Methods and Research** requires that

"Authors of quantitative empirical articles must make their data--along with all specialized computer programs, program recodes, and an explanatory file describing what is included and how to reproduce the published results--available for replication purposes." (SAGE Journals, n.d., online).

This list of relevant journals to the Management community could easily continue. We believe that the Open Science movement, which RAC is proud to support, will reduce problems associated with Dark Data (Petty, Stephenson and Hadley, 2019) and potentially will decrease the harmful effects of publishing bias to our community. We believe that, by making available online the data, codes, and all materials necessary for replication, the focus of readers, to some extent, returns to the implementation, to the scientific rigor and the research method, rather than to the results.

Additionally, RAC understands that Management research is based upon the community's current ability to teach research techniques to future researchers. Tutorial Articles contains both the rigor of scientific research, but also the ability to tutor future researchers about appropriate methods and techniques.

As in several similar fields, particularly those that use qualitative and subjective methods, data can be created or collected contextually, and thus analyses will reflect it. These characteristics have generated different reactions to Open Science initiatives in qualitative research (Chauvette, Schick-Makaroff, & Molzahn. 2019). We understand that, in qualitative Tutorial Articles, authors will always have the prerogative to use personal values in the implementation of a particular research technique, in the assessment of the context and of the phenomenon, in the subjective creation of a scale, etc. Reviewers of qualitative Tutorial Articles should have an ethical commitment to be transparent and exercise unbiased judgment about these specificities. Because these specificities exist, we understand that qualitative Tutorial Articles have the potential to play an important educational role, creating more transparency about how authors exercise judgments, how the context is interpreted, how the phenomenon is observed, etc. Thus, RAC invites and claims for submission of Articles-Tutorials that use qualitative techniques.

Finally, following the commitment to disseminate Open Science practices and to support their authors, we present below the updated list of articles that have Open Data. We thank the authors for their pioneering in supporting RAC's initiatives and joining the global movement for a more open, inclusive, and democratic scientific community.

Table 1. Articles with open data published at RAC since 2018.

#	Title	Vol.	Issue	Year	URL to Open Data
1	Parliamentary Elections in Brazil: The Use of Twitter in the Search for Votes	22	4	2018	http://dx.doi.org/10.17632/7b3vp6bz9p.1
2	Cross Channel Consumer Behavior: A Moderate-Mediation Model in Online/Offline Purchasing	22	4	2018	http://doi.org/10.5281/zenodo.1303670
3	Reasons and Intentions for Expatriation of Volleyball Players	22	4	2018	http://dx.doi.org/10.17632/d2jj7gdg82.1
4	Strategic Information Systems Enabling Strategy-as-practice Under Uncertain Environments	22	4	2018	http://doi.org/10.5281/zenodo.1304295
5	Market logic as an efficiency measure of the organization of Olinda's Carnival	22	5	2018	http://doi.org/10.5281/zenodo.1412806
6	Effectiveness of Crowdsourcing as a Support for Public Safety	22	5	2018	http://dx.doi.org/10.17632/73v2m9tn24.2
7	Motivations and Consequences of Advisor Participation in Mergers and Acquisitions	22	6	2018	http://dx.doi.org/10.17632/rfybj4xc6w.1
8	Incongruent Humour, Advertising Effectiveness and Women: An Experiment On Facebook	23	1	2019	http://dx.doi.org/10.17632/d6cgfnwt6r.1
9	Newspaper Consumption in Print and Online: Printed Newspapers is Status and Online is Easiness	23	1	2019	http://dx.doi.org/10.17632/cbw7rr72mn.1
10	Where are We Heading? An Analysis of the Corporate Governance Literature	23	1	2019	http://dx.doi.org/10.17632/fjn2cb9xnm.1
11	Climate Strength: Its Role as a Moderator in the Relationship Between Climate and Turnover	23	1	2019	http://dx.doi.org/10.17632/f3m2r2g994.1
12	The Effects of Exploration, Exploitation, and Ambidexterity on Software Firm Performance	23	1	2019	http://dx.doi.org/10.17632/tgcn93k4w5.1
13	Effects of the Fleuriet model and liquidity ratios on tax aggressiveness	23	2	2019	http://dx.doi.org/10.17632/m7df5tcf7t.1
14	Academic Motivation Scale: Validity in Portuguese Public Higher Education	23	3	2019	http://dx.doi.org/10.17632/6n78w5pz74.1
15	The Impacts of Health Care Evaluations on the Well-Being of Low-incomers	23	3	2019	http://dx.doi.org/10.17632/gn2jvckszx.1
16	Effects of Qualitative Data Analysis Softwares in the Quality of Researches	23	3	2019	http://dx.doi.org/10.17632/fcm3bmk7v5.1
17	Formal and Informal Interpersonal Relationships: Interaction of Networks in the Academic Environment	23	3	2019	http://dx.doi.org/10.17632/by5rhc9z9z.1
18	Keep Innovating: Absorptive Capacity and the Performance of Brazilian Information Technology Companies	23	4	2019	http://dx.doi.org/10.17632/3wtn38x5zw.1
19	Are Incentives for Internationalization Appropriate? Perception of Researchers in Information Systemss	23	4	2019	http://dx.doi.org/10.17632/3b529zn236.1
20	Gender Diversity in Board of Directors and the Relationship between Performance and Financial Risk in Family Firms	23	6	2019	http://doi.org/10.5281/zenodo.3445050
21	Capital Structure and Governance Mechanisms External to the Firm: A Cross-Country Analysis	23	6	2019	http://doi.org/10.5281/zenodo.3478652
22	Expansion of Brazilian Federal Universities: Is It Possible to Raise Economic Impacts?	24	1	2020	http://doi.org/10.17632/2c87cv2rw5.2
23	Gift-giving, Love Styles, and Sacrifice: An Analysis Among Romantic Partners	24	1	2020	http://dx.doi.org/10.17632/99ytkx8sr3.2
24	Work Engagement in the Public Service: A Multicultural Model	24	1	2020	http://dx.doi.org/10.17632/g857529zkw.3
25	Political Cycles and Fiscal Management in Brazilian Municipalities	24	2	2020	http://dx.doi.org/10.17632/zg7tvnrkn9.1
26	Managers, Engagement and Political Behaviors: A Nonlinear Relationship	24	3	2020	http://dx.doi.org/10.17632/syrw7xgynt.1

