

Does social value guidance influence the decision of payment terms to suppliers? An experiment study

A orientação de valor social influencia a decisão de prazos de pagamento a fornecedores? Um estudo experimental

Clayton José Rotta*¹ – claytonrotta@gmail.com ORCID: <https://orcid.org/0000-0003-4040-3675>

José Carlos Tiomatsu Oyadomari*¹ – josecarlos.oyadomari@mackenzie.br <https://orcid.org/0000-0003-3059-3102>

Andson Braga de Aguiar*² – abraga@usp.br ORCID: <https://orcid.org/0000-0003-4034-4134>

Octávio Ribeiro de Mendonça Neto*¹ – octavio.mendonca@mackenzie.br ORCID: <https://orcid.org/0000-0002-6123-6733>

Maria Luisa Mendes Teixeira*¹ – marialuisa.teixeira@mackenzie.br ORCID: <https://orcid.org/0000-0002-0606-1723>

1 – Universidade Presbiteriana Mackenzie

2 - USP – Universidade de São Paulo

Abstract

This study investigated whether professionals with different social values orientation profiles make different decisions in an environment with relative autonomy. To test this, an experiment with 114 undergraduate students was carried out to identify the social value guidance profile (SVO) and to capture information in a simulation of decision-making regarding extending the payment term to suppliers. The results show that different profiles do not influence decisions, even in environments of relative autonomy. The results also suggests that organizations can continue to hire people with different social orientation profiles, favoring diversity, without harming organizational goals. To the best of authors' knowledge, this is the first study that investigated this phenomenon considering different profiles of social orientation in the decision to choose the payment term to suppliers.

Keywords: Social Value Orientation. Supplier. Financial Decision. Payment Term.

Resumo

Este estudo investigou se profissionais com diferentes perfis de orientação de valores sociais tomam decisões diferentes em um ambiente com relativa autonomia. Para testar isso, um experimento com 114 alunos de graduação foi realizado para identificar o perfil de orientação de valor social (SVO) e capturar informações em uma simulação de tomada de decisão sobre a extensão do prazo de pagamento aos fornecedores. Os resultados mostram que diferentes perfis não influenciam as decisões, mesmo em ambientes de relativa autonomia. Os resultados também sugerem que as organizações podem continuar contratando pessoas com diferentes perfis de orientação social, favorecendo a diversidade, sem prejudicar os objetivos organizacionais. No melhor conhecimento dos autores, este é o primeiro estudo que investigou esse fenômeno considerando diferentes perfis de orientação social na decisão de escolha do prazo de pagamento a fornecedores.

Palavras-chave: Orientação de Valor Social. Fornecedor. Decisão Financeira. Termo de pagamento.

Recebimento: 14/07/2022 | **Aprovação:** 27/03/2023

Editor responsável aprovação: Dra. Luciana Klein

Editor responsável edição: Dra. Luciana Klein

Avaliado pelo sistema: *Double Blind Review*

DOI: <http://dx.doi.org/10.5380/rcc.v15i2.86761>

1 Introduction

This paper investigates, through an experiment, whether there is a difference in the adoption of payment terms to suppliers when the social orientation profiles are different. The adoption of increasingly long payments is a practice of working capital management present in large business groups in Brazil and internationally (Campos, Stanford, & Campos, 2002), for example companies such as Unilever, Ambev, Kraft Heinz, Americanas, and other 3G Capital's companies, among others have negative working capital. The objective of this practice is to make the investment in working capital negative, instead of investing, the company cash cycle is financed by their suppliers, in other words, getting suppliers to finance the company's working capital, which allows to increase the cash flow of the company's operations, generating resources for investment, reduce debt with financial markets and distribute dividends. Rarely, the reduction in payment terms to suppliers by large companies is only present in times of liquidity crisis, as was the case in 2008, but it is a deliberate policy of companies with great market power motivated by the objective of not losing market share (Gonçalves, Schiozer, & Sheng, 2018).

This phenomenon can be studied by different lenses. On the one hand, in the light of the New Institutional Sociology, with the adoption being a reflection of mimetic isomorphism, i.e. other companies follow practices of companies considered to be successful (DiMaggio & Powell, 1983), or whether this managerial practice, conceptualized as a competence, influences performance in the light of resource-based theory (Barney, 1991). On the other hand, different movements are questioning this practice in light of the Stakeholder Theory created by Freeman (Harrison, Philip, & Freeman, 2019), especially with the disclosure of the so-called Stakeholder Capitalism propagated by the World Economic Forum in its Manifesto 2020 (Schwab, 2020) and also by the group of entrepreneurs and executives of American companies entitled The Business Roundtable that declare as one of its principles "Dealing fairly and ethically with our suppliers" (The Business Roundtable, 2020).

Practices adopted by companies are guided by organizational values (Porto, 2017). For example, during the Covid pandemic, Magazine Luiza, the biggest e-commerce Brazilian company, which is well-regarded by their value in favor of diversity and low-income people, reduced the payment term to favor their small suppliers (Magazine Luiza, 2020).

Malbašić, Rey and Potočan (2015) propose a model named Balanced Organizational Values, where organizational values are classified into four groups: (1) business values, which refer to business activity such as perseverance, efficiency, professionalism and results orientation; (2) relational values related to communication, teamwork, respect for people; (3) values related to differentiation and continuous improvement of the company, such as innovation, creativity, learning and continuous improvement; and finally (4) values related to stakeholders such as social responsibility, customer satisfaction and concern for people.

