



2017 CONFERENCE MEETING  
OCTOBER 24-28, 2017  
TRADEWINDS RESORT – ST. PETE BEACH, FL

#SMA2017SPB



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**CONSORTIUM FOR THE ADVANCEMENT  
OF RESEARCH METHODS AND ANALYSIS**

*College of Business Administration*



**Research Methods Education  
for the Global Classroom**

**Contact:** Jessi Jensen **Email:** carma@unl.edu

**Phone:** +1-402-472-7784

## What is CARMA?

CARMA, the Consortium for the Advancement of Research Methods and Analysis, is an interdisciplinary consortium devoted to helping faculty, graduate students, and professionals learn of current developments in various areas of research methods and statistics relevant to the management and organizational sciences.

CARMA is a non-profit unit at the University of Nebraska-Lincoln, College of Business.

## CARMA Live Webcast Program

Throughout the upcoming academic year, CARMA delivers 10 live webcasts on various areas of research methods topics which you may view if you are at a member school. Recordings of these webcasts are subsequently placed into our Video Library, which can be accessed at any time throughout the academic year.

## Schedule of Live Webcasts

September 22, 2017

- Jeff Edwards, University of North Carolina
- Topic: Integrating Moderation and Mediation

October 20, 2017

- Dr. Donald Bergh, University of Denver
- Topic: Verifying Empirical Research Findings
- Dr. Richard Landers, Old Dominion University
- Topic: Creating Datasets with Social Media

November 10, 2017

- Dr. George Banks, University of North Carolina-Charlotte
- Topic: Questionable Research Practices
- Dr. Todd Little, Texas Tech University
- Topic: Parcel Indicators in SEM

January 26, 2018

- Dr. Lisa Lambert, Georgia State University
- Topic: Storytelling through Statistics
- Dr. Daniel Beal, Virginia Tech
- Topic: Experience Sampling Methods

February 23, 2018

- Dr. Glenn Hoetker, Arizona State University
- Topic: Panel Data
- Dr. Karen Locke, College of William and Mary
- Topic: Coding for Diversity

April 06, 2018

- Dr. Ken Bollen, University of North Carolina
- Topic: Casual Indicators and Measurement Models

## CARMA Short Courses

Short Courses are two and a half day sessions on research method or data analysis topics. They place an emphasis on hands-on experience and the application of methodology. Our instructors are leading methodological scholars recognized within the organizational studies management areas as experts on their topics. Several are current or past editors of leading organizational journals.

### Upcoming Courses at University of South Carolina: Jan 4-6, 2018

- Intro to Multilevel Analysis, Dr. Paul Bliese
- Intro to Longitudinal Analysis, Dr. Rob Ployhart
- Intermediate SEM: Model Evaluation, Dr. Larry Williams
- Text Analysis, Dr. Anne Smith



# SMA 2017 MEETING TABLE OF CONTENTS

<b>WELCOME TO THE 2017 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION .....</b>	<b>1</b>
<b>PROGRAM HIGHLIGHTS.....</b>	<b>2</b>
<b>SMA 2017 EVENT AND AWARD SPONSORS .....</b>	<b>4</b>
<b>SMA 2017 EXHIBITORS .....</b>	<b>8</b>
<b>SOUTHERN MANAGEMENT ASSOCIATION.....</b>	<b>9</b>
<i>ABOUT SMA .....</i>	<i>9</i>
<i>SMA STRUCTURE.....</i>	<i>10</i>
<i>OFFICERS .....</i>	<i>10</i>
<i>BOARD MEMBERS.....</i>	<i>10</i>
<i>JOURNAL OF MANAGEMENT .....</i>	<i>10</i>
<i>FELLOWS .....</i>	<i>10</i>
<i>JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD WINNERS* .....</i>	<i>10</i>
<i>PAST PRESIDENTS* .....</i>	<i>11</i>
<b>2017 SMA CONFERENCE COMMITTEE .....</b>	<b>12</b>
<i>SMA 2017 TRACK CHAIRS .....</i>	<i>12</i>
<i>BEST PAPER COMMITTEES.....</i>	<i>12</i>
<i>BEST PAPER IN TRACK COMMITTEES.....</i>	<i>13</i>
<i>BEST DOCTORAL STUDENT PAPER IN TRACK COMMITTEES.....</i>	<i>13</i>
<i>JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD COMMITTEE.....</i>	<i>13</i>
<b>2017 SMA AWARDS .....</b>	<b>14</b>
<i>BEST OVERALL CONFERENCE PAPER.....</i>	<i>14</i>
<i>BEST OVERALL DOCTORAL STUDENT PAPER.....</i>	<i>14</i>
<i>JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD .....</i>	<i>14</i>
<i>BEST PAPERS BY TRACK.....</i>	<i>14</i>
<i>BEST DOCTORAL STUDENT PAPERS BY TRACK.....</i>	<i>15</i>
<i>BEST REVIEWERS BY TRACK .....</i>	<i>15</i>
<b>SMA 2017 REVIEWERS.....</b>	<b>16</b>
<b>CONFERENCE SESSIONS .....</b>	<b>19</b>
<i>TUESDAY, OCTOBER 24.....</i>	<i>19</i>
<i>WEDNESDAY, OCTOBER 25 .....</i>	<i>19</i>
<i>THURSDAY, OCTOBER 26 .....</i>	<i>20</i>
<i>FRIDAY, OCTOBER 27 .....</i>	<i>40</i>
<i>SATURDAY, OCTOBER 28.....</i>	<i>59</i>
<b>PARTICIPANT SESSION INDEX.....</b>	<b>61</b>
<b>PARTICIPANT CONTACT INFORMATION INDEX .....</b>	<b>64</b>
<b>SUBJECT INDEX.....</b>	<b>70</b>
<b>CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2018 MEETING.....</b>	<b>72</b>
<b>TRADEWINDS PROPERTY MAP .....</b>	<b>75</b>
<b>TRADEWINDS MEETING ROOMS MAP.....</b>	<b>76</b>

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# WELCOME TO THE 2017 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION

Welcome to St. Pete Beach, FL and the 2017 SMA Meeting! A beautiful peninsula located on Florida's West coast, the area is bordered by the Gulf of Mexico to the west and by Tampa Bay to the east. This is home to 35 miles of white-sand beaches on some eight major barrier islands. We're within minutes of many popular Florida attractions: just 30 minutes to Busch Gardens in Tampa and 90 minutes to Walt Disney World Resort, Sea World, and Universal Studios Escape in Orlando. We hope that you will have a chance to get out and enjoy all that St. Pete Beach has to offer during your stay.

Wednesday's pre-conference activities include our two doctoral consortia (chaired by **Neil Tocher**) that are designated specifically for early (1st and 2nd year, coordinated by **Robyn Brouer** and **Melissa Carsten**) and late (3rd and 4th year, coordinated by **Laura Little** and **Matt Rutherford**) stage doctoral students. Our pre-conference activities also include a consortium (coordinated by **Frankie Weinberg**) designed for students who have not yet begun their doctoral studies. SMA is proud of its continuing commitment to support doctoral students' attendance at the SMA doctoral consortium/conference. Wednesday will also include two special sessions for which pre-registration is required, the SMA Career Paths Symposium and Special Topics in SEM: Parcels, Method Variance & Model Fit, a joint SMA/CARMA professional development session on structural equation modeling.

The conference begins with a **Shell-a-bration Wednesday, 5:15pm-6:15pm, in Long & Sawyer Keys/Tarpon**. We are excited about the second year of our awards program and have added a beach theme. During this session all of the SMA award winners will receive their honors. Come cheer for your friends and meet some new ones. SMA's Welcome Reception immediately follows the Shell-a-bration on the gulf-front South Beach Lawn and is a great way to kick off your SMA experience. We'll also make it easier for you by hosting a Solutions Desk where you can find answers to your conference questions. SMA Ambassadors will be available to assist you throughout the conference – look for their yellow Ambassador shirts.

New highlight sessions include the *Journal of Management* (JOM) Coffee Talk where SMA members will participate in an interactive session with JOM Editor David Allen and members of the JOM Editorial team, SMART (SMA Research & Teaching) Talks featuring videoed conversations with SMA members who have a considerable presence and reputation in the Management field, and a combined Teaching/Research/Practice session with an off-site guided tour of Tampa Bay Lightning arena. For entertainment, we have also arranged for group tickets to the NHL game between the Lightning and the Anaheim Ducks on Saturday night. This is just a brief preview of the vast array of programming that will delight your mind and senses during SMA 2017!

In addition to a full program of high quality paper presentations, this year's conference offers a number of interesting Professional Development Institute (PDI) sessions. These PDI's continue a tradition of methods oriented sessions co-sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA) and the Research Methods Division of the Academy of Management, such as analyzing text with computer aided qualitative data analysis software, latent modeling, multi-level modeling, and latent change analysis. In addition to the methods sessions, the PDI's cover a range of topics and interests including a panel on leading for diversity in the 21<sup>st</sup> century, the SMA Fellows session, and a session focused on the Millennial learning experience and how to engage today's students.

On **Friday at 3:15** be sure to stop by Indian Key to check out the always entertaining **Act On Your Research**. **Bart Debicki** and **Julita Haber** have created a unique twist on this popular session. The objective of this session/contest is to create an innovative way of sharing research findings through short films and performances. Participants will submit a research paper to be workshopped in terms of identifying practical implications and developed into a script before and during the session. After the workshop, authors will be able to submit their scripts for consideration to receive one of two \$400 grants to produce their videos. The recipients of the grants will have six months to produce their videos, which will then be featured on the SMA website!

Other highlights include our annual business meeting on Thursday evening, Café SMA (coffee and networking opportunities), networking breaks, and receptions sponsored by Georgia Southern University, NC State Entrepreneurship Clinic, and Texas Christian University. The **SMA Beach Bash** party, sponsored by SAGE will be outside on the TradeWinds Breck Deck, just steps away from the sands of St. Pete Beach.

It takes a number of dedicated people to make the SMA conference the wonderful experience that it is. We first want to mention the exceptional track chairs (**Kincy Madison, Cathleen Erwin, Kimberly Ellis, Emilija Djurdjevic, Carla Jones, James Summers, Paul Harvey, Sean Lux, Jason DeBode, and Matt Mazzei**) whose job was complicated this year by having to learn a new paper submission system. Even with a new submission system, they managed the 400+ submissions in a timely and professional manner. We also want to offer thanks to **Kevin Lowe** (President-Elect), who put together the PDI sessions for this conference and **Hettie Richardson** (Program Chair Elect) for her help, particularly with this printed program. **Paul Johnson**, SMA's CIO, continues to provide invaluable service working with our submission program and the many reports and technology tasks needed to conduct a successful conference. We are especially appreciative of the outstanding work of **Joy Karriker** (Conference Coordinator), who ensures all the myriad details of the conference are handled.

We also wish to thank all of those who submitted, reviewed, and attended this meeting. The wonderful volunteers who give of their time are the only reason this conference can happen. We are very excited to see you here at St. Pete Beach for the 2017 SMA conference. We know this will be a memorable experience.

Sincerely,  
Garry Adams, SMA 2017 Program Chair  
Micki Kacmar, President

## PROGRAM HIGHLIGHTS

In addition to the paper session portion of the program that follows, SMA offers a variety of **Professional Development Institute (PDI)** sessions scheduled throughout the conference. Specific descriptions of these sessions can be found in the program. The best overall conference, overall doctoral student, and best papers in each track are designated in the program and will be presented at the Shell-a-bration on Wednesday at 5:15 in Long & Sawyer Keys/Tarpon. Listed below are a few of the conference sessions we recommend for attendees.

### Registration/Coffee & Networking Breaks

- **SMA Conference Registration & Solutions Desk** – Tuesday, 5pm – 8pm; Wednesday, Noon-8pm; Thursday, 8am-5:30pm; Friday, 8am-4:45pm; Saturday, 8am-9am in Banyan Breezeway
- **Café SMA Morning Coffee Bar**, Thursday-Saturday, 8am - 8:30am in Banyan Breezeway
- **SMA Networking Break**, Thursday & Friday, 2:45pm-3:15pm in Banyan Breezeway

### Tuesday (October 24)

- **7pm - 8pm in Garden Courtyard - SMA Consortia & Pre-Conference Reception** - Join us for light snacks and refreshments for our conference early arrivals.

### Wednesday (October 25)

- **8am - 8:30am in Banyan Breezeway - SMA Consortia Registration**
- **1pm - 5pm in Bird Key – PDI: Special Topics in SEM (pre-registration required)(co-sponsored with CARMA)**
- **1:30pm - 4:30pm in Indian Key - PDI: SMA Career Paths Symposium (pre-registration required)**
- **5:15pm - 6:15pm in Long & Sawyer Keys/Tarpon - SMA “Shell-a-bration” Awards Ceremony** - Join us for our SMA Awards Ceremony!!! All of the SMA award recipients will receive their plaques and acknowledgements during this meeting.
- **6:30pm - 7:30pm on the South Beach Lawn - SMA Welcome Reception** - Join us for s’mores and light snacks and with colleagues as we enjoy the sunset over the Gulf of Mexico.

### Thursday (October 26)

- **8:30am - 10am in Sabal - PDI: Coffee Talk with David Allen - Editor of JOM and the JOM Editorial Team**
- **8:30am – 10am in Bird Key - PDI: A Brief Introduction to Multilevel Modelling** (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:15am - 11:45am in Glades - PDI: Bridging the Academic/Practitioner Gap: Building Strong Community Relationships to Build Stronger Research & Teaching** (session co-hosted by SMA members & the Tampa Bay Lightning)
- **10:15am – 11:45am in Bird Key– Conceptual and Design Considerations in Multilevel Studies** (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm-2:45pm in Indian Key: Teaching 😊 & Teaching 😊: Applying a Positive Approach to Management Education**
- **3:15pm - 4:45pm in Glades - PDI: SMA Research and Teaching (SMART) Talks** (please arrive early as this session will be videoed live)
- **5:30pm - 6:30pm in Long & Sawyer Keys/Tarpon - SMA Business Meeting**
- **6:30pm - 7:30pm in Pavilion – SMA Presidential and Hunt/SOSA Award Reception**

### Friday (October 27)

- **8:30am - 10am in Bird Key - PDI: A Comprehensive Sensitivity Analysis Guide for Meta-Analyses** (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:15am - 11:45am in Palm - PDI: Panel Discussion: Leading for Diversity in the 21<sup>st</sup> Century**
- **1:15pm – 2:45pm in Bird Key – PDI: Latent Change Analysis** (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm – 2:45pm in Sabal – You Gotta Keep Em’ Separated: The Efficacy of Proximal Remedies for Method Variance** (session featuring the SMA Best Overall Conference Paper)
- **3:15pm – 4:45pm in Citrus – PDI: Avoiding Red Flags in Micro and Meso Research Design** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm – 4:45pm in Bird Key – PDI: Decisions in Latent Modeling** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm – 4:45pm in Sabal – SMA Fellows Session: Congratulations! You’re Promoted to Full: Now What?**
- **6:30pm – 9:30pm on the Breck Deck – SMA Beach Bash 2017** – Join colleagues and friends for an evening of great food, beach games, karaoke, and dancing!!!

