

Academy of Management Annual Meeting *Proceedings* includes abstracts of all papers and symposia presented at the annual conference, plus 6-page abridged versions of the “Best Papers” accepted for inclusion in the program (approximately 10%). Papers published in the *Proceedings* are abridged because presenting papers at their full length could preclude subsequent journal publication. Please contact the author(s) directly for the full papers.

The Diffusion of Digital Services in the Public Administration: The Leadership Role of Mayors

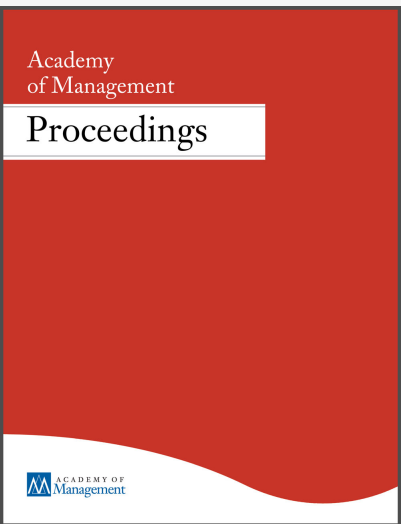
Stefania Scrofani, Andrea Mina and Elena Cefis

Published Online: 17 Jun 2025 | <https://doi.org/10.5465/AMPROC.2025.23847abstract>

[Tools](#)[Share](#)

Abstract

This paper examines how various characteristics of top executives influence the decision to digitalize, focusing particularly on the leader's human capital, tenure, and personal relationships. While existing evidence on technology diffusion primarily centers on private organizations, this study takes a novel approach by investigating public institutions, specifically the public administration of Italian municipalities and their mayors. We employ a time-to-event model, analyzing the adoption of the e-payment service provider (PagoPA) by Italian municipalities from 2012 to 2021. The findings reveal that the speed of adoption of digital technologies by the PA of Italian municipalities does not depend on the human capital of the mayor. Aligning with existing literature in the strategy domain, we find that mayor's tenure has an inverse U-shaped relationship with the adoption of new technologies. Finally, we observe that personal ties with high-ranking supervisors significantly accelerate the adoption of digital technologies.

[Figures](#)[References](#)[Related](#)[Details](#)

Vol. 2025, No. 1

Permissions



New!

ACADEMY OF
Management

Today



ACADEMY OF
Management



Academy of Management
100 Summit Lake Drive, Suite 110
Valhalla, NY 10595, USA
Phone: +1 (914) 326-1800
Fax: +1 (914) 326-1900



Information



About AOM
Permissions
Advertising
AOM Journals
AOM Membership

Resources



Author Resources
Subscriptions and Purchases
AOM Open Access