Thus, it can be understood that the practice of long payment periods to suppliers is a reflection of business values (Malbašić et al., 2015). In environments of relative autonomy, employees who are involved in negotiating with suppliers can have some autonomy to extend or reduce the payment term with them. However, even, in situations in which employees can take decisions aligned or not with organizational values, it would be reasonable to expect employees to make decisions more aligned with organizational (Paarlberg & Perry, 2007). But human decisions are more complex than the models proposed to simulate them as behind an action, there is an intention (Parsons, 1977). By instance, literature points out that actions are influenced by basic values to accomplish life goals (Schwartz, 1992, Schwartz et al., 2012). Therefore, the literature recognizes that people are individuals and act according to their values (Van Lange, Otten, Bruin, & Joireman, 1997; Saraç, Meydan & Efil, 2017).

The way the individual judges which choice is the most appropriate to solve a problem depends on the value system that each has as correct and functions as a manual of conduct of their actions (Fiedler, Glöckner, Nicklisch, & Dickert, 2013). The values system is composed not only by personal values, but by social values

(Rohan, 2000). One model of social values was proposed by Upton (2009). In that study Social Value Orientation (SVO) was incorporated into the agency model in order to explain the behavior of the individuals facing the social dilemmas, where individual gain can influence the gain of other individuals.

The research question proposed for this study emerged from the literature on decision making in the organizational context. It is known that individual decisions in the context of organizations can be influenced by several sources of guidance. Peterson and Smith (2000) classify the sources of guidance into three categories: individual factors as own expertise, social sources, impersonal sources as organizational formal rules or informal rules, and tacit organizational norms. Then it is possible to say that decision making inside organizations can be influenced by individual and organizational factors, and individual values could be one of the individual factors. In fact, Alves(2021) studied the influence of values on the sources of guidance, and related that individual managerial values mediate the relationship between basic values and sources of guidance, that means that the set of basic values, managerial values and sources of guidance take part in decision make. Another finding of that study was the power of managerial values strongest than basic values to explain the chose of sources of guidance, because it is close to the managers' function. Considering these evidences, the first question that emerged was: are social values orientation powerful enough to influence alone decisions inside organizations in the situations in which the decision results in gain for organization and loss for suppliers? On other words: does the social values orientation profile influence the decision of the payment term to suppliers?

If social values orientation influences the decision on suppliers payment term, we expected that more collaborative profiles employees are more sensitive to suppliers' arguments and, therefore, they will choose the payment term that is required by their superior, but not the worst term for the supplier; whereas the more competitive and individualistic profiles would choose to extend the payment term for the longest, the worst term for the supplier.

To answer the research question, an experiment was carried out with 114 undergraduate students from business administration, accounting, who were asked to take payment deadline decisions to suppliers under different conditions. The variable social value orientation was measured, with the participants being classified as pro-social, individualistic, competitive or indeterminate. In addition, the financial situation of the company (good and not good) was manipulated. In spite of undergraduated students have no or little experience on decisions in organizational context this public has been considered on the most of experiments in finance research field.

The contributions of this study are twofold. To the best of the knowledge of the authors, this is the first study that investigated this phenomenon considering different social orientation profiles in the decision process to choose the payment term to suppliers. This paper combines social value orientation theory applied to a practical decision that happens daily. Practitioners can benefit from this study by understanding whether differences in individual value profiles influence decisions regarding payment terms to suppliers. Knowing the results companies can extend the adoption of diversity in hiring employee process and increase the employee's empowerment.

2. Theoretical Reference and Rationale of Hypotheses

2.1 Social value orientation – SVO

In complex social environments, decision-making not only influences one's own well-being, but it also has important consequences for the well-being of others. One can give up resources for oneself to provide well-being to others, or behave purely selfishly, ignoring the consequences for others. Van Lange et al. (1997) indicate that individuals systematically differ in the way they act cooperatively or not and also that social value orientation is responsible for determining the patterns of this interaction.

According to Van Lange et al. (1997), methods were developed to measure the tendency of people to care about others in comparison to themselves and thereby identify their Social Value Orientation (SVO), using simple tasks of money allocation. In these tasks, it is necessary for the individual to allocate resources to himself and to others, where alternatives to allocation of money are formatted to infer how much weight is given for the allocation of the resource to the individual in relation to that allocated to others. The defining characteristics of the behavior are influenced by social reasons (pro-social) and selfish motives (individualists or competitors). There are also the altruistics, who are those who do not care about the allocation of resources to themselves, but only care about the gain of others, ensuring that it is as much as possible. These will not be considered in this study.

Iwai (2016) basically points out the existence of two groups: individualistic and pro-social, the first classified into two subgroups, individualists and competitors, both, however, having a self-interested action. By pro-social behavior, one can understand what goes beyond the required function — how to cooperate with co-workers; act, when necessary, to protect the organization from unexpected danger; suggest ways to improve the organization; promote self-development; prepare for higher levels of organizational responsibility and speak positively about the organization to others. Individuals with pro-social value orientation seek results for both themselves and others in a collaborative posture. It seeks to minimize the difference of own results as well as those of the others or the collectivity and seeks a posture of equality. Individualists, on the other hand, tend to maximize their own results, while competitors tend to maximize their own results relative to the results of others, seeking relative advantage over others (Van Lange et al. 1997).