### Saturday (October 28)

- **9am – 10:30am in Bird Key – PDI: Dyads: Research Designs and Analytical Strategies** (co-sponsored by the Research Methods Division of the Academy of Management)
- **11am – 2:30pm in Offsite Location – Tour of Tampa Bay Lightning Facilities – Note: \$10 Transportation Fee, Pre-registration required**
- **5:15pm – 11pm – in Offsite Location – SMA Group Event: Hockey Game Night – Tampa Bay Lightning Vs. Anaheim Ducks – Note: \$40 Ticket and Transportation Fee, Pre-registration required**



PMI is the only global project management advocacy organization with a dedicated academic research arm. Through synergistic partnerships with universities and individual researchers, PMI Academic Resources continually promotes the framing and exploration of new questions and the creation and dissemination of knowledge in project, program and portfolio management.

#### **Resources for Faculty and Students**

##### **Project Management Curriculum and Resources**

Undergraduate curriculum guidelines developed “by faculty for faculty,” for universities interested in creating a new program or enhancing an existing course in project management, or augmenting courses in allied disciplines.

##### **Sponsored Research Program**

Annual funding for new research in project, program and portfolio management conducted at universities worldwide. Annual RFP opens 1 February through 25 April.

##### **Project Management Journal®**

A peer-refereed academic research journal that focuses on the broad area of managing projects, programs, and portfolios, maintaining an editorial balance of theoretical and empirical research.

##### **Case Writing Competition**

An annual teaching case competition for scholars and practitioners from any discipline on a defined topic related to the management of projects and strategic initiatives. Annual case submission deadline 1 May.

##### **Thesis Research Grant Program**

Grants for masters or doctoral level research in project, program and/or portfolio management. 1 April-15 May

PMITeach.org  
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## ABOUT SMA

### *SMA Mission Statement*

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*We create value for our members, organizations, and society through professional development, high-impact scholarship and teaching, and engaging programs. We do this in a socially responsible manner while maintaining a sense of community that involves nurturing members, building collaborations, enhancing life-long friendships, and making a difference with our activities.*

The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. Presently, the SMA membership consists of approximately 1,120 members representing more than 350 colleges, universities, and business firms in 48 states and 30 countries.

SMA provides a variety of professional activities and events for those who are interested in the study of management. Towards this end, the critical objectives of SMA are the development and dissemination of new ideas and approaches to the research, teaching, and practice of management. It strives to keep members abreast of new knowledge and practices in the field and to create a professional community that exchanges ideas and provides assistance to others. In addition, SMA maintains the currency of knowledge and skills of members, as well as shares expertise about how to achieve excellence in the performance of our academic and professional roles. Finally, SMA promotes collegial relationships and friendships.



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Stro Prothro

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Dennis Ray  
Vida Scarpello, Georgia State University  
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### In Memoriam

James G. "Jerry" Hunt  
Leon Megginson  
Charles R. Scott  
Robert P. Vecchio  
Max S. Wortman, Jr.

## JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD WINNERS\*

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2014 Mark B. Gavin, West Virginia University  
2013 Kevin W. Mossholder, Auburn University  
2012 Mark Martinko, University of Queensland  
2011 GERALYN McClure Franklin, Stephen F. Austin State University  
2010 K. Michele (Micki) Kacmar, University of Alabama  
2009 Chester Schriesheim, University of Miami  
2008 Pamela Perrewé, Florida State University  
2007 W. Jack Duncan, University of Alabama-Birmingham  
2006 Robert C. Ford, University of Central Florida  
2005 David D. Van Fleet, Arizona State University  
2004 Arthur G. Bedeian, Louisiana State University  
2003 James G. (Jerry) Hunt, Texas Tech University

*\*Affiliations are at time of award*

## PAST PRESIDENTS\*

**James G. Combs	University of Central Florida	(2016-2017)
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Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
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Vida G. Scarpello	Georgia State University	(1998-1999)
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Robert C. Ford	University of Central Florida	(1993-1994)
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Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas-Austin	(1967-1968)
Claude S. George, Jr.	University of North Carolina Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
***William M. Fox	University of Florida	(1962-1963)
***Leon C. Megginson	Louisiana State University	(1961-1962)
***Claude S. George, Jr.	University of North Carolina Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

\* Affiliations are at time of office.

\*\* Returned to service due to an officer resignation.

\*\*\* The first three heads of the SMA were Program Chairs for the Management Section of the Southern Economic Association (SEA).  
Fox was Program Chair in 1962, but Massie was elected SMA's Founding President the same year.

\*\*\*\* SEA President who was influential in establishing an SEA Management Section.

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*The Relationship between Familiness and Social Performance: A Stewardship Perspective*

Jason Lortie, University of Mississippi  
Kevin Cox, Florida Atlantic University  
David Marshall, University of Mississippi  
Roland Kidwell, Florida Atlantic University

#### TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

*Nurse Relationships during a Time of Transition: LMX and Turnover Intent*

Michelle Ruiz, University of Houston-Victoria  
Lori Peterson, Missouri State University

#### TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

*Credible Quality Signal or Symbolic Identity Marker? Market Status and the Social Construction of Wine Value*

Daniel Davis, University of North Carolina-Charlotte  
Wie Zhao, University of North Carolina-Charlotte

#### TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

*You Gotta Keep Em' Separated: The Efficacy of Proximal Remedies for Method Variance*

Christopher Castille, Rutgers University–New Brunswick  
Wayne Crawford, University of Texas-Arlington  
Marcia Simmering, Louisiana Tech University

#### TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS

*Employees' Reactions to Police Use of Force*

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Christopher K. Marshburn, University of North Carolina-Charlotte  
Kelcie Grenier, University of North Carolina-Charlotte

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*How Exhausting!? An Examination of the Contagion Effects of Emotional Exhaustion Using Social Networks Analysis*

Thomas Zagenczyk, Clemson University  
E. Erin Powell, Clemson University  
Kristin Scott, Clemson University  
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Kimberly Ellis, Florida Atlantic University

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Aaron Anglin, Texas Christian University  
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Courtney Haun, Auburn University  
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*Leaving Home: A Resource Dependence Framework of Born Global Firms in Africa*

Katia Galdino, Florida State University  
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Hazel Dadanlar, University of Texas-Rio Grande Valley  
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### **TRACK 6: ORGANIZATIONAL BEHAVIOR (SPONSORED BY WEST VIRGINIA UNIVERSITY)**

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### **TRACK 7: STRATEGIC MANAGEMENT (SPONSORED BY WEST VIRGINIA UNIVERSITY)**

*The Behavioral Theory of the (Community-Oriented) Firm: Community Orientation and Bank's Response to Attainment Discrepancy*

Stephen Smulowitz, IESE Business School  
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### **TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION**

*Teamwork in the Classroom: Effects of Class Modality on Team Performance*

Leah Katell, Virginia Commonwealth University  
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 Tommy Nichols, Texas Wesleyan University  
 Kay Nicols, Texas State University  
 Nancy Niles, Rollins College  
 Wei Ning, Texas A&M International University  
 David Noble, University of Connecticut  
 William Obenauer, Rensselaer Polytechnic Institute  
 Stephen O'Connor, University of Alabama-Birmingham  
 Dustin Odom, Mississippi State University

Kenichi Ohkita, Kagawa University  
 Brian O'Leary, University of Tennessee-  
 Chattanooga  
 Nurettin Oner, University of Alabama-  
 Birmingham  
 Leyla Orudzheva, University of North Texas  
 Kenneth Oster, Northcentral University  
 Kathryn Ostermeier, University of North Texas  
 O. Volkan Ozbek, University of San Diego  
 Sibel Ozgen-Novelli, Florida International  
 University  
 William Paczkowski, Palm Beach State College  
 Phoebe Pahng, Iowa State University  
 Joshua Palmer, Florida State University  
 Alankrita Pandey, Eastern Michigan University  
 Nakul Parameswar, Indian Institute of  
 Technology-Delhi  
 Cyrus Parks, University of Houston  
 Heather Parola, University of Evansville  
 Nitish Patidar, Quinnipiac University  
 G. Tyge Payne, Texas Tech University  
 Christopher Penney, University of North Texas  
 Elise Perrault, College of Charleston  
 Pamela Perrewé, Florida State University  
 Sara Perry, Baylor University  
 Adam Pervez, University of Alabama  
 Jestine Philip, University of North Texas  
 Charles Pierce, University of Memphis  
 Shani Pindek, University of Haifa  
 Thomas Pittz, University of Tampa  
 Jeffrey Pollack, North Carolina State University  
 Ajay Ponnappalli, Florida International  
 University  
 Tobi Popoola, University of Mississippi  
 Puneet Prakash, Virginia Commonwealth  
 University  
 Francee Preston, University of Memphis  
 Guillermo Puente, Lone Star College  
 Haiyan Qu, University of Alabama-Birmingham  
 Majdi Quttainah, Kuwait University  
 Indu Ramachandran, Texas State University  
 Brandon Randolph-Seng, Texas A&M  
 University-Commerce  
 Suman Rath, West Virginia University  
 Rama Krishna Reddy, Indiana University-South  
 Bend  
 Shane Reid, University of Oklahoma  
 Robert Renn, University of Memphis  
 Hettie Richardson, Texas Christian University  
 Kyle Ristig, Centenary College of Louisiana  
 Jennifer Robin, Bradley University  
 Mark Roehling, Michigan State University  
 Mary Beth Rousseau, Georgia Southern  
 University  
 Horacio Rousseau, Florida State University  
 Alex Rubenstein, University of Memphis  
 Michelle Ruiz, University of Houston-Victoria  
 Matthew Rutherford, Oklahoma State  
 University  
 Margaret Ryder, Piedmont College  
 Mehdi Samimi, Iowa State University  
 Tom Sanders, University of Montevallo  
 Ana Sariol, University of South Dakota  
 Anita Satterlee, Liberty University  
 Bryan Schaffer, Florida Gulf Coast University  
 Kevin Scheibe, Iowa State University  
 Marieke Schilpzand, Georgia Gwinnett College

Jeremy Schoen, University of Mississippi  
 D. Blaine Schreiner, Kennesaw State University  
 Svante Schriber, Stockholm University  
 Chester Schriesheim, University of Miami  
 Lisa Schurer Lambert, Georgia State University  
 Alex Scrimshire, Oklahoma State University  
 Deborah Searcy, Florida Atlantic University  
 Anson Seers, Virginia Commonwealth  
 University  
 Katelynn Sell, Louisiana State University  
 Kareem Shabana, Central Connecticut State  
 University  
 Amanda Shaffer, University of Missouri  
 Chelsea Sherlock, University of Mississippi  
 Donghoon Shin, University of Wisconsin-  
 Whitewater  
 Pratigya Sigdya, University of North Texas  
 Geoffrey Silvera, Auburn University  
 Marcia Simmering, Louisiana Tech University  
 Kulraj Singh, Mississippi State University  
 Vitaliy Skorodziyevskiy, Texas Tech University  
 Sally Sledge, Norfolk State University  
 Richard Smith, DeVry University  
 Adam Smith, Indiana University Kokomo  
 Jacob Smith, Louisiana State University  
 Stephen Smulowitz, IESE Business School  
 Caitlin Sockbeson, Millsaps College  
 Sohrab Soleimanof, Mississippi State University  
 Shelby Solomon, Roger Williams University  
 Jooyeon Son, Renmin University  
 Xiaochuan Song, University of Alabama  
 Kristin Sotak, SUNY-Farmingdale  
 Lloyd Southern, Mercer University  
 Betsy Sparks, South College  
 Paul Spector, University of South Florida  
 April Spivack, Coastal Carolina University  
 Saurabh Srivastava, University of North Texas  
 Clarissa Steele, University of Missouri  
 Logan Steele, University of South Florida  
 Alice Stewart, North Carolina A&T State  
 University  
 Christopher Stone, Emporia State University  
 Thomas Stone, Oklahoma State University  
 Qiuyu Su, University of Alabama  
 Harika Suklun, Sullivan University  
 Sherry Sullivan, Bowling Green State  
 University  
 Chamu Sundaramurthy, San Diego State  
 University  
 Christine Sutton, Gardner-Webb University  
 Trey Sutton, University of Richmond  
 Filiz Tabak, Towson University  
 William Tabor, Mississippi State University  
 Vicki Taylor, Shippensburg University  
 Erik Taylor, Louisiana State University  
 Jonathan Temple, Liberty University  
 Ryan Terry, University of Texas Arlington  
 Jane Thomas, Purdue University-Northwest  
 Kevin Thompson, University of Connecticut  
 Isaac Thompson, Shaker  
 Tina Thompson, Illinois State University  
 Manessa Threatt, Florida Institute of  
 Technology  
 Barbara-Leigh Tonelli, Colorado State  
 University Global Campus  
 Shovna Tripathy, University of Memphis  
 Thomas Tudor, University of Arkansas-Little

Rock  
 Christina Tupper, North Carolina A&T State  
 University  
 Kyle Turner, University of South Carolina  
 Upstate  
 Leslie Tworoger, Nova Southeastern University  
 Cai Unger, University of South Alabama  
 John Upson, University of West Georgia  
 Robert Vandenberg, University of Georgia  
 James Vardaman, Mississippi State University  
 Virajanand Varma, Nichols State University  
 Susana Velez-Castrillon, University of West  
 Georgia  
 Vinod Vincent, Kennesaw State University  
 Joseph Vonasek, Auburn University  
 Laura Walker, University of North Texas  
 Min (Maggie) Wan, Texas State University  
 Lei Wang, University of Texas-Rio Grande  
 Valley  
 Chen Wang, Florida International University  
 Logan Watts, Baruch College  
 Brian Webster, Ball State University  
 Hongguo Wei, Case Western Reserve  
 University  
 Frankie Weinberg, Loyola University-New  
 Orleans  
 Jennifer Welbourne, University of Texas-Rio  
 Grande Valley  
 Janelle Wells, University of South Florida  
 Curtis Wesley, University of Houston  
 Bob Wheatley, Troy University  
 Gia Wiggins, University of South Alabama  
 James Wilkerson, Pennsylvania State University  
 Jaime Williams, University of Mississippi  
 David Witt, University of Tennessee-  
 Chattanooga  
 David Woehr, University of North Carolina-  
 Charlotte  
 Diana Wong, Eastern Michigan University  
 Juanita Woods, Augusta University  
 Haley Woznyj, Longwood University  
 Gavin Wu, Savannah State University  
 Lin Xiu, University of Minnesota-Duluth  
 Ning Xu, SUNY-University at Buffalo,  
 Tae Seok Yang, Western Illinois University  
 Nilufer Yapici Herrmann, MEF University  
 Keenan Yoho, Rollins College  
 Nicole Young, Franklin & Marshall College  
 Jia Yu, University of Houston  
 Pei-Li Yu, National Chung Cheng University  
 Thomas Zagenczyk, Clemson University  
 Azadeh Zamanian, University of Texas-Rio  
 Grande Valley  
 Mortaza Zare, Louisiana State University  
 Ferhat Zengul, University of Alabama-  
 Birmingham  
 Thomas Zeni, West Virginia University  
 Yejun Zhang, University of Oklahoma  
 Zidong Zhang, Saint Louis University  
 Weichun Zhu, Pennsylvania State University  
 Michelle Zorn, Auburn University  
 Angelina Zubac, Central Queensland University

