

The Research Centre of the School of Economics and Business
cordially invites you to a research seminar
on **Tuesday, 22 April 2025, at 13:00 CET** in room **P-119**
at the School of Economics and Business, University of Ljubljana

Tiziana Casciaro (Rotman School of Management of the University of
Toronto)

will present the article:

**The Network Hawthorne Effect: How Network Studies Change
Networking Behavior in Organizations**

Despite the ubiquity of network studies in organizational research over the past few decades, the possibility that the very act of studying networks might change how people interact with their colleagues has received little consideration. The assumption is that network studies do not alter the behavior of study participants. And yet, theory and evidence exist that participating in a research study might lead to changes in behavior and attitudes. The classic “Hawthorne effect” refers to the phenomenon wherein awareness of being observed or selected for special treatment in a study can change participants' behavior, as individuals may feel pressured to perform well or conform to certain expectations. In this paper, we consider whether a “network Hawthorne effect” occurs in terms of individuals changing their networking behavior simply by virtue of participating in a network study. To that end, we collected and analyzed data from a major North American financial institution that included a network survey of over 2,000 middle managers, detailed HR and performance records for all 50,000 employees, and comprehensive archives of email communications among all employees over a 12-month period. Importantly, participants were not aware that their email exchanges were being tracked. Results show the unintended effects of network studies on participants' behavior and the role that attention and reinforcement can play in shaping an individual's position in their organizational network.

We look forward to seeing you.