The SVO describes the extent of the individual's personality and is a source of inspiration for decision-making, where choices will benefit individuals individually or collectively. According to Iwai (2016), the social types of SVO present differences in priorities of individual values and can help explain the motivation for cooperation of the individual. For Aguiar, Dieng and Guerreiro (2019), the employee's allocation taking into account this characteristic is beneficial for the organization. People classified as individualists face challenges when placed in group-based structures.

One of the forms of individual SVO measurement is the Van Lange et al. (1997) model where it was observed how individuals distribute monetary values to themselves and to other, given certain restrictions imposed by the model. There are combinations that minimize the difference between the allocated values, maximizing the gain together, while other combinations provide greater allocation to the respondent, in detriment of the allocation of values for other individuals. The model consists of the individual choices of the options as described in Table 1, and from the suggested template the allocation of their profile occurs if there are consistent choices in a given group.

Table 1
SVO Questionnaire

		A	B	C
1	You win	480	540	480
	the "other" wins	80	280	480
		A	B	C
2	You win	560	500	500
	the "other" wins	300	500	100
		A	B	C
3	You win	520	520	580
	the "other" wins	520	120	320
		A	B	C
4	You win	500	560	490
	the "other" wins	100	300	490

		A	B	C
5	You win	560	500	490
	the "other" wins	300	500	90
		A	B	C
6	You win	500	500	570
	the "other" wins	500	100	300
		A	B	C
7	You win	510	560	510
	the "other" wins	510	300	110
		A	B	C
8	You win	550	500	500
	the "other" wins	300	100	500
		A	B	C
9	You win	480	490	540
	the "other" wins	100	490	300

Source: Van Lange et al. (1997)

Participants are classified when they make 6 or more consistent choices following the pattern: I) pro-social choices are: 1c, 2b, 3a, 4c, 5b, 6a, 7a, 8c, 9b; II) individualistic choices are: 1b, 2a, 3c, 4b, 5a, 6c, 7b, 8a, 9c; III) competitive choices are: 1a, 2c, 3b, 4a, 5c, 6b, 7c, 8b, 9a.

Upton (2009) revealed that based on the orientation of social value of the individual, the pro-social are more likely to maximize performance and there is less probability of cheating on the contributions of other individuals compared to individuals characterized as competitors or individualists.

Social value guidance can be valuable for management accounting, considering that the performance of work teams depends on behavioral aspects and that it will directly influence the achievement of their goals (Upton, 2009).

In this sense, since pro-social individuals, (influenced by their worldview, according to the construct defined by Pieterse and Collins (2007) have greater concerns about others, in a situation where they need to define whether or not to increase the payment term to the supplier, individuals with this social value profile will tend to consider the negative effect that this term increase may cause on the supplier, and thus it is less likely that they will maintain the current payment period or increase this term less compared to individuals whose profile is individualistic or competitive. Considering the arguments presented, the first hypothesis is defined as follows:

Hypothesis H1: Compared to individualists and competitors, individuals grouped as pro-social tend to be less likely to increase the payment term to the supplier.

However, it is possible that pro-social individuals find themselves facing situations in which they need to consider and balance the interests of different "others". In particular, in a context where you need to define how much you will increase the payment to the supplier, pro-social individuals need to consider not only the financial situation of the supplier, but they must also consider the motivation of their company to propose a new payment term policy.

In some situations, considering the objective to maximize shareholder value managers act in order to improve financial situation of the company following Value-Based Management techniques (Brigham, Gapenski

& Ehrhardt, 2001; Ittner & Larcker, 2001), even at the expense of the supplier. In these situations, it is expected that pro-social individuals will maintain their perspective of not harming the supplier, even if this goes against the interests of the organization, and therefore they will tend to maintain or slightly increase the current payment term. In other situations, the company's motivation to propose increasing payment terms to suppliers may be to recover a financial situation that is not good. In these situations, pro-social individuals will seek to balance their company's interests with the interests of suppliers and will tend to choose greater increases in payment terms. In short, pro-social individuals will tend to suggest lower payment term increases to suppliers when the company where he works is in a good financial position than when the company's financial situation is bad.

Similarly, individualists and competitors are also expected to choose to increase the payment term to suppliers, especially when the company's financial situation is not good, relative to when it is good. Thus, the second research hypothesis of this study is presented as follows:

Hypothesis H2: Individuals with different SVO profiles tend to extend the payment term to the supplier when the company in which they operate is in a bad financial situation, relative to when the company is in a good financial situation.

There are other theories that state that the individuals follow the social norms. One of those theories is Socialization Theory. In a broad sense, socialization refers to the way in which individuals are helped to become part of and accepted in one or more social groups. (Grusec & Hastings, 2014). However, as the authors note, socialization is not a unidirectional process, as new members of the social group are active in the socialization process and selective in what they accept from older members.

More specifically, related to the theme of this study, the concept of organizational socialization can be defined as the process by which new employees acquire the attitudes, behaviors and knowledge that are required to be accepted as members of an organization (Van Maanen & Schein, 1979).