Note. The Journal of Contemporary Administration keeps the data sets, materials and open codes published by this journal centralized on a Harvard Dataverse page (https://dataverse.harvard.edu/dataverse/rac/ retrieved in February 11, 2020).

ABOUT RAC'S CURRENT ISSUE AND NEWS OF 2020

RAC is a pluralistic and heterodox journal in the area of business management, mainly concerned with issues associated with the links between strategy and competitive management. Also, RAC is concerned with providing research results about systems and standards, tools of corporate management, organizations and management, industry-specific sectors, and answers to contemporary questions such as development, community resilience, inequality, consumption, technology, and climate change. **Using regional lenses and with an interdisciplinary spirit, RAC is at the forefront of theoretical and methodological innovations** and welcomes substantive empirical contributions that investigate significant issues of economic, social and political concerns, especially using advanced approaches.

We give priority to empirically engaged studies that promote critical epistemological approaches, that broaden conceptual limits, that put Management theory to act in innovative ways, and that consciously navigate through the production policies of knowledge, inside and outside the academy. The horizons of contemporary management are broad, but the topics of recurring concern for the Journal of Contemporary Administration include Environmental management, Production technologies, Resources' distribution and consumption; Urban policy, Technology, Information and knowledge; Financial and capital markets, and Corporate finance; Supply chain; Entrepreneurship; Labor markets; Organizational and individual behavior.

Since December of 2019, in addition to a completely renewed layout to accommodate new information about published articles, RAC has adopted three additional practices to consolidate the journal's orientation towards editorial process transparency and to increase audience and capillarity. First, based on the principle of academic reciprocity (Mendes-Da-Silva, 2018b), we established that a condition for the submission of new manuscripts is that the author who submits needs to act as a reviewer at RAC for up to two manuscripts in roughly 12 months. Second, authors of manuscripts who are accepted, after the double-blind reviewing process, must provide an English-language version of the work (if

the submission has not already been made in the English language).

Third, in line with open science practices, and alongside with the growth of the research community, but maintaining the double-blind review process (reviewer and author remain anonymous to each other), RAC began to invite reviewers of accepted papers to voluntarily accept that their names are registered in the article that they act as reviewer. With this policy, RAC mainly goal is:

(I) to collaborate for the recognition of the work conducted by anonymous reviewers; (II) to allow communities of researchers interested in specific topics to be identified more easily; (III) to encourage more researchers to see the advantages of reviewing manuscripts; in addition to the other net benefits of the Open Peer Review (Martins, 2019; Mendes-Da-Silva, 2019a).