## CONFERENCE SESSIONS

### SMA Program Tracks

Track 1: Entrepreneurship & Family Business

Track 2: Health Care/Hospitality Management/Health Care

Track 3: Organization Theory/International Management/Public Administration

Track 4: Human Resources/Research Methods

Track 5: Careers/Social Issues/Diversity Issues/Ethics

Track 6: Organizational Behavior

Track 7: Strategic Management

Track 8: Innovative Teaching/Management Education

Track 9: PDI/Symposia/Local Engagement Sessions

*Mark Gavin, West Virginia University*

*Joyce Heames, Berry College*

*Aaron Hill, Oklahoma State University*

*Joel Koopman, University of Cincinnati*

*Karen Landay, University of Alabama-Tuscaloosa*

*Timothy Madden, East Carolina University*

*Liam Maher, Florida State University*

*Laura Marler, Mississippi State University*

*Stephanie Seitz, California State University-East Bay*

*Christina Shalley, Georgia Institute of Technology*

*Lori Tribble, Texas Tech University*

*Chantal van Esch, California State Polytechnic University-Pomona*

*Lei Xu, Texas Tech University*

*Michelle Zorn, Auburn University*

By invitation only

**Sponsor: University of Tennessee-Knoxville**

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#### 6. SMA Early Stage Doctoral Consortium

Wednesday, 8:30 AM to 4:30 PM

Banyan & Citrus

Session Coordinators:

*Robyn Brouer, Canisius College and Melissa Carsten, Winthrop University*

Panelists:

*Neal Ashkanasy, University of Queensland*

*Andrew Bennett, Old Dominion University*

*Brian Boyd, City University of Hong Kong*

*William Gardner, Texas Tech University*

*Mark Gavin, West Virginia University*

*Jodi Goodman, West Virginia University*

*Paul Harvey, University of New Hampshire*

*Amy Henley, Kennesaw State University*

*Micki Kacmar, Texas State University*

*Jim Lemoine, SUNY - University at Buffalo*

*Sean Lux*

*Mark Martinko, Florida A&M University*

*Tony Wheeler, West Chester University*

*David Woehr, University of North Carolina-Charlotte*

By invitation only

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#### 7. SMA Late Stage Doctoral Consortium

Wednesday, 8:30 AM to 4:30 PM

Glades & Jasmine

Session Coordinators:

*Laura Little, University of Georgia and Matt Rutherford, Oklahoma State University*

Panelists:

*Garry Adams, Auburn University*

*LaKami Baker, Auburn University*

*W. Matthew Bowler, Oklahoma State University*

*Brian Boyd, City University of Hong Kong*

*Jon Carr, North Carolina State University*

*Jason Colquitt, University of Georgia*

*Brian Connelly, Auburn University*

*Bart Debicki, Towson University*

*Lance Frazier, Creighton University*

*Mark Gavin, West Virginia University*

*Brad Harris, Texas Christian University*

*Don Klumper, University of Illinois-Chicago*

*Marie Mitchell, University of Georgia*

*Jeff Pollack, North Carolina State University*

### TUESDAY, OCTOBER 24

#### 1. SMA Registration & Solutions Desk

Tuesday, 5:00 to 8:00 PM

Banyan Breezeway

Session Coordinator:

*Don Klumper, University of Illinois-Chicago*

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#### 2. SMA Consortia and Pre-Conference Reception

Tuesday, 7:00 to 8:00 PM

Garden Courtyard

Session Coordinator:

*Joy Karriker, East Carolina University*

**Sponsor: Georgia Southern University**

### WEDNESDAY, OCTOBER 25

#### 3. Consortia Registration

Wednesday, 8:00 to 8:30 AM

Banyan Breezeway

Session Coordinator:

*Don Klumper, University of Illinois-Chicago*

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#### 4. All Consortia Continental Breakfast

Wednesday, 8:00 to 8:30 AM

Jacaranda Foyer

Session Coordinator:

*Joy Karriker, East Carolina University*

By invitation only

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#### 5. SMA Pre-Doctoral Student Consortium

Wednesday, 8:30 AM to 4:30 PM

Palm & Sabal

Session Coordinators:

*Frankie Weinberg, Loyola University-New Orleans and Kulraj Singh, Mississippi State University*

Panelists:

*Jim Combs, University of Central Florida*

*T. Russell Crook, University of Tennessee-Knoxville*

*Karen Ford-Eickhoff, University of North Carolina-Charlotte*

*William Gardner, Texas Tech University*



*Jennifer Sexton, West Virginia University*  
*H. Jack Walker, Auburn University*

By invitation only

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#### **8. SMA Executive Board Meeting**

*Wednesday, 9:00 to 11:00 AM*  
*Horizons West*

Session Coordinator:

**Micki Kacmar**, *Texas State University*

By invitation only

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#### **9. New Board Member Orientation**

*Wednesday, 11:15 to 11:45 AM*  
*Horizons West*

Session Coordinator:

**Kevin Lowe**, *University of Auckland & University of Sydney*

By invitation only

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#### **10. SMA Doctoral Consortia and Board Member Luncheon**

*Wednesday, 11:50 AM to 1:15 PM*  
*Pavilion*

Session Coordinator:

**Joy Karriker**, *East Carolina University*

By invitation only

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#### **11. SMA Registration & Solutions Desk**

*Wednesday, 12:00 to 8:00 PM*  
*Banyan Breezeway*

Session Coordinator:

**Don Klumper**, *University of Illinois-Chicago*

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#### **12. PDI: Special Topics in SEM: Parcels, Method Variance and Model Fit**

*Wednesday, 1:00 to 5:00 PM*  
*Bird Key*

Session Coordinators:

**Larry Williams** and **Andrew Hanna**, *University of Nebraska-Lincoln*

This session is being offered as part of the alliance between SMA and CARMA (Consortium for the Advancement of Research Methods and Analysis). Conducted by Larry Williams and Andrew Hanna, this session is designed for both beginning and advanced Structural Equation Modeling (SEM) users.

Pre-Registration required

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#### **13. SMA Career Paths Symposium**

*Wednesday, 1:30 to 4:30 PM*  
*Indian Key*

Session Coordinators:

**Aaron Hill**, *Oklahoma State University* and **Patricia Lanier**,  
*University of Louisiana-Lafayette*

Panelists:

**David Allen**, *Texas Christian University*  
**W. Matthew Bowler**, *Oklahoma State University*  
**Jon Carr**, *North Carolina State University*  
**Jim Combs**, *University of Central Florida*  
**Bryan Fuller**, *Louisiana Tech University*  
**Scott Graffin**, *University of Georgia*  
**Joyce Heames**, *Berry College*  
**Tim Munyon**, *University of Tennessee-Knoxville*  
**Jeff Pollock**, *North Carolina State University*

**Terry Scandura**, *University of Miami*

The Career Paths Symposium is a 3-hour long program designed to offer insights to post-tenure career options. The Symposium will be designed with various Round Tables allowing a scholar interested in a particular aspect of a career (such as whether to move into administration or to switch jobs or even focus of their job, say from research-focused to more balanced schools or vice versa) to attend the Round Tables most targeted to personal interests. A Question and Answer session with presenters who have navigated these issues will also be offered.

Pre-Registration required

**Sponsor: University of Louisiana-Lafayette**

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#### **14. SMA Outgoing Board Meeting**

*Wednesday, 1:30 to 4:30 PM*  
*Horizons West*

Session Coordinator:

**Micki Kacmar**, *Texas State University*

By invitation only

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#### **15. SMA Exhibits**

*Wednesday, 3:00 to 6:15 PM*  
*Banyan Breezeway*

Session Coordinator:

**Joy Karriker**, *East Carolina University*

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#### **16. SMA “Shell-a-bration”/Awards Ceremony**

*Wednesday, 5:15 to 6:15 PM*  
*Long & Sawyer Keys/Tarpon*

Join us for our annual SMA “Shell-a-bration”/Awards Ceremony!!! All of the SMA award recipients will receive their plaques and acknowledgements during this meeting. Come cheer for old friends and make new ones!!!

Session Coordinator:

**Garry Adams**, *Auburn University*

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#### **17. SMA Welcome Reception**

*Wednesday, 6:30 to 7:30 PM*  
*South Beach Lawn*

Can’t get enough of SMA? Join us on the South Beach to have s’mores as we watch the sun set over the Gulf!!!

Session Coordinator:

**Joy Karriker**, *East Carolina University*

**Sponsor: Texas Christian University**

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### **THURSDAY, OCTOBER 26**

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#### **18. Cafe SMA Coffee Bar**

*Thursday, 8:00 to 8:30 AM*  
*Banyan Breezeway*

Session Coordinator:

**Joy Karriker**, *East Carolina University*

Enjoy a cup of coffee as you head to your morning session!!!

### **19. SMA Exhibits**

Thursday, 8:00 AM to 4:45 PM

Banyan Breezeway

Session Coordinator:

**Joy Karriker**, East Carolina University

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### **20. SMA Registration & Solutions Desk**

Thursday, 8:00 AM to 5:30 PM

Banyan Breezeway

Session Coordinator:

**Don Klumper**, University of Illinois-Chicago

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### **21. PDI: Individual and Structural Factors in Coping with Occupational Stress**

Thursday, 8:30 to 10:00 AM

Indian Key

Session Coordinator:

**Paul Spector**, University of South Florida

Panelists:

**Paul Spector**, University of South Florida

**Pamela Perrewé**, Florida State University

**Maryana Arvan**, University of South Florida

**Benjamin Baran**, Cleveland State University

**Kevin Cruz**, University of Richmond

**Vickie Gallagher**, Cleveland State University

**Steve Jex**, Bowling Green State University

**Stacey Kessler**, Montclair State University

**Alexandra Krajcevskaja**, University of South Florida

**James Meurs**, University of Calgary

**Shani Pindek**, University of Haifa

**Tracy Porter**, Cleveland State University

**Ana Maria Rossi**, Clinica De Stress E Biofeedback

**Pamela Smith**, University of South Florida

**Sorin Valcea**, Cleveland State University

It is well established that the experience of stressful working conditions can lead to adverse strain reactions in employees. What is important to understand are the factors, both in the environment and individual, which can help people cope with those conditions and thereby reduce negative consequences. This symposium includes five papers that each concern how various coping resources and tactics can ameliorate the negative effects of workplace stress. These papers deal with a variety of individual resources (adaptability, self-efficacy, political skill, resilience), environmental resources (embeddedness, job control) and structural resources (income) that can play an important role. These studies were all conducted in the field and use a variety of approaches with one being an archival study, one a field experiment, two employee surveys, and one taking a multimodal approach (interviews and surveys). Together they provide new insights into how people can best cope with workplace stressors.

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### **22. PDI: A Brief Introduction to Multilevel Modeling**

Thursday, 8:30 to 10:00 AM

Bird Key

Session Coordinator:

**Mark Gavin**, West Virginia University

This workshop will begin with making a case, both theoretically and statistically, for the necessity of multilevel models. In doing so, the focus will be on the interplay between lower-level and higher-level variables in driving outcomes of interest in management and organizational research. Consideration will be given to various conceptual, methodological and analytical challenges faced when conducting multilevel research. There will not be an emphasis on any

one particular software program but instead on the more general underlying analytical model.

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### **23. PDI: JOM Editorial Team Coffee Talk**

Thursday, 8:30 to 10:00 AM

Sabal

Session Coordinator:

**David Allen**, Texas Christian University

Join David Allen, the new JOM Editor, and key members of his JOM Editorial Team for coffee and interactive conversation focused on three primary themes:

Research Integrity: hear from the new JOM Research Task Force on some of the key issues facing authors, reviewers, and editors involving conducting, evaluating, and publishing credible research.

Impact: hear insights from a media/press specialist for how to identify, emphasize, and distribute the press-worthy implications of your (hopefully, JOM!) research to reach a broader audience and have a different kind of impact.

Editor Q&A: get answers to your own questions and hear the questions of others regarding navigating the editorial process at JOM.

**Sponsor: Texas Christian University**

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### **24. Track 2: Health Care Services, Outcomes and Human Factors**

Thursday, 8:30 to 10:00 AM

Glades

Session Facilitator:

**Kim Davey**, Samford University

**\*Best Paper in Track\***

**Nurse Relationships during a Time of Transition: LMX and Turnover Intent**

**Michelle Ruiz**, University of Houston-Victoria

**Lori Peterson**, Missouri State University

Prior to, and particularly since the passage of the Affordable Care Act in 2010 in the United States, healthcare organizations have been in a state of transition. As healthcare organizations seek to provide high quality care for patients while facing increasing costs and reimbursement pressures, health care professionals find themselves caught in the middle. This paper looks at a nurse's intention to leave their organization through the lens of Leader Member Exchange (LMX). By using the nurse-physician team, LMX was used to predict intention to turnover. This relationship was strengthened when trust in the physician was applied as a mediator and job embeddedness as a moderator. The results found support for the hypothesized relationships, which can be used by managers and practitioners to deepen the understanding of what influences nurses to stay in their position in the face of potential turmoil.

**Impact of Freestanding Emergency Department on Ambulatory Care Sensitive Condition Discharges**

**Nitish Patidar**, Quinnipiac University

**Shivani Gupta**, Saint Louis University

**Robert Weech-Maldonado**, University of Alabama-Birmingham

Freestanding emergency departments (FSED) are entities that are not located in the hospital campuses and have wait time substantially lower than hospital emergency departments. Ambulatory care sensitive conditions (ACSC) are a group of conditions for which hospitalization can be avoided if a patient receives proper outpatient care. Currently, in the US, there is a severe shortage of primary care providers and after-hour outpatient care. The emergency departments and FSEDs may provide timely care to decrease the hospitalization for ACSCs. In this study, we evaluated the association between presence of FSEDs in a county and Medicare ACSC discharges using Donabedian's Structure- Process-Outcomes framework. We collected the data on all FSEDs in the US and used the secondary data sets such as Dartmouth

Atlas for ACSC discharge rate, American Hospital Association data for organizational variables, and Area Resource File for market-level data. We used fixed effects regression model with clustering at county level to analyze the longitudinal data from 2003 to 2009. We found a strong association between the presence of an FSED in a county and lower Medicare ACSC discharge rate. We found a potential benefit of FSEDs to improve ACSC outcomes.

#### **Magnetic Work Environments: Patient Experiences & Outcomes In Magnet® Vs. Non-Magnet Hospitals**

*Deirdre McCaughey, University of Calgary*

*Gwen McGhan, University of Calgary*

*Cheryl Rathert, Virginia Commonwealth University*

*Jessica Hillman Williams, University of Alabama -Birmingham*

*Kristine Ria Hearld, University of Alabama-Birmingham*

The term *Magnet® Hospital* is an official designation ascribed by the American Nurses Credentialing Center for hospitals that meet specific criteria indicating they have a “magnetic work environment” for nurses. The objective of the Magnet® designation is to encourage hospitals to design work in such a way as to attract and retain high quality nurses and thus improve the quality of patient care. Empirical research has demonstrated that hospitals who earn a Magnet® designation do indeed appear to have nurses who are more satisfied and committed. While research on whether patients are more satisfied with their care in these hospitals is still in its infancy, preliminary studies suggest that patients receiving care at Magnet® designated hospitals report more positive care experiences. The present study used a large secondary survey data set to explore the extent to which inpatient perceptions differed between Magnet® and non-magnet hospitals. Multinomial logistic regression analyses indicated that patients who had been treated at a Magnet® hospital and patients who rated nurses’ communication highly were significantly more satisfied, and more likely to say they would recommend the hospital.