On the other hand, value orientations and worldview can be seen as important determinants of the socialization process. Value orientations are beliefs about human nature, social relationships, and attitudes toward time and activity orientation. The worldview, in turn, refers to a broader construct that incorporates value orientations associated with culture, religion, political ideology, language, etc (Pieterse & Collins, 2007).

3. Methodology

3.1 Methodological choices

Through an experimental study, this research seeks to identify the relationship between the individual's SVO characteristic and the individual's attitude toward decision-making where the individual needs to propose a term increase to the supplier, at the request of the individual's company, knowing that such an attitude can impair the financial flow of the supplier. In addition, it seeks to verify whether this decision changes due to the financial situation of the company.

3.2 Design and execution of the experiment

The experiment was designed to identify the SVO of the individual and to capture informations in a simulation of decision-making where the individual has to negotiate with the supplier the increase of the payment term of purchases, knowing that he is already facing financial difficulties, or will face them as a result of this decision. In other words, we expect to find a causal relationship between SVO Profile (independent variable) and Decision about payment term (dependent variable)

The participants took an average of 12 minutes to answer the questionnaire. The questionnaires were applied to 114 undergraduate students in the courses of business administration and accounting from two educational institutions on different dates. However, the risk of a respondent knowing of the test in advance is extremely low, since they are located in different cities, being more than 250 Km apart and not part of the same school network. The choice of these subjects for the research is due to their accessibility and not refer to a probabilistic sample, since the sample was taken from only two higher education institutions, although from classes of different semesters of studies. We follow other Brazilian studies (Martins, et al, 2015; Kruger & Minello, 2017) that applied experiments in undergraduate students such as international studies (Cunha, Lavarda & Cunha, 2017).

During the application of the questionnaires, only the instructions were read, without any explanation that was not explicit there. The questionnaire was checked in its third part through two questions to confirm the understanding about the scenario.

In order to capture whether the financial situation of the company would affect the decision, the sample was divided equally into two parts, one answered a questionnaire in which the company requesting the extension of the payment period was in good financial position, and the other part the questionnaire referred to a company that was facing financial difficulties. The distribution was random, where in one side of the classroom the questionnaire applied referred to the company financially well and in the other side the questionnaire referred to the company facing financial difficulties.

3.3 Construction and validation of the questionnaire

Taking the approach of Alexandre and Coluci (2011), the following steps were considered in the construction of the questionnaire: a) bibliographic research; b) consultations with scholars; and c) consultation with the population of interest of the study. The questionnaire consists 20 questions and has three parts:

- First part: Preliminary questionnaire, composed of 9 questions that sought to identify the orientation profile of the individual's social value, following the studies of Van Lange et al. (1997).

In order to obtain the social value orientation profile, it was necessary to have consistency in the answers. To verify consistency, the condition adopted was that of the 9 questions presented, 6 or more of them were in the same group.

- Second part: a question for the hypothetical situation presented by the study, about the individual's decision to increase or not the condition of payment to the supplier, considering that there is a determination of the company that a negotiation should be made with suppliers to extend the payment period.

Two scenarios were simulated for the company studied. In the first, the company is experiencing financial difficulties, with a high degree of indebtedness and low degree of liquidity, which would reinforce the justification to increase the payment term to suppliers; and in the second scenario, the company is operating without financial difficulties, and the request for a deadline increase to suppliers would be merely to obtain financial advantage and improve the company results.

According to the organization's determination, the new payment policy would go from the current 45 days to 120 days of average payment term, with space for the participant to negotiate longer or shorter terms. Next, the supplier's aspect was shown, in which the supplier claimed that such a term increase would be outside its cost scope and that there would be no working capital resources to "afford" such a term increase, thus making a counterproposal, reducing the requested period.

- Third part: Socio-economic variables, composed of 10 questions that aimed to capture social information of the individual to cross-reference information with the results obtained in the previous stages, seeking correlations between the patterns of answers and verifying the respondent's understanding of the simulation context.

To ensure the validity of the research instrument, which is defined as the ability to measure what it proposes to measure and that its conceptual and theoretical definition is translated into an operational definition (Estrela, 2018), the whole questionnaire was submitted to content validation and understanding with 10 individuals of the same characteristics of the sample chosen for the application of the questionnaire, who were not part of the final sample. The authors evaluated the understanding of what had been requested and measured the average time of answers, which was of 8 minutes for the conclusion of the questionnaire. The steps recommended by Cooper and Schindler (2016), for whom the content validity depends on judgment were followed. The recommendations establish the following steps for such judgment: a) the planner, with the careful definition of the items measured and the scales to be used; b) people to judge how the instrument meets the needs of the research, by analysis of the essential and non-essential items contained in the questionnaire.

3.4 Questionnaire application and database construction

The questionnaire was applied in September 2019. A total of 114 tests were applied to identify the social value orientation profile; 57 questionnaires simulating Situation 1 in which the buyer company was in good financial position, and 57 questionnaires simulating Situation 2 in which the buyer company was facing financial difficulties; and finally, 114 questionnaires with a socio-economic profile.

In database construction, SVO types were grouped into two categories. One with pro- social profiles and another category where the individualists and competitors were grouped, following Aguiar et al. (2019) and Iwai (2016), on the basis that these profiles have characteristics “*pro-self*” or “for themselves”. The sample was separated from the median and applied in part 2 of the simulated environment questionnaire that differentiated the financial situation of the company that is requesting the increase of payment term with suppliers. Thus, 57 questionnaires were obtained with information that the company was not in financial difficulties at the time of the request for a deadline extension, and another 57 questionnaires stated that the company was facing financial difficulties.