It is essential to mention that the anonymity between authors and reviewers is maintained in all stages before the acceptance of the submitted manuscript; thus, the conditions for the unbiased judgment are preserved. On top of that, we foster all the advantages arising from increased transparency and encourage accountability and civility in communication between authors and reviewers, implying an increase in the quality of our reviews.

As is known by the community, every editorial process of RAC occurs through the voluntary collaboration of colleagues, authors, reviewers, and editors. We want to take the opportunity to give a special thanks to Professor Victor Almeida (CoppeAd/UFRJ), for the competent leadership of the Teaching Case Editorship, between June/2018 and December/2019. For the voluntary exercise of the activities of this Editorship, we invited Professor Paula Castro Pires de Souza Chimenti (CoppeAd/UFRJ), who promptly accepted the invitation. Thus, we welcome Professor Paula and hope that her activities at RAC become an extraordinary contribution to the community. We take this editorial to honestly and sincerely thank all individuals who, throughout 2019, voluntarily completed review scores to RAC's received submissions. The list of more than 200 people follows in this issue.

In the current issue, RAC publishes five new articles, one of which has open data. The first work, whose title is 'Relationship

Capability and Strategic Alliances for Research and Development', is authored by Taísa Scariot Preusler, Priscila Rezende da Costa, Tatiane Baseggio Crespi and Geciane Silveira Porto. The article aims to explore how the processes of relational capacity can contribute to the generation of innovations. Using a qualitative approach, the authors argue that the article's main contribution is an inter-organizational model about the generation of innovations. The model is based on the empirical evidence of strategic research, on the development of alliances, and the empirical pieces of evidence on processes of the relational ability of the Brazilian Research Company Agriculture (Embrapa), and its partners.

The second article (which has open data), authored by Romulo Matos de Moraes and Aridelmo José Campanharo Teixeira, is entitled 'Managers, Engagement and Political Behaviors: A Nonlinear Relationship'. The goal is to investigate how managers, with different levels of Work Engagement, face the presence of political behaviors in their organizations. The authors argue, as the main result, that in most cases studied, resilience, involvement, and concentration decreased the perceptions of political behaviors in the organization.

The third article is 'The 'Problem of Embeddedness' in Entrepreneurship Studies: A Theoretical Proposition', authored by Victor Silva Corrêa, Glaucia Maria Vasconcellos Vale, Pedro Lucas de Resende Melo and Marina de Almeida Cruz. This article is a theoretical essay whose objective is to investigate the concept of immersion and its influence on entrepreneurship literature. The work uses the research about Granovetter's embeddedness and associates it with the classical propositions of Karl Polanyi. The authors draw the attention of entrepreneurship researchers to the repercussion of different types of social immersion. At the same time, the study offers, through 'total immersion', the creation of a new analytical model that can expand the reflections about the influences of immersion in different structures to the entrepreneurial trajectory. It concludes with new propositions, emphasizing approaches and with suggestions for still unexplored investigations.

The fourth article is authored by Gean Carlos Tomazzoni, Vânia Medianeira Flores Costa, Claudia Simone Antonello and Maria Beatriz Rodrigues, and is entitled 'The Organisational Ties in the Perception of the Management: Commitment, Entrenchment and Consent'. Using data collected from managers of the retail sector that work in shopping malls, the article aims to analyze the perceptions about worker's bonds of commitment, entrenchment, and consent with the organization, exploring their distinctive factors and their meanings for managers. The article shows that managers' perceptions not only support the conceptual delimitation of models of commitment to their base but also reveal differential aspects of organizational bonds, such as entrenchment and consent.

Finally, the review article entitled 'Blockchain and a Technological Perspective for Public Administration: A Systematic Review', authored by Luzia Menegotto Frick de Moura, Daniela Francisco Brauner and Raquel Janissek-Muniz, through data collected in different databases: Scopus, Web of Science, SSRN and Science Direct, and following the PRISMA method, presents some potential applications and consequences of using Blockchain for public administration. The authors argue that the main applications found are related to data processing and security of public data, new proposals for state regulation, and institutional organization. About its outcomes, the authors empathize: (I) the improvement in data management, (II) the reduction of bureaucracy, and (III) the need to fine-tune the relationship between State, society and the market.

This editorial highlights that RAC remains committed to the mission of seeking significant contributions from this journal to society, and especially to the community of researchers in the field of Management. The advances made in recent months are the foundation to continue with the work of building and maintaining the legacy of RAC (Mendes-Da-Silva, 2019b).

We invite you all to read the current issue.

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