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#### **25. Track 8: Best Practices in Management Education**

*Thursday, 8:30 to 10:00 AM*

*Citrus*

Session Facilitator:

*Shelley Davis, Troy University*

#### **EXPO Day: Utilizing Poster-Presentation Formats with Service-Learning Team Projects**

*Bryan Schaffer, Florida Gulf Coast University*

*Jennifer Manegold, Florida Gulf Coast University*

This paper describes a team-based service learning project. Specifically, we highlight EXPO Day, where student teams showcase the result of their efforts in an interactive and educational poster-presentation forum. We describe the course project, discuss relevant supporting theory, and conclude with future pedagogical recommendations.

#### **Understanding Resistance to Change: An Experiential Exercise**

*Virajand Varma, Nichols State University*

Implementing organizational change is a frequent activity that managers have to be involved in. Most management students, however, have limited exposure to issues concerning organizational change. And organizational change remains one of the challenging concepts for students in our leadership and organizational behavior classes. This exercise offers a first-hand experience of change at a personal level. The assignment involves students choosing to experience a personal change for three weeks, maintaining a log of daily experiences, and writing a summary of the takeaways from the experience. Most of the students typically fail to complete the task, which prepares the debriefing session for a lively follow-up discussion on successfully leading change, and gives the students an opportunity to understand various challenges related to change management such as resistance to change, motivation, communication, change appropriateness, employee involvement, and so on. This exercise can be used with a range of

graduate courses in management curricula as well as in other leadership development programs.

#### **An Exploratory Investigation of Authenticity in Student Teams**

*Michele Medina, Middle Tennessee State University*

*Kathryn Ostermeier, University of North Texas*

*Julie Hancock, University of North Texas*

*Danielle Cooper, University of North Texas*

*S. Michael Sexton, University of North Texas*

*Victor Chen, University of North Texas*

In order to prepare students for their future careers, more instructors are adopting team projects. While students are gaining valuable, transferable skills through these teams, students may or may not be authentic in their relationships with their teammates. The purpose of this study is three-fold. First, we adapt a measure for relational authenticity (being genuine and not fake in relationships with peers). Second, we draw from goal setting theory to examine how relational authenticity influences perceptions of team cohesion among teammates and explore the moderating role of task interdependence on this relationship. Third, we seek to better understand how relational authenticity, along with cohesion and task interdependence, affects citizenship behaviors (helping and conscientiousness), as well as pro-social rule breaking behavior. Using a sample of 20 teams (85 individuals), we examined a moderated-mediation model, thus furthering our understanding of authenticity in a team context. Future research directions and implications are discussed.

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#### **26. Track 7: Advancing Corporate Social Responsibility Theory**

*Thursday, 8:30 to 10:00 AM*

*Long Key*

Session Facilitator:

*Jacob Waddingham, Auburn University*

#### **Toward a Mid-Range Theory of CSR: A Process Model**

*Elise Perrault, College of Charleston*

*Kelly G. Shaver, College of Charleston*

Although there is an extensive body of research that empirically examines the relationship between corporate social performance (CSP) and firm financial performance (FP), there has been much less theory regarding the relationship between these important constructs. In this paper, we adopt a sociocognitive perspective and argue that the strategic fit between evaluators’ attributions for CSP and the firm’s reputation largely explains the effect of CSP on FP. Relying on a process philosophical approach, we develop a mid-range theory of corporate social responsibility by extending insights from previous studies into a multilevel social psychological framework grounded in attribution theory. Specifically, we explicate how individual evaluators’ attributions regarding firms’ social performance in relation to the firm’s reputation become subjectively agreed-upon in perceptions of social approval at the societal level. We suggest that attributions for CSP can lead to *reaffirming*, *repairing*, *reinforcing* or *reducing* the firm’s reputation. In turn, we argue that these four fit scenarios spur managers to engage in processes that better match or align evaluators’ perceptions with their firms, and that these fit scenarios mediate firms’ ability to reap financial returns from their social performance. We conclude with the implications of our framework for future research and managers.

#### **Corporate Social Responsibility at the Interface: A Relational Approach**

*Erin Bass, University of Nebraska Omaha*

*Ivana Milosevic, College of Charleston*

*Shovna Tripathy, University of Memphis*

In our longitudinal multiple case, multiple stage study of corporate social responsibility (CSR) in a high-hazard context, we take a relational approach to examine how individuals in eight firms and prominent stakeholders of those firms understand and practice CSR. Contrary to established understanding, we discover that firms engage in

CSR not solely for financial benefit or regulatory pressures, but rather to develop understanding of CSR relationally as they interact with stakeholders and learn about the impact their organizations have on society. This relational approach shapes their CSR orientation and positions CSR practices to the core of their work. By focusing on both firms and stakeholders, our findings contribute to the extant literature in three ways. First, we illustrate the importance of a relational approach to organizational study that explicitly recognizes the embeddedness of the firms in their environments and consequently explores organizational phenomena from multiple worldviews. Second, our findings affirm that external pressures do play a role in firm's CSR activities, albeit differently than previously presented. We show that external pressures serve as a trigger that creates the relational space that orients individuals their potential to create positive social impact. Finally, we develop a four-stage process model of the CSR interface in hazardous contexts that illustrates *how*, rather than *why*, firms enact CSR.

### **Family Ownership and the Link between CSR Activities and Firm Performance**

*Peter Jaskiewicz, University of Ottawa*

*Rahul Ravi, Concordia University*

*James Combs, University of Central Florida*

*Rajshree Prakash, Concordia University*

The relationship between CSR activities and firm performance remains unclear. We develop theory suggesting that family ownership moderates the relationship, but that the nature of the moderation depends on the type of CSR activities. Specifically, we argue that family owners' long-term orientation helps them leverage adaptive CSR activities to enhance long-term performance, and that their close stakeholder relationships help them leverage responsive CSR to enhance short-term performance. Using panel regression analyses spanning KLD data for S&P 500 firms from 1994 to 2008, we find support for our theory that family owners strengthen the relationship between adaptive CSR and firm performance in the long-term and between responsive CSR and firm performance in the short-term. Our findings highlight the need to account for both owner type and temporal effects when studying the relationship between CSR activities and firm performance.

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### **27. Track 5: Employment Factors**

*Thursday, 8:30 to 10:00 AM*

*Sawgrass*

Session Facilitator:

*Laura Madden, East Carolina University*

### **Binding Ties: How Community Embeddedness and Age Affect Unemployment Duration among the Chronically Unemployed**

*Timothy Munyon, University of Tennessee-Knoxville*

*Laura Madden, East Carolina University*

*Timothy Madden, East Carolina University*

Chronically unemployed workers are individuals who have been unemployed continuously for six or more months. Evidence shows that this form of unemployment is particularly onerous and growing, necessitating inquiry into factors that influence the duration of unemployment for these workers. Embeddedness theory sheds light on this question by predicting that community attachments exert a powerful influence on the choices and mobility of employees, raising the possibility that the attachments embedding employees in jobs also limit the choices and mobility of unemployed workers. At the same time, socioemotional selectivity and job search theories propose that age extends unemployment duration through relational preferences, vocational preferences, and networks. When integrated, these theories propose that age and attachments will influence the job search process and duration of unemployment for the chronically unemployed, and our focal purpose in this paper is to test the interaction of community embeddedness and age on unemployment duration for this class of workers. We also contextualize this effect within the job search process to explore how community links and age influence the relationships

between interviews, offers declined, and unemployment length. Finally, we explore attributions for re-employment success and how the experience of chronic unemployment affects workers. Our findings shed new light on drivers of chronic unemployment length and the organizational implications of chronic unemployment. We discuss the theoretical and practical implications of this investigation.

### **\*Best Paper in Track\***

#### **Employees' Reactions to Police Use of Force**

*Enrica N. Ruggs, University of North Carolina-Charlotte*

*Christopher K. Marshburn, University of North Carolina-Charlotte*

*Kelcie Grenier, University of North Carolina-Charlotte*

The current study sought to examine how news of police use of force against Black civilians affects people in the workplace. Acting as an employee in an organization, 367 participants read an article about police shooting an unarmed civilian (vs. control article) sent by a coworker who supported, condemned, or remained neutral regarding the police action. Subsequently, participants completed a recall task, reported feelings of positive and negative emotions, and gave evaluations of their coworker.

Results revealed that reading an article about police use of force was unrelated to recall performance. However, participants made more errors relative to other conditions when a coworker sent an article about a Black man being shot and gave a neutral position. Furthermore, participants reading an article about police use of force experienced more negative and less positive emotions. Also consistent with hypotheses, participants offered more negative evaluations of a coworker who sent a distressing article and especially when the coworker supported police action.

#### **Criminal Record: An Ineffective Predictor of Customer Service Representative (CSR) Job Performance**

*Jakari Griffith, Bridgewater State University*

*Todd Harris, Bridgewater State University*

Between 70 Million and 100 Million Americans – or as many as one in three – have some type of criminal record (Vallas & Dietrich, 2014). Communities of color; lesbian, gay, bisexual, and transgender individuals; and people with histories of substance abuse or mental illness are disproportionately impacted. Having even a minor criminal record often functions as a significant impediment to gainful employment and resultant economic security. This is especially problematic given that: (a) many companies now incorporate background checks within their hiring process, (b) little empirical research exists about the relationship between criminal record and job performance, and (c) these trends have significant negative consequences for families, communities and the economy as a whole. In an attempt to help fill this gap, the current study examined the relationship between criminal record and five objective measures of job performance, as well as tenure and turnover, in a large sample (N = 1,066) of Customer Service Representatives (CSR's) drawn from a Fortune 500 media company. The results indicated that criminal record was not a robust predictor of job performance, on average accounting for less than 1% of the variance in criterion measures. Implications for organizations and policy makers are discussed.

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### **28. Track 6: Reactions to Abusive Supervision**

*Thursday, 8:30 to 10:00 AM*

*Palm*

Session Facilitator:

*Jack Carson, Auburn University*

#### **Goal-Focused Abusive Leaders: The Role of Conscientiousness in Subordinates' Production Deviance**

*Min-Kyu Joo, University of Houston*

*Jia Yu, University of Houston*

*Alan Witt, University of Houston*

When an abusive supervisor exhibits goal-focused leadership, does goal-focused leadership in fact buffer or deteriorate the impact of

abusive supervision on subordinates? We explored this question with 280 subordinates. We investigated the three-way interaction among abusive supervision, goal-focused leadership, and conscientiousness on production deviance. Our findings indicate that subordinates exposed to more goal-focused abusive supervision were significantly more likely to conduct production deviance. In addition, we found the three-way interaction such that the relationship between abusive supervision and subordinates' production deviance is the strongest among subordinates who have low conscientiousness when leaders exhibit a high level of goal-focused leadership.

#### **Worse-off than Others? A Relative Deprivation Perspective of Abusive Supervision's Effects in Teams**

*Chen Zhao, Beijing University of Posts and Telecommunications*  
*Zhonghua Gao, Capital University of Economics and Business*  
*Yonghong Liu, University of North Carolina-Greensboro*

We develop and test a multilevel model concerning how and when relative abusive supervision (i.e., absolute deviation of abusive supervision around team median) influences team member's job attitudes. Drawing on relative deprivation theory, we propose a multilevel moderated mediation model wherein relative abusive supervision and team-level abusive supervision jointly influence individual team member's relative leader-member exchange (LMX) quality, which in turn affects team member's job attitudes such as job satisfaction, team commitment, and turnover intention. Moreover, team-level abusive supervision transmits its effect to individual team member's job attitudes through team-level LMX. Results from a sample of 1479 employees in 145 sales teams show that the indirect effects of relative abusive supervision on job satisfaction, team commitment, and turnover intention are stronger when team-level abusive supervision is low rather than high. Additionally, team-level LMX mediates the cross-level effect of team-level abusive supervision on individual job attitudes. These findings suggest that in team settings, being a selected target of abusive supervision informs one's out-group standing, which has further negative consequences on employee job attitudes.

#### **Abusive Supervision as "Tough Love"? The Effect of Abusive Supervision on Employee Creativity**

*Yuanmei Qu, University of Miami*  
*Marie Dasborough, University of Miami*  
*Gergana Todorova, University of Miami*  
*Chester Schriesheim, University of Miami*

This research sheds light on abusive supervision and employee creativity by investigating when and how team abusive supervision has an effect on individual creativity. Our analyses of multilevel, multisource, and multiphase data show that leaders' and followers' state positive affect interactively determine the extent to which team abusive supervision leads to employee creativity. Followers' attribution of performance promotion motives to abusive supervision mediates the combined effect of team abusive supervision, leaders' and followers' state positive affect on followers' creativity. Our findings thereby advance our understanding of the influence of abusive supervision on individual creativity.

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#### **29. Track 6: Wrongdoing at Work - Is It Always So Wrong?**

*Thursday, 8:30 to 10:00 AM*  
*Sawyer Key*

Session Facilitator:

*Cherie Fretwell, Troy University*

#### **Suspicion at Work: The Impact on Counterproductive and Citizenship Behaviors**

*Johnna Capitano, West Chester University*  
*Quinn Cunningham, Rider University*

The purpose of this study was to examine the outcomes of state suspicion in the workplace, specifically, employee suspicion of

managers. Data were obtained from a cross-sectional survey of 251 working adults (Study 1) and a vignette experiment of 219 working adults (Study 2). Findings indicate that employees who are suspicious of their managers are more likely to engage in counterproductive work behaviour (CWB) and less likely to engage in organizational citizenship behaviour (OCB). In addition, negative affect strengthens the relationship between suspicion and CWB. Understanding the behavioural consequences of suspecting one's manager helps to advance the nomological network of the state suspicion construct. This research demonstrates the negative behavioural outcomes of suspicion in the workplace. These findings may help to focus practitioners' attention on reducing workplace suspicion through open communication. Further, state suspicion is a relatively new organizational construct. The two studies contribute to the criterion-related validity of the construct. Additionally, this research integrates the stress-emotion model and the model of attributional suspicion to explain the relationships between suspicion, CWB, and OCB. Finally, the moderating effect of negative affect suggests that individual differences impact the degree to which state suspicion contributes to behavioural outcomes.