Microsoft Excel was used to analyze the results quantitatively, with the construction of a database with the collected responses. Data analysis followed Hair Jr et al. (2009) recommendations about analysis of outliers and missing data.

4. Presentation and Discussion of Results

4.1 Demographic data of participants

Table 2 shows the gender distribution of respondents and average age for an analysis of the sample profile.

Table 2

Gender and Average Age Distribution

Gender	Amount	Average Age
Female	60	23.9
Male	54	24.0
General Total	114	23.9

Source: Research data

Many of these students (almost 72%) had studied Finance previously and considering the sample they also have experience on working (53% more than 5 years, 26% between 2 and 4 years)

4.2 Social Value Guidance

Of the total of 114 participants who completed the SVO test, 53 were classified as pro-social, 28 as individualists, 15 as competitors and 18 as indeterminate, since there was no minimum consistency of 6 responses framed in the same SVO type.

Individualists and competitors were grouped into a single group, thus making 43, which is based on the reason of being considered “*pro-self*” or “for themselves”. Table 3 presents the distribution by SVO groups by experimental condition.

Table 3
Distribution by SVO groups by experimental condition

SVO Profile	Count	%
Indeterminate	18	16%
Individualist/Competitor	43	38%
Pro-social	53	46%
General Total	114	

Source: Research data

The separation of the groups for the second stage of the questionnaire, where the buyer company was subdivided into Situation 1 that it was financially well and Situation 2 that was experiencing financial difficulties, was random, and the distribution of the social value guidance profiles between them is shown in Tables 4 and 5.

Table 4
Distribution by SVO groups - Situation 1 (Company financially well)

Profile	Count	%
Indeterminate	10	18%
Individualist/Competitor	24	42%
Pro-social	23	40%
General Total	57	

Source: Research data

Table 5
Distribution by SVO groups - Situation 2 (Company in financial difficulties)

Profile	Count	%
Indeterminate	8	14%
Individualist/Competitor	19	33%
Pro-social	30	53%
General Total	57	

Source: Research data

4.3 Deadline decision-making with supplier × SVO

The main objective of the study was to observe how the social value orientation profiles impact on a decision making that will affect the supplier's financial situation. Here the study has the orientation profile for social value as an independent variable and the individual's behavior as a dependent variable in the face of this dilemma.

Although the theoretical prediction was that the SVO would interfere in the behavior of decision-making in the assignment of the purchase period, this is not what happened. The results presented in Tables 6 and 7 suggest that, in this case, there is no interference from SVO in the behavior of decision-making .

Table 6

Distribution of deadlines by SVO - Company financially well

Svo	Deadline days					Total
	45	60	75	90	120	
Indeterminate	1	2	3	3	1	10
Individualist/Competitor	6	4	4	6	4	24
Pro-social	3	4	6	6	4	23
General Total	10	10	13	15	9	57

SVO Profile	Average Term (days)
Indeterminate	78.00
Individualist/Competitor	76.25
Pro-social	80.22

Source: Research data

Table 7

Distribution of deadlines by SVO - Company with financial difficulties

Svo	Deadline Days					General Total
	45	60	75	90	120	
Indeterminate	1		2	4	1	8
Individualist/Competitor	1	4	3	9	2	19
Pro-social	2	8	8	8	4	30
General Total	4	12	13	21	7	57

SVO Profile	Average Term (days)
Indeterminate	84.38
Individualist/Competitor	82.11
Pro-social	79.00

Source: Research data

Tests were carried out to find evidence that the social value orientation profile influences decision-making. Basically, two analysis tests were performed: *t-student* and ANOVA. Table 8 shows the ANOVA analysis in the decision-making of employees, according to their social value orientation profile, in the payment period to the supplier, considering that the company is in a financial situation considered good. For this test, were used the 5% significance level ($\alpha = 0.05$).

Table 8

Decision-making of the payment term to the supplier when the company is financially well

Anova						
Group	Count	Sum	Average	Variance		
Pro-social	23	1845	80.217	564.723		
Individualist/Competitor	24	1830	76.250	683.152		
Indeterminate	10	780	78.000	440.000		
Source of variation	Sq	Gl	Mq	F	P-value	Critical F
Between groups	185.165	2	92.5829	0.155	0.856	3.168
Within groups	32096.41	54	594.378			
Total	32281.58	56				

Source: Research data

It is observed that the P-value is higher than the significance level, so the null hypothesis should be considered. The F value is lower than the F-critical value, which suggests that there is no significant difference of means between the groups.

Table 9 shows the ANOVA analysis in employee decision-making, according to their social value orientation profile, in the payment period to the supplier, considering that the company is in a bad financial situation and needs financial breath to pay its commitments. For this test, the significance level 5% ($\alpha = 0.05$) is used.

Table 9

Decision-making of the payment term to the supplier when the company is in financial difficulties

Anova						
Group	Count	Sum	Average	Variance		
Pro-social	30	2370	79	448.965		
Individualist/Competitor	19	1560	82.10526	384.210		
Indeterminate	8	675	84.375	445.982		
Source of variation	Sq	Gl	Mq	F	P-value	Critical F
Between groups	231.809	2	115.904	0.271	0.763	3.168
Within groups	23057.66	54	426.993			
Total	23289.47	56				

Source: Research data

Similar to the previous result, the P-value again is less than the significance level, and the F value is less than the F-critical value. Thus, the null hypothesis should be considered, and there is no significant mean difference between the groups.

