

## University of Groningen

### The bright side of hierarchies

Cantimur, Yeliz

**IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.**

*Document Version*

Publisher's PDF, also known as Version of record

*Publication date:*

2015

[Link to publication in University of Groningen/UMCG research database](#)

*Citation for published version (APA):*

Cantimur, Y. (2015). *The bright side of hierarchies: The origins and consequences of social stratification in organizations*. [Thesis fully internal (DIV), University of Groningen]. University of Groningen, SOM research school.

#### **Copyright**

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: <https://www.rug.nl/library/open-access/self-archiving-pure/taverne-amendment>.

#### **Take-down policy**

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

*Downloaded from the University of Groningen/UMCG research database (Pure): <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.*

Stellingen behorende bij het proefschrift

**The Bright Side of Hierarchies:**

**The Origins and Consequences of Social Stratification in Organizations**

van

Yeliz Cantimur

1. Expertise and dominance represent two effective, independent routes to influence attainment in organizational work teams (Chapter 2).
2. A team member exhibiting expertise is perceived as more influential when competition among the team members is low whereas a team member enacting dominant behavior is granted greater influence when competition among the team members is high (Chapter 2).
3. Experts are seen as likeable colleagues whereas dominant individuals are not (Chapter 2). This should explain why HRM & OB staff members are so much “liked” at the FEB.
4. Hierarchies are not universally good or bad for the functioning of organizational work teams. In order to capitalize on the benefits of hierarchies, organizations need to take into account the type of tasks that work teams perform as well as the shape of the hierarchy within these teams (Chapters 3 & 4).
5. Steeper status hierarchies (i.e., hierarchies with larger asymmetries in members’ status levels) reduce conflict and enhance performance in organizational work teams when teams perform tasks of low complexity (Chapter 3).
6. Hierarchization (i.e., hierarchical ordering of dyadic influence relations) captures the functional benefits of hierarchy whereas centralization (i.e., the concentration of influence in one member or in a small subset of members) can be dysfunctional in organizational work teams (Chapter 4).
7. When you study task complexity in your doctoral dissertation, you know what you are talking about (Chapters 1–5 and more).
8. Writing a doctoral dissertation gives you a clearer view of the world, ironically with an increasing eyesight number.