#### **In the Eye of the Beholder: A Multi-Stakeholder Perspective to Pro-Social Rule Breaking**

*John Baur, University of Nevada-Las Vegas*  
*M. Ronald Buckley, University of Oklahoma*

While research in workplace deviance continues to draw scholarly attention, a new more positive conceptualization has emerged as an important area of consideration. Pro-social rule breaking – a collection of behaviors that violate organizational rules to increase organizational efficiency or to assist a coworker or customer – is one such form of constructive deviance. Yet despite considerable interest, the understanding of this nascent area of behaviors is in its infancy and the only reported outcomes to date suggest that employees who engage in pro-social rule breaking are evaluated lower in performance evaluations. This result highlights that, while prosocial and altruistic, the actions are also deviant and may be perceived negatively in the workplace. To further investigate the perceptions of relevant observers, we develop a multi-stakeholder model guided by role identity theory to suggest that organizational leaders likely respond negatively to employees violating their rules despite their intentions. Alternatively, coworkers and customers respond positively to the helping behaviors. From this position, we suggest how these responses may guide additional outcomes – the likelihood of engaging in future pro-social rule breaking behaviors and perceptions of psychological contract fulfillment, which in turn is suggested to predict job satisfaction of person-organization fit. We test our hypothesized model using a four-period multi-wave study of 270 employees and find support for our hypotheses which offers several implications for theory and practice alike.

#### **Development of a Short, Generalizable Reflective Measure of Workplace Deviance (RWD)**

*Rebecca Bennett, University of Central Florida*  
*Sandra Robinson, University of British Columbia*  
*Lauren Locklear, University of Central Florida*  
*Bailey Bigelow, University of Central Florida*  
*Clay Posey, University of Central Florida*

This study develops new and improved measures of workplace deviance. Following a seven stage approach of scale development using a variety of samples, we developed measures of interpersonal deviance and organizational deviance. Of particular note, these scales are reflective in nature, rather than formative, and therefore should be more generalizable- across time, cultures, work contexts and occupations- than prior measures of workplace deviance.

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### **30. Track 6: Entitlement and Mistreatment at Work**

Thursday, 8:30 to 10:00 AM

Jasmine

Session Facilitator:

**Samantha Paustian-Underdahl**, *Florida International University*

#### **A Moderated Mediation Model of Perceived Co-Worker Entitlement**

**Katarina Brant**, *Florida Atlantic University*

**Stephanie Castro**, *Florida Atlantic University*

In this paper, we present a moderated mediation model of perceived co-worker entitlement comprised of psychological distress, individual differences, and individual outcomes. Specifically, we use equity theory and referent cognitions theory to propose the mediating role of psychological distress in the relationships among perceived co-worker entitlement and in-role behavior, organizational citizenship behavior, counterproductive work behavior, pay satisfaction, and turnover intentions. We also propose the moderating role of individual difference variables including core self-evaluations, positive and negative affect, and equity sensitivity in the relationship between perceived co-worker entitlement and psychological distress. Finally, we propose a combined moderated mediation effect. We hope that the model and propositions presented here will help build a foundation for additional work.

#### **Perceived Co-Worker Entitlement and Organizational Justice**

**Katarina Brant**, *Florida Atlantic University*

**Stephanie Castro**, *Florida Atlantic University*

We explore the relationships among perceived co-worker entitlement and negative attitudinal, behavioral, and well-being consequences to the perceiver including job satisfaction, organizational citizenship behavior, and emotional exhaustion. Furthermore, we investigate the moderating role of organizational justice in these relationships utilizing Colquitt's (2001) four factor model of organizational justice comprised of distributive justice, procedural justice, interpersonal justice, and informational justice. Using fairness theory as a theoretical framework, we propose that perceived co-worker entitlement is negatively related to the perceiver's job satisfaction and organizational citizenship behavior and positively related to the perceiver's emotional exhaustion. Furthermore, we theorize that organizational justice is one way that organizations and managers can help mitigate these negative consequences of entitlement in the workplace. The purpose of this paper is to provide an empirically testable model to help advance entitlement research.

#### **Lawyers' Coping with Mistreatment: Not "either or," not "it depends;" but "it does not matter"**

**Rebecca Michalak**, *PsychSafe Consulting*

**Neal Ashkanasy**, *University of Queensland*

**Sandra Kiffin-Petersen**, *University of Western Australia*

Interpersonal mistreatment is an all too frequent stressor that employees have to cope with in modern workplaces. In this regard, coping is generally categorized as: (1) emotion-focused (EFC) or (2) problem-focused (PFC), with PFC traditionally considered more effective adaptation-wise. We test a dual theory, process-and-variance model of coping with interpersonal mistreatment in a field study of lawyers ( $n = 540/356$  at Time 1 and Time 2 respectively). We found primary appraisal of mistreatment events (as a threat to well-being) lead to negative affective responses that, underpinned by secondary appraisal processes, affect EFC and PFC choices differentially. Our results suggest the answer to the ongoing debate surrounding the effectiveness of PFC versus EFC is not "either or," or "it depends," but rather, "it does not matter." We found that neither coping category mediated relationships between negative affective responses to mistreatment and psychological and psychosomatic well-being. In fact, damage to well-being appears to occur as a result of primary appraisal. We discuss the contributions and practical implications of our findings,

and suggest that risk management strategies premised on individuals possessing effective coping abilities may be flawed.

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### **31. Track 1: Antecedents of Entrepreneurial Behavior**

Thursday, 8:30 to 10:00 AM

Banyan

Session Facilitator:

**Indu Ramachandran**, *Texas State University*

#### **CEO Proactive Personality, Organizational Ambidexterity, and Firm Performance**

**Andreea Kiss**, *Iowa State University*

**Felipe Cortes**, *Iowa State University*

**Pol Herrmann**, *Iowa State University*

Why do some firms successfully combine exploratory and exploitative innovation activities, and achieve organizational ambidexterity, while others fail in this endeavor? We suggest that the answer lies at the top level in the organizations and posit that firms with CEOs that exhibit higher levels of proactive personality are better able to pursue organizational ambidexterity, and enjoy higher levels of performance. We test our ideas on sample of 201 small and medium-sized firms competing in high technology sectors in India and find that CEO proactive personality is positively related to organizational ambidexterity and exerts an indirect, mediated effect on firm performance. We extend previous research on organizational ambidexterity by providing an individual, CEO-centered explanation for the successful, simultaneous pursuit of seemingly conflicting innovation strategies.

#### **Fear and Optimism: The Yin and Yang of Entrepreneurial Orientation**

**Jing Liu**, *Baruch College*

**Rajeev Sawant**, *Baruch College*

**Bijuan Zhong**, *Baruch College*

We propose organizational optimism as the psychological underpinning connecting proactiveness and risk-taking attitudinal dimensions of entrepreneurial orientation (EO). We explore the antecedents of EO consisting of organizational innovation and optimism in the context of China, a major emerging market. We propose that fear motivates firms to engage in innovative activities in the first place. Increasing market competitiveness and poor performance increase innovativeness. Firms with greater number of employees increase the effect of market competitiveness and poor performance on innovativeness. Product and market knowledge fosters organizational optimism which facilitates entrepreneurial engagement. We test our model in an emerging market context with salient entrepreneurial characteristics. Our sample of 58,285 firm-year observations largely support our hypotheses.

#### **Examining Antecedents of Opportunity Exploration in Copreneurial Firms: An Extension of Olson's Circumplex Model**

**Dustin Odom**, *Mississippi State University*

**Josh Dasgupta**, *Mississippi State University*

Copreneurial ventures are a prominent type of family business, yet despite prominence, few studies examine this type of organization. For copreneurial family firms, like many organizations, the capability to explore opportunities is essential to growth and survival; however, how family-related dynamics influence firm opportunity exploration remains to be understood. To this end, the circumplex model of family science is used to conceptualize how the marital system of copreneurs influences firm opportunity exploration. Further, the circumplex framework is extended to account for the influence of communication and shared mental models. The aim of the conceptualized model is to offer family business researchers and practitioners further understanding of how internal family factors affect opportunity exploration of copreneurial firms.

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### **32. PDI: Using Neuro-Cognitive and Biosensory Measurement Techniques for Management Research**

*Thursday, 10:15 to 11:45 AM  
Indian Key*

Session Coordinator:  
**David McLain**, *SUNY-Oswego*

Presenters:  
**David McLain**, *SUNY-Oswego*  
**Jinpei Wu**, *SUNY-Oswego*  
**Efstathios Kefallonitis**, *SUNY-Oswego*

This Professional Development Instructional session is in a workshop format that will provide attendees with an introduction to neuro-cognitive and biosensory research techniques. These techniques enable measurement of an individual's cognition, attitudes, emotions, or attention and have broad potential for research in management. Attention will be focused on two popular and widely used measurement techniques: remote eye-tracking and skin conductance. The session will describe the use of each biosensor, the type of data gathered, measurement benefits and limitations, and how use of these techniques extends, validates, or replaces traditional techniques tools like the multi-item survey.

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### **33. PDI: Bridging the Academic/Practitioner Gap: Building Strong Community Relationships to Build Stronger Research and Teaching**

*Thursday, 10:15 to 11:45 AM  
Glades*

Session Coordinator:  
**Michelle Harrolle**, *University of South Florida*

Presenters:  
**Michelle Harrolle**, *University of South Florida*  
**Janelle Wells**, *University of South Florida*  
**Doreen MacAulay**, *University of South Florida*  
**Ryan Cook**, *Tampa Bay Lightning*  
**Keith Harris**, *Tampa Bay Lightning*

Both academic and industry professionals acknowledge the need for partnerships to help bridge the gap between theory and application. This professional development session on local engagement will highlight the commitments, benefits and challenges in creating such a successful partnership. As an exemplar, this session will discuss the current working relationship between University of South Florida (USF) and Tampa Bay Lightning (TBL) including a panel discussion comprised of two USF faculty and two TBL executives along with a Saturday tour of the TBL corporate offices. Members from both organizations will share their experience and advice in developing and maintaining strong local engagement.

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### **34. PDI: Conceptual and Design Considerations in Multilevel Studies**

*Thursday, 10:15 to 11:45 AM  
Bird Key*

Session Coordinator:  
**Nikolaos Dimotakis**, *Georgia State University*

The purpose of this workshop is to discuss conceptual, methodological, and practical issues associated with conducting multilevel studies. We will discuss the basic questions in need of multilevel data approaches, as well as how multilevel data can help answer more general questions. We then discuss important study design issues, and steps to take in ensuring the utility of the data for research. The discussion will also include practical advice on conducting multilevel studies, including ways to maximize the value of convenience sample and publically

available data. An overview of required analytical approaches will also be presented.

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### **35. Track 4: HR Systems and Practices: Implications for Employees and Organizations**

*Thursday, 10:15 to 11:45 AM  
Sabal*

Session Facilitator:  
**Ivan Muslin**, *Marshall University*

### **How Human Resource Systems Affect Employee Outcomes: An Integrative Perspective**

**Wei Ning**, *Texas A&M International*

Although much scholarly attention has been paid to understand how human resource (HR) systems influence employee outcomes, this line of research is largely fragmented. In this qualitative study we develop an integrative model highlighting how HR systems affect employee outcomes simultaneously through work engagement and organizational embeddedness. We suggest that engagement and embeddedness serve as two mediators that parsimoniously explain the HR systems-employee outcome linkage. Our model also highlights the differential effects of HR system components on engagement and embeddedness, implying that HR practices influence different employee outcomes in a heterogeneous way. Implications and limitations of this study are discussed.

### **Transparency and HR Competence as Signals to Build Trust and Commitment**

**Malayka Klimchak**, *Winthrop University*  
**AK Ward**, *Virginia Tech*  
**William I. MacKenzie**, *University of Alabama in Huntsville*

Signaling theory has been used extensively to explore how both potential future employee and employers communicate unobservable characteristics of quality. The current study seeks to extend the signaling research into the post-hire employment environment by investigating potential signals of trustworthiness. Using data from a sample of 391 matched dyads at a Fortune 500 company, we examined transparency and HR competence as signals of trustworthiness. We found that disclosure of relevant information, information quality and competence of HR professionals acted as signals of trustworthiness for employees and supervisors alike. These signals of trustworthiness were related to affective commitment through a mediated relationship with organizational trust. Furthermore, we found that supervisor organizational trust provided an additional signaling mechanism for employee commitment.

### **Flexibility-Oriented HRM Practices and Business Model Innovation: Fostering Strategic Agility**

**Ravi Bala**, *University of Texas Rio Grande Valley*  
**C Lakshman**, *University of Texas Rio Grande Valley*

Drawing on dynamic capabilities, and using it as an underlying framework, we develop the theoretical relationship between flexibility-oriented HRM practices and strategic agility, which has been proposed as an accelerator of Business Model Innovation (BMI). We contribute by introducing the human element into the BMI literature, which is in an embryonic stage of development. We propose a theoretical model that links flexible HRM practices to business model innovation through two constructs representing strategic agility: organization learning capabilities and workforce flexibility. By introducing both workforce flexibility and organizational learning capabilities, we show a missing link that could explain why some organizations are unable to pursue BMI. Addressing critical gaps in the 'BMI as an organizational change process' stream of research, we illuminate the processes of fostering agility. We highlight contributions to knowledge, discuss limitations of our theoretical model, and conclude the paper with both academic and practical implications followed by future research directions.



## **An Empirical Examination of Proactive Personality and Political Skill in Job Redesign Activities**

*Jestine Philip, University of North Texas*

HR management practices have transitioned from viewing employees as passive job performers to encouraging more individualization in designing their own jobs based on personal needs, priorities, and abilities. This paper focuses on two specific bottom-up job redesign activities, job crafting and Idiosyncratic-deals, where research has shown that individual differences play a role in determining the success that employees achieve in altering their job content and negotiating work arrangements. However, empirical studies of individual differences in work redesign are limited to personality characteristics like the Big Five and personal initiative. Cognitive and physical abilities of employees are consistently researched in HR literature to enhance scholarly understanding of employee outcomes. In the same light, abilities that involve social astuteness and negotiation skills must also be given consideration as they play important roles in shaping employee attitudes and behaviors. This study extends current research by including an individual ability (political skill) along with a personality characteristic (proactive personality) to examine their combined role in increasing work engagement occurring through successful job crafting and I-deals negotiation. Using a sample of 300 employees, I test the proposed mediation model using the Preacher and Hayes approach. Results reveal that possessing both proactive personality and political skill can help improve work engagement through self-initiated job crafting and I-deals. I discuss the implications and limitations of the paper and suggest future research directions for studying individual differences in job redesign.

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### **36. Track 8: Enhancing Student Interactions in the Classroom**

*Thursday, 10:15 to 11:45 AM*

*Citrus*

Session Facilitator:

*Laura Madden, East Carolina University*

#### **\*Best Doctoral Paper in Track\***

#### **Teamwork in the Classroom: Effects of Class Modality on Team Performance**

*Leah Katell, Virginia Commonwealth University*

*Andra Serban, Virginia Commonwealth University*

*Laura Madden, East Carolina University*

*Joy Karriker, East Carolina University*

Despite a dramatic increase in their use, the extent to which hybrid and fully online modalities and supporting technologies in management education impact team-based student learning is still unclear. Based in the motivation - opportunity - ability model of work performance, we propose a first-stage moderated mediation model of team performance in which the mode of communication of the class moderates the relationships between skills, enthusiasm, and team cooperation. We test our model in a classroom setting, using data from 292 student teams engaged in a semester-long team project as a major part of their course grade and find support for the proposed moderated, but not mediated, relationships. Our research suggests that the classroom modality has an impact on team functioning, which has a variety of practical and theoretical implications.