Since no differences in means were found between the groups, it was investigated whether there were relationships between the groups, with the *t-student test* for the comparison of two groups, as shown in Table 10.

Table 10*T-test: two samples assuming equivalent variances*

	<i>In Financial Difficulties</i>	<i>Financially Well</i>
Average	80.789	78.157
Variance	415.883	576.456
Observations	57	57
Grouped variance	496.170	
Mean difference hypothesis	0	
GI	112	
Stat T	0.630	
P(T≤t) one-sided	0.264	
one-sided critical t	1.658	
P(T≤t) two-sided	0.529	
two-sided critical t	1.981	

Source: Research data

The results show that Stat $t = 0.63$ is lower than the two-sided critical $t = 1.98$, so there is no significant difference in decision-making among the indeterminates, when the company is well or poorly financially.

4.4 Analysis of hypotheses

Hypothesis H1 postulated that knowing the employee's SVO profile, it is possible to predict their term negotiation pattern with the supplier, so individuals grouped as pro-social individuals tend to be less effective in maximizing the payment period to the supplier in relation to individualists and competitors. The mean performance of the group was studied by means of an ANOVA among the participants with three factors of SVO: the pro-social, the individualistic and the undefined profile.

Tables 6 and 7, presented above revealed that there is no relationship between the social value orientation profile and the pattern in the negotiation of payment terms with suppliers, where the proposed average payment term did not show significant variation both when the requesting company is in good financial condition and when it is experiencing financial difficulties.

Tables 8 and 9 revealed that there is no significant mean difference between the individualistic social value orientation profiles with the other types of identified profiles, which also does not confirm the Hypothesis H1.

Finally, the Hypothesis H2 postulated that individuals with different SVO profiles tend to extend the payment term to the supplier when the company in which they operates is in a bad financial situation, relative to when the company is in a good financial situation.

For this analysis, in Table 10 presented above, the test performed was the *t-student*. The result obtained is that there is no significant difference of average in relation to the financial status of the company, which also does not confirm the Hypothesis H2.

Table 11 summarizes the main results of the study.

Table 11

Summary of the main results obtained comparing the financial situation in the two situations presented

Profile	Average (days) when the company is financially well	Average (days) when the company is in financial difficulties	Stat T	Two-sided critical t
General (all SVOs)	78	81	0.630	1.981
Pro-social	80	79	0.196	2.007
Individualist/Competitor	76	82	0.811	2.019
Indeterminate	78	84	0.638	2.119

Source: Research data

In this table, it is evidenced that the SVO does not interfere in the decision-making in the negotiation of an increased payment term with the supplier. However, there is a tendency for employees to seek a greater increase in the term from the supplier when their company is experiencing financial difficulties and the need for this term increase is latent. This fact was best evidenced between individualistic profiles and individuals who were not consistent in the SVO test and were classified as indeterminate.

5. Conclusions

This study investigates, through an experiment, whether professionals with different social orientation profiles make different decisions in an environment with relative autonomy. Specifically, this research focused on a negotiation to increase the supplier's payment term, knowing that he/she is experiencing financial difficulties, and that such an increase would significantly impact the survival of the supplier's business.

The results suggest that the effect of the individual social value orientation does not significantly interfere in the pattern of negotiation of the payment term with suppliers, nor does the financial situation of the company who he/she works for. For the two hypotheses tested, no significant mean differences were found.

The first hypothesis was to test whether the orientation profile of social value of the individual would interfere in the negotiation of a term increase with the supplier, when requested by the company in which he operates, in this situation the decision-maker knows the fragile financial situation of the supplier and that this request would affect the supplier negatively. The second hypothesis sought to test whether the financial situation of the company in which the individual operates would influence the achievement of the target in the proposal of increasing the payment term with suppliers, since this increase would directly impact their cash flow and working capital.

The results suggest that the different social orientation profile of the workers does not matter on the suppliers payment term decision, suggesting that workers mainly follow the an impersonal source of guidance like organizational rules (Peterson & Smith, 2000). In other words, they acquire the attitudes, behaviors necessary to be accepted as members of the organization according to the organizational socialization process conceptualized by Van Maanen & Schein (1979), and in this specific situation, their decisions are not significantly influenced by their worldview in the sense suggested by Pieterse and Collins (2007).

Other factors not investigated in this paper could influence the payment term decisions to suppliers, for example, incentives and punishment and compliance mechanisms, could interfere in this decision. New researches must be done to explore the relation between SVO and decision making, studying if and how SVO takes part on the decion making inside organizational context, mainly mediated relations in which SVO could work as independent variable.

These results contribute to the literature on this topic and innovate by studying a process, as far as we know, previously unstudied, which is the negotiation of payment terms to suppliers. These results also can be useful for organizations, especially those that delegate this decision to professionals with different social orientation profiles. Other aspect is about the employee hiring process, many companies are trying to be more diversified in some aspects, one of them is about the social orientation profile, considering these results companies can't be worried about this difference in social orientation profiles.

Normatively speaking, if a company desires to favors the supplier with bad financial situation, in this case the recommended procedure is not giving autonomy to their employees to choose the payment term, instead of, the recommended procedure is determines the maximum payment term to achieve the organizational objectives. Adopting this approach, companies could achieve their intention and avoiding the potential conflict experienced by the employees with the organizational values and their personal values.

The study has some limitations. The measure used was the choice of the individual in a hypothetical situation, so it is not a behavior itself, and there is no real effect acting on the decision-making agent, so the consequences of decision-making could not be observed. Future studies could minimize this limitation by investigating the SVO in other individual's levels of professional activity. Another research opportunity refers to testing whether monetary incentives would interfere in the behavior of individuals according to their SVO.

References

- Aguar, A.B.; Dieng, M.; & Guerreiro, R. (2019) The Role of Social Identity and Social Value Orientation for Group Performance. USP International Conference in Accounting, São Paulo.
- Alexandre, N.M.C., & Coluci, M.Z.O. (2011) Content validity in the processes of construction and adaptation of measurement instruments. *Collective Health and Science*, 16 (7): 3061–3068.
- Alves, S. S. (2021) A Relação entre os Valores Gerenciais, Valores Básicos e as Fontes de Apoio à Decisão em Contexto Organizacional. Doctoral thesis, Universidade Presbiteriana Mackenzie, São Paulo, Brazil.
- Barney, J. (1991) Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Brigham, E.; Gapenski, L.C.; & Ehrhardt, M.C. (2001). *Administração financeira: teoria e prática*. São Paulo: Atlas.
- Ittner, C. D., & Larcker, D. F. (2001). Assessing empirical research in managerial accounting: a value-based management perspective. *Journal of accounting and economics*, 32(1-3), 349-410.
- Campos, L. H. R., Stamford, A., & Campos, M. F. S. S. (2002). Optimizing the growth capacity in a supermarket production chain. *Production*, 12(1), 6-17. <https://doi.org/10.1590/S0103-65132002000100002>
- Cooper, D. R., & Schindler, P. S. (2016) *Management Research Methods*. (12a ed.) New York: McgrawHill.
- Cunha, L.C., Lavarda, C.E.F., & Cunha, P.R. (2017). Pesquisa Comportamental em Auditoria: Classificação de Estudos do Período de 2004 a 2015. *Sociedade, Contabilidade e Gestão*, 12(2), 93-112.
- Dimaggio, P. J. & Powell, W. W. (1983) The iron cage revisited: institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*. 48 (2): 147-160.
- Estrela, C. (2018) *Scientific Methodology: Science, Teaching, Research*. (3 ed.) Porto Alegre: Medical Arts.
- Fiedler, S., Glöckner, A, Nicklisch, A., & Dickert, S. (2013). Social Value Orientation and information search in social dilemmas: An eye-tracking analysis. *Organizational Behavior and Human Decision Processes*. 120, 272-284.
- Gonçalves, A. B., Schiozer, R. F., & Sheng, H. H. (2018). Trade credit and product market power during a financial crisis. *Journal of Corporate Finance*, 49, 308–323. <https://doi.org/10.1016/j.jcorpfin.2018.01.009>
- Grusec J. F & Hastings, P. D. (2014) *Handbook of Socialization: Theory and Research*, 2 nd ed., New York: Guilford Publications.
- Hair Jr., J.F., Black, W.C., Babin, B.J., Anderson, R.E, & Tatham, R.L. (2009) *Multivariate Data Analysis*. (6th ed.) Porto Alegre: Bookman.
- Harrison, J. S., Phillips, R. A., & Freeman, R. E. (2019). On the 2019 Business Roundtable "Statement on the Purpose of a Corporation." *Journal of Management*. SAGE Publications Inc. <https://doi.org/10.1177/0149206319892669>