#### **\*Best Paper in Track\***

#### **Student Impression Management in the Classroom**

*Julita Haber, Fordham University*

*Robert Tesoriero, Fordham University*

With the growing shift from lecture-style teaching methods to interactive and experiential group exercises, instructors need to know more about their students, such as their desired impressions, to adequately engage and support students' social interactions. This study addresses this need by providing an overall understanding of the types of images that are important for students to project when interacting with others in a classroom. After a concise review of impression management literature and grounding our reasoning in the cybernetic

theory (Bozeman & Kacmar, 1997) this study offers a glimpse of the positive impressions students desire to project in front of their peers and professors and the negative impressions students aim to avoid. With a two-part survey based on 269 responses, we measured students' ranking of specific images and the effort level they exerted towards achieving or avoiding them. We offer suggestions of how these findings can be integrated into teaching for improved student learning and experiences.

#### **An Exercise: Creating a System that Inspires Creativity**

*Carrie Blair, College of Charleston*

*Kelly G. Shaver, College of Charleston*

In any sort of creative organization, tensions can arise between the leaders of the organization and the individuals throughout the organization whose dedication and engagement result in the necessary creative work that drives the business. For example, in research universities trying to encourage more technology commercialization activities, tensions can arise between the inventor of the technology and those whose assistance is needed to accomplish successful commercialization. In our teaching, we have found this tension difficult for students to comprehend. The example provided in this scenario is specific to biomedical commercialization, but its principles can be generalized to any sort of creative activity that requires significant capital investment. The scenario places participants in one of two roles – either the originator of the technology or an administrator in the organization that is to provide the assistance for commercialization (e.g., legal assistance, contract review, etc). The scenario can be used to sensitize students to the impact that one's organizational role can play in determining behavior. The scenario and questionnaire can also be used to highlight that when leaders make decisions and policies based on their perspective without considering the followers' perspectives and motives, the resulting policies may actually deter the behavior that the leaders hoped to encourage. The scenario can be used to highlight factors that encourage and discourage employee creativity or the impact of human resource policies on employee behavior.

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### **37. Track 7: How Much is Trust Worth in Business Valuations?**

*Thursday, 10:15 to 11:45 AM*

*Long Key*

Session Facilitator:

*LaKami Baker, Auburn University*

#### **\*Best Paper in Track\***

#### **Target Trustworthiness and Acquisition Premiums**

*Heather Parola, University of Evansville*

*Kimberly Ellis, Florida Atlantic University*

We consider the role of target trustworthiness during deal negotiations in order to address a recurring question in the M&A literature – *Why do acquiring firms continually pay high premiums for target firms?* Building upon the information economic perspective and interorganizational trust literature, we argue that as trustworthiness increases, negotiations shift from contractual obligations toward synergy identification, thereby leading to higher premiums. Additionally, we theorize that internal corporate governance mechanisms mitigate the trustworthiness – premium relationship. We find support that while acquirers are willing to pay more for trustworthy targets overall, increased executive ownership and greater board monitoring attenuate this relationship. Our study contributes to the nascent literature on the M&A negotiation process and enhances our understanding of the complex effects of interorganizational trust in M&As.

#### **Law Firm Reputation Signaling of Perceived Value of Initial Public Offerings**

*William Paczkowski, Palm Beach State College*

*Majdi Quttainah, Kuwait University*

Business leaders may seek to use the reputation of prestigious law firms to enhance the perceived value of initial public offerings

(IPO). Companies may fail to maximize IPO proceeds due to underpricing of their stock offering, since subsequent investors must determine the value of companies in the absence of complete information. We investigate the direct and moderating effect on perceived value that is linked to the prestigious law firms and their nation of domicile. Our findings suggest that the additional expenses that business leaders incur in hiring prestigious law firms may not translate to greater IPO financial benefits.

#### **All You Need Is “CEO”—How Capabilities, Experience, and Optimism of CEOs shape the Cash-Performance Relationship**

**Christopher Hudyma**, *University of Muenster*

**Stephan Nueesch**, *University of Muenster*

**J. Nils Foege**, *University of Muenster*

This paper examines how Chief Executive Officers (CEOs) influence the value-creation potential of corporate cash holdings. The management of these holdings is a challenging task, as it comprises vital decisions by CEOs. Building on the resource-based view and upper echelons theory, we argue that skill and experience of managers enable firms to create more value from cash holdings as a versatile resource. Further, we propose that it is the CEO's optimism that helps to overcome cash hoarding through strategic investments boosting the value-creation potential of cash holdings. Our results show that the CEOs' capabilities, experience, and optimism positively moderate the cash-performance relationship which stresses the importance of such observable and psychological characteristics with respect to the effective management of corporate resources. We contribute to the literature on strategic management by disentangling the moderating effects of observable and psychological CEO characteristics and their influence on the resource-performance relationship. Further, we contribute to the ongoing debate on the CEO effect by examining the role of “CEO luck” in this matter.

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#### **38. Track 3: Multilevel Perspectives on Entrepreneurial Activity**

*Thursday, 10:15 to 11:45 AM*

*Palm*

Session Facilitator:

**Leon Faifman**, *Florida Atlantic University*

#### **William C. Coup: The Man Who Moved the “Greatest Show on Earth”**

**Keenan Yoho**, *Rollins College*

**Robert C. Ford**, *Rollins College*

The days of waiting at a rail crossing for a circus train to pass are quickly fading. However, there was a time when trains with more than 75 railcars carrying 100 or more circus wagons full of animals, performers, and laborers would stretch nearly a mile in length. An early and significant innovator who helped create and define what became known as the great American circus was William Cameron Coup. In 1872, Coup teamed up with P.T. Barnum to launch the “Greatest Show on Earth” that would deliver three live performances per day on every day Sunday for 186 consecutive days in 138 different towns covering more than 6,215 miles. In this paper, we discuss the many innovations contributed by William C. Coup to the circus as well as the impact he had on the rail transportation system, and logistics in general, that survive today.

#### **Macro Policy and Countrywide Entrepreneurial Activity**

**Shelby Solomon**, *Roger Williams University*

**Joshua Bendickson**, *University of Louisiana-Lafayette*

**Matt Marvel**, *Ball State University*

Understanding how national policy can spur entrepreneurship is central to economic development. Drawing from a sample of 21 countries spanning 2004-2011, we investigate the direct and joint effects of market freedom and social spending national policies. We find that neither market freedom nor social spending alone positively impacts entrepreneurial activity; however, an interaction exists, as entrepreneurial activity is bolstered when market freedom is

complemented with social spending. Findings suggest mixed national policies that combine market freedom and social spending are best positioned to spur entrepreneurship. Our findings have implications for both entrepreneurship and economic development literature.

#### **The Resilience of New Foreign Subsidiaries: Evidence from the 2007-2009 Global Financial Crisis**

**Mark Mallon**, *Elon University*

**William Judge**, *Old Dominion University*

**Stav Fainshmidt**, *Florida International University*

**Steve Lanivich**, *Old Dominion University*

**Edward Markowski**, *Old Dominion University*

The establishment of foreign subsidiaries is a form of international corporate entrepreneurship that has many benefits to the parent multinational enterprise (MNE), yet is very risky. Despite the ubiquity of launching new foreign subsidiaries as a form of corporate entrepreneurship, studies of the early-stage success of this form of new venture are largely absent. Taking advantage of the natural experiment of the 2007-2009 global financial crisis, we use institutional theory to compare the entrepreneurial resilience of new foreign subsidiaries emanating from developed- and emerging- economy MNEs, using data on approximately 200 subsidiaries from a wide range of home countries. Our findings reveal that whereas new foreign subsidiaries of developed-economy MNEs enjoyed superior performance immediately before the crisis, subsidiaries of emerging-economy MNEs generally performed better during and after the crisis, suggesting greater resilience on their part. These findings have important theoretical implications for both entrepreneurship and institutional theory scholarship.

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#### **39. Track 5: CSR and Leader Behavior**

*Thursday, 10:15 to 11:45 AM*

*Sawgrass*

Session Facilitator:

**Salar Mesdaghinia**, *Eastern Michigan University*

#### **The Role of Sub-National Institutions on the Corporate Social Responsibility and Corporate Reputation Relationship**

**Cynthia Halliday**, *Florida International University*

**Ajay Ponnappalli**, *Florida International University*

**Chen Wang**, *Florida International University*

**Kwoon Kim**, *Florida International University*

**William Newbury**, *Florida International University*

Corporate Social Responsibility (CSR) and Corporate Reputation (CR) are highly dependent on the context. While there has been much research examining the relationship between CSR and CR, and the country-level institutional factors that impact CSR, not much has examined the impact of institutional factors that impact CR, and even less has examined the sub-national institutions. In this paper, we investigate the role of the sub-national institutions from both the political and the socioeconomic perspectives on the relationship between CSR and CR. We gathered data on a sample of 255 firms from Fortune America's Most Admired Companies list from 2009 to 2014, and found evidence that a company's headquarter state political environment and socioeconomic status impact the relationship between CSR and CR. Results and implications are discussed.

#### **CEO Characteristics and Corporate Philanthropy in Times of Organizational Crisis**

**Wonsuk Cha**, *Southern Connecticut State University*

While corporate philanthropy has been considered a firm's reputation management activity, less research has focused on the relationship between CEOs as the ultimate decision maker and corporate philanthropy, particularly when organizational crises occur. To fill this research gap, this study examines CEO characteristics (such as founder status and CEO network) and two causes of philanthropy (such as business related philanthropy and cause related philanthropy). This study suggests that there will be a positive relationship between these

characteristics of CEOs and causes of corporate philanthropy, and organizational crises will moderate that relationship. This study contributes to a new conceptual framework to explore the relationship between CEO characteristics and different corporate philanthropic causes following organizational crises. This study discusses the scholarly suggestions of our conceptual framework and concludes with implications for future research.

#### **How Do Investors Value Corporate Social Responsibility? Downside Risk Minimization and Upside Potential Maximization**

*Hao Lu, University of Calgary*

*Won-Yong Oh, University of Calgary*

*Anne Kleffner, University of Calgary*

Over the past decades, there has been an ongoing debate regarding whether corporate social responsibility (CSR) is beneficial to investors. In this paper we introduce new explanations for why and when investors assess CSR positively. We argue that investors value a firm's CSR when they believe that it provides downside risk minimization (i.e., insurance-like protection) or upside potential maximization (i.e., profit generation). Using a panel data from U.S. firms from 2002 to 2011, we provide considerable support for our hypotheses. We show that a firm's market value increases with CSR when the firm faces a high level of risks and shows a high level of growth potential. Our research suggest that since investors do not always value CSR investments, managers need to consider the risk context and growth potential of their firms before making investment decisions on CSR.

#### **Why Moral Followers Quit? Examining the Role of Leader Bottom-Line Mentality and Unethical Pro-Leader Behavior**

*Salar Mesdaghinia, Eastern Michigan University*

*Anushri Rawat, Eastern Michigan University*

*Shiva Nadavulakere, Saginaw Valley State University*

Organizational researchers have repeatedly warned against consequences of bottom-line mentality of business leaders such as objectifying job performance and career success, creating a win-lose mentality, breeding adversarial relationships among employees; and incentivizing unethical behaviors. Our study extends these findings by studying unethical pro-leader behaviors and turnover intention among employees with high moral identity as consequences of leader bottom-line mentality. Data was collected using an online survey from 154 employees from various organizations. The results supported our hypotheses. In particular, leader bottom-line mentality was positively related to followers' unethical pro-leader behavior. Further, for employees with a stronger (rather than weaker) moral identity: 1) unethical pro-leader behavior was positively related to turnover intention; and 2) leader bottom-line mentality was related to turnover intention through unethical pro-leader behavior.

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#### **40. Track 6: Managing Emotions**

*Thursday, 10:15 to 11:45 AM*

*Jasmine*

Session Facilitator:

*Yuanmei Qu, University of Miami*

#### **The Music Moves Me: Towards a Process Theory of Music's Effects in the Workplace**

*Karen Landay, University of Alabama-Tuscaloosa*

*Maura J. Mills, University of Alabama-Tuscaloosa*

*Peter D. Harms, University of Alabama-Tuscaloosa*

Since ancient times, music has played an important role in work and workplace behavior. However, research and theory have failed to keep pace with practice, and thus current understanding of music in the workplace can appear to be contradictory and without theoretical grounding. In the present paper, we use the tenets of affective events theory (AET) to construct a model of the within-person process that takes place upon an individual hearing music in the work environment. Specifically, we build on AET's proposition that changeable affective events, rather than stable environmental features, cause affective

reactions at work. Furthermore, we incorporate individual differences and job demands as important considerations for task performance, organizational citizenship behavior, and counterproductive work behavior outcomes. Our proposed model thus offers a much-needed theoretical basis for existing work on the effects of music in the workplace.

#### **When All You Feel is Guilt: How Working Mothers' Parental Guilt Leads to More Productivity**

*Yingli Deng, Oklahoma State University*

*Rebecca Greenbaum, Oklahoma State University*

*Alexis Washington, Oklahoma State University*

Working parents may experience parental guilt due to work demands; yet, surprisingly little research has examined *when* working parents experience parental guilt and *how* this guilt affects their productivity in the workplace. Drawing on role identity and compensatory theories, we propose that working mothers are more likely to experience parental guilt than working fathers, especially when parental identity threat exists. This parental guilt, in turn, will serve as a vehicle for improving productivity, especially when family motivation is high. The theoretical and practical implications of our research are discussed.

#### **The Impact of Peer Support and Formal Training in Managing Emotions in Emergency Settings**

*Nicole Bérubé, Royal Military College of Canada*

This study, based on research in emotional labor, investigates whether performance in the emergency work context is improved by providing peer support and training in emotion management. It examines how the use of various emotion management strategies, including surface acting, deep acting and authentic expression of emotions are related to perceived performance during emergency events. Survey data were collected from 163 emergency workers, including firefighters, police officers and paramedics. Results showed that negative emotions affected performance negatively, whereas positive emotions were positively related to performance. Expressing authentic emotions and peer support were positive correlates of perceptions of better performance during the emergency event. Formal training in emotion management was not significantly related to self-rated performance, but rather, promoted deep acting on the part of respondents.

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#### **41. Track 6: Individual Differences in the Workplace**

*Thursday, 10:15 to 11:45 AM*

*Sawyer Key*

Session Facilitator:

*Rebecca Badawy, Youngstown State University*

#### **How Leader Emotional Intelligence Influences Subordinate Task Performance and Organizational Citizenship Behavior: A Meta-Analysis**

*Chao Miao, Wilkes University*

*Ronald Humphrey, Lancaster University*

*Shanshan Qian, Towson University*

This meta-analysis demonstrates that leaders' emotional intelligence (EI) positively relates to subordinates' task performance ( $p = .48$ ) and organizational citizenship behavior (OCB) ( $p = .39$ ). Both leader self-report EI and mixed EI contribute incremental validity and relative importance in predicting subordinates' task performance after the Big Five and cognitive ability are controlled (self-report EI:  $\Delta R^2 = .17$ ,  $RW\% = 42.4\%$ ; mixed EI:  $\Delta R^2 = .34$ ,  $RW\% = 47.6\%$ ). All three streams of EI demonstrate incremental validity and relative importance in predicting subordinates' OCB in the presence of the Big Five and cognitive ability (ability EI:  $\Delta R^2 = .02$ ,  $RW\% = 29.3\%$ ; self-report EI:  $\Delta R^2 = .12$ ,  $RW\% = 61.3\%$ ; mixed EI:  $\Delta R^2 = .09$ ,  $RW\% = 48.3\%$ ). The relationship between leaders' EI and subordinates' task performance is stronger in collectivistic, feministic, and high uncertainty avoidance cultures. The relationship between leaders' EI and subordinates' OCB is stronger in high power distance, collectivistic, feministic, high uncertainty avoidance, long-term oriented, and restrained cultures.