- Iwai, T. (2016) Social Value Orientation, Values System And Cooperative Behavior: An Experimental Study. *Revista de Administração Mackenzie*, 17 (1), pp. 82–111.
- Krüger, C., & Minello, I. F. (2017). Atitude Empreendedora em Discentes de Graduação: Entre a Teoria e a Prática . *Revista Alcance*, 24(2), 191-208.
- Magazine Luiza (2020). Divulgação de Resultados do 2º Trimestre de 2020 (em IFRS). www.ri.magazineluiza.com.br/listresultados/central-de-resultados/
- Malbašić, I., Rey, C., & Potočan, V. (2015). Balanced Organizational Values: From Theory to Practice. *Journal of Business Ethics*. 130(2), 437-446
- Martins, J. F., Dantas, T. K. S., Araújo, W. S., Rocha Neto, M. P., & Leone, N. M. C. P. G. (2015). O comportamento financeiro dos estudantes de graduação à luz da teoria dos prospectos. *Revista Ciências Administrativas*, 21(1), 95-111.
- Paarberg, L.E., & Perry, J.L. (2007) Values Management: Aligning Employee Values and Organization Goals. *The American Review of Public Administration*. 37(4), 387-408.
- Parsons, T. (1977). *Social Systems and the Evolution of Action Theory*, New York
- Peterson, M. F., & Smith, P. B. (2000). Meanings, organization and culture: Using sources of meaning to make sense of organizational events. In N. Ashkanasy, C.P.M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 101-116). Thousand Oaks, CA: Sage.
- Pieterse, A. L. & Collins, N. M. (2007) A Socialization-Based Values Approach to Embracing Diversity and Confronting Resistance in Intercultural Dialogues. *College Student Affairs Journal*, 26(2): 144 - 151
- Porto, J. B. (2017). Uma Escala de Valores Organizacionais com base na Teoria de Valores Culturais de Schwartz. *Psicologia: Teoria E Pesquisa*, 32(esp.), 1-10. <https://doi.org/10.1590/0102-3772e32ne222>
- Rohan, M. J. (2000). A rose by any name? The values construct. *Personality and social psychology review*, 4(3), 255-277.
- Saraç, M., Meydan, B., & Efil, I. (2017), "Does the relationship between person–organization fit and work attitudes differ for blue-collar and white-collar employees?", *Management Research Review*, Vol. 40 No. 10, pp. 1081-1099
- Schwab, K. (2020) Davos Manifesto 2020: The Universal Purpose of a Company in the Fourth Industrial Revolution. *World Economic Forum*. 02 Dec 2019 <https://www.weforum.org/agenda/2019/12/davos-manifesto-2020-the-universal-purpose-of-a-company-in-the-fourth-industrial-revolution/>
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. P. Zanna (Ed.), *Advances in experimental social psychology*, 25, 1–65. San Diego: Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60281-6](https://doi.org/10.1016/S0065-2601(08)60281-6)
- Schwartz, S. H., Cieciuch, J., Vecchione, M., Davidov, E., Fischer, R., Beierlein, C., Ramos, A., Verkasalo, M., Lönnqvist, J.-E., Demirutku, K., Dirilen-Gumus, O., & Konty, M. (2012). Refining the theory of basic individual values. *Journal of Personality and Social Psychology*, 103(4), 663–688. <https://doi.org/10.1037/a0029393>
- The Business Roundtable. (2020) Statement on the Purpose of a Corporation. <https://opportunity.businessroundtable.org/wp-content/uploads/2020/02/BRT-Statement-on-the-Purpose-of-a-Corporation-with-Signatures-Feb2020.pdf>
- Upton, D. (2009). Implications of Social Value Orientation and Budget Levels on Group Performance and Performance Variance. *Journal of Management Accounting Research - J Manag Account Res*. 21 (1), 293-316.
- Van Lange, P. A. M., Otten, W., Bruin, E. M. N. & Joireman, J. (1997). Development of Prosocial, Individualistic, and Competitive Orientations: Theory and Preliminary Evidence. *Journal of personality and social psychology*. 73(4), 733-746. <https://doi.org/10.1037/0022-3514.73.4.733>
- Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. *Research in Organizational Behavior*, 1, 209-264.

DADOS DOS AUTORES

Clayton Rotta

Mestre em Controladoria e Finanças Empresariais pela Universidade Presbiteriana Mackenzie

E-mail: claytonrotta@gmail.com

Orcid: <https://orcid.org/0000-0003-4040-3675>

José Carlos Tiomatsu Oyadamari

Doutor em Ciências Contábeis pela Universidade de São Paulo - USP

Professor do Programa de Pós-Graduação em Controladoria e Finanças Empresariais da Universidade Presbiteriana Mackenzie

E-mail: josecarlos.oyadamari@mackenzie.br

Orcid: <https://orcid.org/0000-0003-3059-3102>

Andson Aguiar

Doutor em Ciências Contábeis pela Universidade de São Paulo - USP

Professor Associado do Departamento de Contabilidade e Atuária, da Faculdade de Economia, Administração e Contabilidade, da Universidade de São Paulo

E-mail: abraga@usp.br

Orcid: <https://orcid.org/0000-0003-4034-4134>

Octavio Ribeiro Mendonça Neto

Doutor em Ciências Contábeis pela Universidade de São Paulo - USP

Professor do Programa de Pós-Graduação em Controladoria e Finanças Empresariais da Universidade Presbiteriana Mackenzie

E-mail: octavio.mendonca@mackenzie.br

Orcid: <https://orcid.org/0000-0002-6123-6733>

Maria Luisa Mendes Teixeira

Doutora em Administração pela Universidade de São Paulo - USP

Professora do Programa de Pós-Graduação em Administração de Empresas da Universidade Presbiteriana Mackenzie

E-mail: marialuisa.teixeira@mackenzie.br

Orcid: <https://orcid.org/0000-0002-0606-1723>

Contribuição dos Autores:

Contribuição	Clayton Rotta	José Carlos Tiomatsu Oyadamari	Andson Aguiar	Octavio Ribeiro Mendonça Neto	Maria Luisa Mendes Teixeira
1. Concepção do assunto e tema da pesquisa	√	√	√		
2. Definição do problema de pesquisa	√	√	√		
3. Desenvolvimento das hipóteses e constructos da pesquisa (trabalhos teórico-empíricos)	√	√	√	√	
4. Desenvolvimento das proposições teóricas (trabalhos teóricos os ensaios teóricos)	√				
5. Desenvolvimento da plataforma teórica	√	√	√		
6. Delineamento dos procedimentos metodológicos	√	√	√		
7. Processo de coleta de dados					
8. Análises dos dados	√				√
9. Análises e interpretações dos dados coletados	√	√			√
10. Considerações finais ou conclusões da pesquisa	√	√		√	√
11. Revisão crítica do manuscrito		√		√	√
12. Redação do manuscrito	√	√		√	