## **Are Nonstandard Employees More Reluctant to Speak Up?**

### **The Moderating Role of Political Savvy**

*Qian Li, Beijing Foreign Studies University*

*Xiaoye Qian, Sichuan University*

This study examines whether and how different work arrangements (standard versus nonstandard employment) affect employees' voice behaviors (promotive and prohibitive voice). Using a two-wave panel design, we collect data from a sample of 355 employees from 66 teams in four Chinese organizations. Our results show that, nonstandard employees engage in fewer promotive voice behaviors than standard employees, but in terms of prohibitive voice, the difference between standard and nonstandard employees is not significant. Besides, self-efficacy is the mediator between the employment status and voice behaviors. Further, political savvy acts as a moderator—for nonstandard employees high in political savvy, the negative relationships between nonstandard employment and promotive and prohibitive voice would be attenuated.

## **Behavioral and Psychological Responses to Workplace Incivility: Does Employee Personality Matter?**

*Jennifer Welbourne, University of Texas-Rio Grande Valley*

*Gerardo Miranda, University of Texas-Rio Grande Valley*

*Ashwini Gangadharan, Kutztown University*

Workplace incivility refers to low-intensity negative behaviors that violate workplace norms of respect. Incivility is known to be a type of stressor in the workplace, yet little is known about how it affects people based on their individual differences. Drawing from a stressor-strain theoretical framework, we examined the moderating effects of agreeableness, conscientiousness, and neuroticism on the relationship between individuals' experienced incivility and two outcomes: perpetrated incivility and burnout (physical fatigue, cognitive weariness, and emotional exhaustion). Results from a 2-wave survey of 250 working adults indicate that experienced incivility predicted physical fatigue, cognitive weariness, emotional exhaustion, and incivility instigated toward others. Employees high in agreeableness were more likely to experience all three dimensions of burnout in response to incivility. Employees low in neuroticism were also more likely to respond to incivility with increased physical fatigue. In contrast, highly conscientious employees were less likely to report emotional exhaustion in response to incivility. Individuals high in agreeableness were more likely to instigate incivility in response to incivility, while those high in conscientiousness were less likely to do so. Implications for research and practice are discussed.

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## **42. Track 1: Confidence, Drive, and Addiction**

*Thursday, 10:15 to 11:45 AM*

*Banyan*

Session Facilitator:

*Michael Lerman, University of Tennessee-Knoxville*

### **Entrepreneurship Addiction: Highlighting Diversity in Work Behavior Patterns**

*April Spivack, Coastal Carolina University*

*Alexander McKelvie, Syracuse University*

We examine the notion of entrepreneurship addiction, the compulsive engagement in entrepreneurial activities. We address what is unique about this type of behavioral addiction compared to related work pattern concepts of workaholism, entrepreneurial passion, and work engagement. We identify new and promising areas to expand understanding of what factors lead to entrepreneurship addiction, what entrepreneurship addiction leads to, how to effectively study entrepreneurship addiction, and other applications where entrepreneurship addiction might be relevant to study. These help to set a research agenda that more fully addresses a potential "dark side" psychological factor among some entrepreneurs.

## **The Role of Confidence in the New Venturing Process**

*Justin Weinhardt, University of Calgary*

*Olga Petricevic, University of Calgary*

*Justin Davis, University of West Florida*

Confidence plays a significant role in entrepreneurial decision-making processes and behaviors. However, the role confidence plays across the new venturing process is not well understood. In this paper, we take a multi-disciplinary and multi-theoretical approach that offers a new framework to understand the role of confidence in the new venturing process. We do this by integrating theoretical insights from psychology, strategic management, and entrepreneurship. We propose that there are four different stages in the new venturing process that align with four phases of motivation proposed by the psychological literature. This approach gives us the ability to examine when confidence has a positive or negative effect on key entrepreneurial processes during their new venturing process. We offer a set of specific propositions for the effect of confidence across different stages of the new venturing process accounting for the multi-faceted nature of confidence and its context dependent role in the entrepreneurial pursuits.

## **The Moderating Role of Drive on the Relationship between Political Skill and Venture Performance**

*Nick Mmbaga, University of Tennessee-Knoxville*

*Michael Lerman, University of Tennessee-Knoxville*

*Timothy Munyon, University of Tennessee-Knoxville*

*Justin Yan, University of Tennessee-Knoxville*

Our research seeks to extend our understanding of why some entrepreneurs are more successful than others. Specifically, we explore how two important individual differences, drive and political skill, interact to predict entrepreneur's performance. Based on a sample of 286 U.S. based entrepreneurs, our study indicates that entrepreneurs' inner "drive" has a significant positive moderating effect on the relationship between entrepreneurs' political skill and venture performance. Our study accentuates the interplay of entrepreneurs' drive and political skill to provide a more comprehensive view of micro factors that influence entrepreneur's performance.

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## **43. SMA Track Chair Lunch**

*Thursday, 11:45 AM to 1:15 PM*

*Horizons West*

Session Coordinator:

*Hettie Richardson, Texas Christian University*

By invitation only

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## **44. PDI: Teaching 😞 and Teaching 😊: Applying a Positive Approach to Management Education**

*Thursday, 1:15 to 2:45 PM*

*Indian Key*

Session Coordinator:

*Thomas Conklin, Georgia State University*

Presenters:

*Thomas Conklin, Georgia State University*

*Nathan Hartman, Illinois State University*

*Joy Karriker, East Carolina University*

*Patricia Lanier, University of Louisiana-Lafayette*

*Tim O. Peterson, North Dakota State University*

This workshop is designed to provide experiential methods to advance the positive development of future business managers and leaders (our students). The workshop uses a round table design with a facilitator at each table. Participants will select different roundtables to attend during the workshop. In this format each facilitator presents to four different groups of participants over the 90 minute workshop. The facilitator at each round table provides an innovative means of developing positive course outcomes. Sample topics include: AI in the

Classroom: How to Claim the Higher Ground; Getting Students to Volunteer for Learning; Developing Effective Leaders: Leveraging Strengths to Engage the Millennial Student, and The Live Case: Hope is Not a Strategy. The workshop facilitators will share handouts and materials so participants can easily implement the experiential exercises when they return their home institution.

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#### **45. PDI: Data Issues as an Impediment to Publishing Macro Studies**

*Thursday, 1:15 to 2:45 PM*

*Bird Key*

Session Coordinator:

**Brian Boyd**, *City University of Hong Kong*

This workshop will examine data-related issues that are often encountered in the review process, such as data types, sample characteristics, power, and construct measurement. We will explore both preventive and remedial tactics to address these issues. The goal of this session is to help early stage faculty better prepare their papers for journal submission. The facilitator has served for two decades on the board of SMJ, and multiple terms at AMJ, JOM, JMS, and other journals, plus nine stints as an associate or guest editor.

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#### **46. Track 3: Change Management**

*Thursday, 1:15 to 2:45 PM*

*Palm*

Session Facilitator:

**Shelby Solomon**, *Roger Williams University*

#### **Reassessing Elton Mayo and the Importance of Temporal Context**

**Jeffrey Muldoon**, *Emporia State University*

**Antonina Bauman**, *Emporia State University*

**Joshua Bendickson**, *University of Louisiana-Lafayette*

**Eric Liguori**, *Rowan University*

Elton Mayo's research played an important role in the development of managerial thought. His discussion of results of Hawthorne Studies continues to inform management theory and practice. But since Mayo was such a paradox, his impact on the field of management is considered to be controversial. He was in a research field, but not a researcher; in academia, but not a true academic; a capitalist, but not a devotee to Adam Smith; an insider, but someone whose own background was more of an outsider. One way to resolve this paradox is to place Mayo's ideas and accomplishments in the context of the time.

#### **The Tree of Organizational Change**

**Cai Unger**, *University of South Alabama*

**Donald Mosley**, *University of South Alabama*

**William Gillis**, *University of South Alabama*

Organizational Change remains one of the greatest challenges for organizations and leaders today, yet its ubiquitous presence and usage, including an abundance of pop literature with easy-to-implement guidelines, blur the view on its theoretical and empirical foundations, its constraints and its opportunities. What is actually Organizational Change and how can its richness be classified? Therefore, the purpose of this article is to provide a historical overview and a framework of Organizational Change theories through outlining, classifying and categorizing the different avenues and constructs, using a mixed methods approach comprising an unsystematic literature and a social network analysis. Our findings suggest the field of Organizational Change started developing with Lewin's 3-step-model in the 1940s, then branched into three distinct approaches during the second half of the last century, before being dominated for the past two decades by the Grand Five: Change management, organizational culture, leadership, organizational learning, and innovation. The article thus advances an understanding of the current state of the field of Organizational Change, which will allow practitioners and researchers alike to draw

meaningful conclusions. We will finally visualize a framework of the field in form of a tree of Organizational Change.

#### **A Brief History of Change Management**

**Dina Denney**, *New Mexico State University*

**Terry Adler**, *New Mexico State University*

The formal examination of change management has a rich history that spans over a century. From a global ethnographic study of primitive rituals in the early 1900s to today's modern theories of the dialectical temporality of the organization, change management has experienced many transformations. It is the purpose of this paper to review the history of change management from its nascent micro-foundations to its current investigation and use of complexity theory in attempting to bring order to what may otherwise seem to be chaos. Historical change management is replete with ethnographic research, ground-breaking studies, and theory formation that had withstood the test of time for over a decade only to be seriously challenged in the past thirty years. Change management is a fascinating and exciting field of study and should be entered into with a great sense of adventure.

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#### **47. Track 4: Selection Decisions: Bayesian Validation, Social Interaction Simulations, and Tattoos**

*Thursday, 1:15 to 2:45 PM*

*Sabal*

Session Facilitator:

**Stacey Kessler**, *Montclair State University*

#### **The Power of Bayesian Validation in Personnel Selection**

**Isaac Thompson**, *Shaker*

**Joshua Siever**, *North Carolina State University*

**Joan Michael**, *North Carolina State University*

This study compares Bayesian and frequentist methodologies in obtaining criterion-related validity evidence across three common predictors of employee performance (cognitive ability, structured interviews, and conscientiousness). Through simulating 100,000 local studies randomly pulled from populations of one million, the first half of the research investigates what local sample size is needed to establish Bayesian criterion-related validity evidence. The second half of the research examines sample sizes needed to disprove wrongfully applied informed priors. Results include the local sample sizes required to validate common predictors of job performance and disconfirm wrongfully applied priors. On a general level, this study demonstrates the fundamental patterns of Bayesian methods, illustrating common scenarios for incorporating Bayesian methods into data-driven employee selection methods. Specifically, this study offers guidance on the strengths, weaknesses, and opportunities of Bayesian methods to ameliorate the situation in personnel selection where small sample sizes or weak effect sizes have traditionally marred empirical endeavors.

#### **Constructing Social Interaction Simulations: The Value of Incident Isomorphic Cloning for Developing Alternate Forms**

**Kelly Hall**, *Stetson University*

**Randall Croom**, *Stetson University*

The use of virtual social interaction simulations for assessment and development purposes has grown in recent years due to technological advancements. However, the literature lacks an empirical investigation into how alternate test forms can be developed for such simulations. This study addresses this gap and responds to calls to examine the usefulness of the incident isomorphic cloning procedure for various types of assessment center exercises. Simulation results from two samples (N=58; N= 50) showed there was no significant difference between the overall simulation scores across alternate forms. We provide a step-by-step guide for designing, developing, and validating alternate form social interaction simulations.

#### **Tattoos are Forever: Potential Selection Effects of Job Applicant Tattoos**

**Michael Howe**, *Iowa State University*

*James Summers, Iowa State University*  
*Kevin Scheibe, Iowa State University*  
*Sam DeMarie, Iowa State University*  
*Sebastian Cortes Mejia, Iowa State University*  
*Phoebe Pahng, Iowa State University*

Tattoos are becoming an increasing part of the cultural landscape. Yet, little is known about what effect, if any, the decision to get a tattoo will have on the employment opportunities afforded to individuals. This gap is further exacerbated by conflicting theoretical perspectives that speak to differentially valenced outcomes. To begin to disambiguate this important organizational phenomenon, we employ an experimental paradigm to investigate the role that tattoo presence has on selection decisions. Specifically, we manipulate tattoo presence as well as job applicant gender and objective qualifications and evaluate their combined impact on perceptions of applicant quality and equitable compensation levels. Though empirical support for our hypotheses is mixed, we do find some evidence that indicates that the effect of having a tattoo on selection outcomes is dependent on other applicant attributes. Theoretical and practical implications, along with directions for future research are discussed.

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**48. Track 8: Manuscript Development Incubator: 'Meet the Editors' Session for Management Education Works-in-Progress**  
*Thursday, 1:15 to 2:45 PM*  
*Citrus*

Session Coordinator:  
*Jeanie Forray, Western New England University*

Panelists:  
*Jeanie Forray, Western New England University*  
*Christine Quinn Trank, Vanderbilt University*

As external stakeholders demand evidence of student learning and accreditors require institutions to show evidence of impact, management education scholarship has gained increased prominence within the academy. This session is designed as both a 'Meet the Editors' informational opportunity as well as a developmental incubator for works-in-progress within the management education/innovative teaching domain. The editors of two management education journals, Academy of Management Education & Learning (AMLE) and Journal of Management Education (JME), will share insights on authoring for management education publications and provide participants with developmental feedback on poster presentations of works-in-progress. Participation in poster presentation feedback requires advance submission of an abstract describing a research project in process.

By invitation only

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**49. Track 7: Managerial Capabilities in Dynamic Environments**  
*Thursday, 1:15 to 2:45 PM*  
*Long Key*

Session Facilitator:  
*Laurence Weinzimmer, Bradley University*

**Data-Driven Decision Making and Managerial Attention in Dynamic Environments: Using Major League Baseball (MLB) Teams**  
*Jaemin Kim, Stockton University*  
*Ellen Kraft, Stockton University*

Drawing on the integrative model of resource-based view and attention-based view, we propose that organizational performance will decrease when data-driven decisions are interacted with analytic-based HR management. To test our hypothesized model, we observed 30 major league baseball (MLB) teams from 2013 to 2015. Our results found that the impact of a team's commitment to baseball analytics on a team's winning percentage decreased when the batters whose ability highly fitted into an analytical model had more opportunities to play

games in the MLB. Our findings indicate that a firm's high reliance on statistical findings in managing HR resources can undermine the positive impacts of data-driven decisions on organizational performance due to the decreased spectrum of available strategies (i.e., social simplicity) and too simplified logic of value creation (i.e., causal clarity).

**Down, Set, Hike: A College Football Perspective of Dynamic Managerial Capabilities**  
*Dave Noack, Weber State University*  
*Douglas Miller, Virginia Commonwealth University*

This study investigates the impact that dynamic managerial capabilities have on the resource acquisition and resource utilization decisions of the firm. A subset of the resource based view, dynamic capabilities research is still in the process of development. The basic definitions of dynamic capabilities are explored, and an empirical analysis of the impact that these capabilities have on firm performance is outlined. Various hypotheses concerning the impact that dynamic capabilities have on firm performance and resource acquisition decisions are presented. These hypotheses are tested through an analysis of a unique dataset featuring college football coaches. Our results suggest that stronger dynamic managerial capabilities should encourage firms to acquire resources based on quality rather than based on fit.

**A Configurational Approach to the Intended Use of IPO Proceeds and Performance**  
*Christina Tupper, North Carolina A&T State University*  
*Mark Mallon, Elon University*

An initial public offering (IPO) is a significant event for an organization, but it creates great levels of uncertainty for both the organization and the investors who purchase stock. The information presented in the prospectus helps reduce this uncertainty, attracting investors and subsequently affecting firm performance. Yet, exactly how IPO proceeds disclosure influences long-term IPO performance is not well understood. Using an international sampling of 969 IPOs and a configurational methodology, we found that disclosure of IPO proceeds use matters for IPO performance, but is highly dependent on firm characteristics. In general, larger firms needed to provide less information overall and show fewer uses of IPO proceeds to do well, whereas smaller firms needed to show more proceeds uses and have longer sections in their prospectuses detailing these uses. Additionally, smaller firms usually had to be domestic to perform well. Foreign listings could perform well, provided they were large firms and disclosed that IPO proceeds would be used for financing purposes. In total, our study contributes a contingency view of IPO proceeds information and performance, advancing our understanding of how investors view IPO information and how this in turn affects IPO performance.

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**50. Track 6: Let's Get Political: Positive and Negative Outcomes of Workplace Politics**  
*Thursday, 1:15 to 2:45 PM*  
*Jasmine*

Session Facilitator:  
*B. Parker Ellen, Northeastern University*

**Dangerous Politics: A Multi-Level Investigation of Organizational Politics, Safety Motivation, Safety Climate, and Workplace Accidents**  
*Timothy Munyon, University of Tennessee-Knoxville*  
*Andrew Carnes, Western Carolina University*  
*David Dawley, West Virginia University*  
*Mark Griffin, The University of Western Australia*

In spite of significant advances in safety management, workplace accidents remain a pervasive threat for many workers, suggesting a need for new theories that illumine potential obstacles to safety promotion. Consequently, in this paper, we extend safety theory by proposing a political influence perspective on safety management.

Specifically, incorporating multi-level structural equation modeling, we test the direct effects of perceptions of organizational politics on workplace accidents, and the intervening effects of safety climate and safety motivation in this relationship. Drawing on a predictive study of industrial workers, our results show that perceptions of organizational politics are positively related to workplace accidents one year later, and that individual safety climate perceptions intervene within this relationship. We discuss these findings, limitations, and future research directions.

#### **Mitigating Influence of Transcendence on Politics Perceptions' Negative Effects**

*Diane Lawong, Florida State University*

*Charn McAllister, Northeastern University*

*Wayne Hochwarter, Florida State University*

*Gerald Ferris, Florida State University*

Scholars and practitioners alike have confirmed that work politics are an inexplicable feature of virtually all work contexts capable of affecting a myriad of employee and organizational outcomes. Despite ever-increasing research, only a limited number of studies have focused on the cognitive processes capable of influencing perceived politics (POPs) – work outcome relationships. In this multi-sample investigation, we examine the manner in which transcendence, defined as a cognitive process in which employees adopt a broader and future-oriented view of existing phenomenon, moderates the relationship between employees' POPs and several work outcomes (i.e., job satisfaction, job tension, emotional exhaustion, work effort, and frustration). Specifically, we argue that high levels of transcendence will attenuate the adverse effects associated with heightened politics perceptions. Results from two samples ( $n_{\text{Sample 1}} = 191$ ,  $n_{\text{Sample 2}} = 158$ ) supported our hypotheses affirming the neutralizing potential of transcendence on POPs – work outcome relationships. Contributions, strengths/limitations, and research avenues warranting consideration are discussed.

#### **Leader Political Skill and Work Relationship Favorability: An Examination of Mediating Characteristics and Follower Outcomes**

*John Harris, Georgia Southern University*

*Gerald Ferris, Florida State University*

The purpose of this study was to extend the research surrounding the impact of leaders' political skill on the valuable outcomes experienced by their followers at work through the high-quality relationships developed between politically skilled leaders and their followers. Further, this research was intended to establish possible characteristics or behaviors exhibited by politically skilled leaders, and perceived by their subordinates, through which leaders influence the quality of relationships with their followers. This was accomplished through examining a model of relationships at work in which leaders' political skill positively influences the quality of the relationships that leaders have with their followers through the mediating mechanisms of displayed leader humility, displayed leader empathy, and the leader's personal perceptions of control over the relationship with the follower. Leader-follower relationship quality, in turn, positively influences followers' perceptions of organizational justice, their own well-being, their engagement in organizational-citizenship behaviors, and leaders' ratings of their followers' performance. Using a sample of 145 leader-follower dyads, it was found that leader political skill does impact leader-follower relationship quality through the mediating mechanisms of leader humility, leader empathy, and perception of control, and leader-follower relationship quality was significantly related to followers' perceptions of justice, well-being, and organizational citizenship behaviors, and leader-rated performance. This research continues to expand the knowledge and understanding of how leaders, particularly those with political skill, are able to impact their relationships with their followers and the value that those relationships can produce. Strengths, limitations, and implications for theory are discussed.

#### **51. Track 5: The Workplace and Stigma**

*Thursday, 1:15 to 2:45 PM*

*Sawgrass*

Session Facilitator:

*Darryl Rice, Miami University (Ohio)*

#### **Covering Stigmatized Identities in Organizations: The Role of Ego Depletion and Inauthenticity**

*Shanna Daniels, Florida State University*

*Kaylee Hackney, Baylor University*

*Liam Maher, Florida State University*

*Pamela Perrewé, Florida State University*

Research related to stigmatized identities in organizations has received increased attention, yet many questions remain regarding the role of covering or downplaying these stigmatized identities. We move the conversation beyond whether to reveal or conceal stigmatized identities by examining covering as a part of the identity management process. We develop a theory of *covering depletion*, which encompasses self-regulation, ego depletion, and a lack of perceived authenticity. We argue that covering depletion is the mechanism by which employees experience poorer well-being, job attitudes, and performance when trying to cover their stigmatized identities. We conclude by integrating the concepts from diversity and inclusion, identity, and covering demands to propose promising new directions for research and practice in cases of inclusion, identity, and covering.

#### **Ex-Offenders and Employment: A Comprehensive Literature Review**

*Chen Wang, Florida International University*

*Hock-Peng Sin, Florida International University*

*Ajay Ponnappalli, Florida International University*

Ex-offenders make up a substantial portion of the United States' labor market. Members of this population face significant barriers to entering the workforce, including public policy, stigmatized attitudes, and fear. Further, misconceptions about this group – that they are unskilled, uneducated, and unqualified for today's workforce – greatly impacts their employability. While researchers from various disciplines have emphasized the importance of employment in ex-offenders' successful reentry into society, this issue has yet to receive significant attention from management scholars. We seek to fill this gap through a comprehensive review of the literature as it relates to ex-offenders' experience with employment. In total, we identified 513 articles from 27 academic disciplines. We then distilled these articles into 8 broad domains of related disciplines, highlighting exemplary studies within each. Finally, we aligned the findings from these studies with major HR functions and identified dominant themes within each. As an important first step, our research not only examines the coverage of extant literature, but also highlights the richness of this topic as grounds for academic research. Major takeaways and directions for future research are briefly discussed.

#### **Don't Ask, Don't Receive: The Relationships among Identity Strain, Invisible Disability, and Climate for Inclusion on Veteran Workplace Accommodation Requests**

*Katerina Gonzalez, Baruch College, CUNY*

*C. Justice Tillman, Baruch College, CUNY*

*Jeanne J. Holmes, North Carolina A&T State University*

The adjustment and stress brought on by occupational transition can be difficult for many veterans. However, it is especially challenging for veterans entering the civilian workforce with a disability. The Americans with Disabilities Act requires most employers to provide reasonable accommodation, yet there is reason to believe that veterans with disabilities are often hesitant to make such requests. This study examines the individual (i.e., identity strain, visibility of disability) and organizational (i.e., perceptions of climate for inclusion) factors that influence accommodation requests among disabled veterans through experiencing psychological safety. The authors 1) develop a short 5-item scale for invisible disability and 2) find that among a sample of



disabled veterans, veteran identity strain, invisible disabilities, and perceptions of an inclusive climate interact to predict withholding accommodation requests through psychological safety. Implications and future research directions are discussed.

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## **52. Track 6: Workplace Cognition**

*Thursday, 1:15 to 2:45 PM*

*Sawyer Key*

Session Facilitator:

**David Howard**, *University of South Florida*

### **‘We’ or ‘Me’? I Don’t Feel the Need to Serve!**

**Arjun Mitra**, *University of Illinois-Chicago*

While past research has examined the positive outcomes of serving culture in organizations from the lens of increased organizational identification of its employees, little is known about the mechanism through which this phenomenon takes place. I theorize employee perspective taking as a mechanism through which serving culture is transmitted into employees’ increased identification with the organization. Further, using person-organization fit theory, I theorize that employees high on communion make a better fit in organizations having a high serving culture which then leads to a stronger sense of organizational identification for these employees. I also theorize that employees high on agency make a poorer fit in organizations having a high serving culture which then leads to a weaker sense of organizational identification for these employees. Implications for future research are discussed.

### **Prohibitive Voice as a Moral Act: The Role of Moral Identity, Coworkers, and Leaders**

**Salar Mesdaghinia**, *Eastern Michigan University*

**Debra Shapiro**, *University of Maryland*

**Robert Eisenberger**, *University of Houston*

Speaking up against harmful (e.g., unsafe, unproductive) practices in organizations, prohibitive voice, can be considered a moral act as it helps and protects the organization and its stakeholders (e.g., employees, customers, and the public). Yet, prohibitive voice is challenging and risky for employees because it involves criticizing others. Based on the premise that prohibitive voice is a challenging moral act, this study looked at employees’ moral identity internalization, leader-member exchange, and coworkers’ moral identity symbolization as potential factors that motivate and facilitate employees’ use of prohibitive voice. Field data collected from hospital employees and their supervisors and coworkers supported nearly all hypotheses. Specifically, employees’ use of prohibitive voice was positively associated with their moral identity internalization, their leader-member exchange quality, and coworkers’ moral identity symbolization; and the positive moral identity internalization-prohibitive voice relationship was stronger when there was also a higher (rather than lower) leader-member exchange. Our findings’ theoretical and practical implications are discussed.

### **What Happened to Cognitive Complexity? A Meta-Analytic Review and Agenda for Future Research**

**Haley Woznyj**, *Longwood University*

**George Banks**, *University of North Carolina-Charlotte*

**Alexandra Dunn**, *University of Mary Washington*

**Gregory Berka**, *Queens University of Charlotte*

**David Woehr**, *University of North Carolina-Charlotte*

Cognitive complexity represents the extent to which individuals are able to structure and process their environment in a multidimensional manner. Once one of the most widely studied cognitive variables, research on cognitive complexity has stagnated in recent years. The decline in research on cognitive complexity is likely due, in part, to conceptual and measurement issues that exist in the literature. The purpose of the current study is to provide a comprehensive summary of the cognitive complexity literature. That is, we examine the nomological network of cognitive complexity and the incremental

validity and relative weight of cognitive complexity over traditional predictors of important job outcomes like performance and satisfaction. We propose a set of research questions regarding the relationship between cognitive complexity and demographic/contextual variables, psychology variables, job attitudes, and work outcomes. We answer the proposed research questions by performing a meta-analytic review of the literature area ( $k = 76$ ,  $n = 17,314$ ). Drawing from the results of the study, we also propose a set of propositions and a user-friendly format of a popular measure of cognitive complexity to advance the literature and encourage future research on cognitive complexity.

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## **53. Track 1: Entrepreneurial Motives and Expectations**

*Thursday, 1:15 to 2:45 PM*

*Banyan*

Session Facilitator:

**Dustin Odom**, *Mississippi State University*

### **Individual Motives of Entrepreneurial Science Faculty: Toward a Research Agenda**

**Kelly G. Shaver**, *College of Charleston*

**Carrie Blair**, *College of Charleston*

**Mark S. Kindy**, *University of South Florida*

We review research on the activities of scientists employed in entrepreneurial universities. Definitions of behavior in the mainstream entrepreneurship literature argue against the inclusion of patenting as “entrepreneurship,” and suggest that future research should require company founding as a critical element of what constitutes entrepreneurial action. We then review the few studies that have addressed the personal characteristics of individual scientists and note that nearly all of these involve comparisons of the self to other individuals. Although prior work in the area has involved sociological theories (especially reference group theory), the psychological theories common in the mainstream entrepreneurship literature are largely absent in studies of academic scientists. A full understanding of what drives academic scientists to commercialize their research findings will require examination of individual differences that go far beyond the demographic characteristics of sex and age typically included. We conclude that future work in academic entrepreneurship should use company founding to define an entrepreneur, make comparisons across demographic groups, and include variables derived from psychological theory.

### **Back to the Future: The Influence of Expected Future Well-Being on Nascent Entrepreneurship**

**Andrew Bennett**, *Old Dominion University*

**Steve Lanivich**, *Old Dominion University*

**M. Mahdi Moeini Gharagozloo**, *Old Dominion University*

**Yusuf Akbulut**, *Old Dominion University*

In this study, we explore how stress appraisals of starting a future business and expectations of future well-being influence nascent entrepreneurial activities. To do this, we draw upon the stress appraisal literature and integrate how individuals can have both positive and negative appraisals within entrepreneurship (e.g., challenge and hindrance stressors). In addition, we build upon ideas that future expectations of well-being can influence present-day behaviors potentially more than current well-being. Within a sample of 355 university studies, we test five hypotheses and find support for the proposition that challenge stress appraisals and expected future life satisfaction positively influence nascent entrepreneurship. Our overall finding that future perceptions of well-being explain 22% of the variance of nascent entrepreneurship activities highlight the continued need to explore well-being within an entrepreneurial population.

### **Entrepreneurial Experience, Entrepreneurial Motivation, and Choice of Exit Strategies**

**Leon Faifman**, *Florida Atlantic University*

**Kevin Cox**, *Florida Atlantic University*

We apply institutional theory to provide a comprehensive explanation about how previous entrepreneurial experience influences entrepreneurial motivation and exit strategies. The main research question addressed is: How does motivation and entrepreneurial experience influence the choice of exit strategies? This research question is timely and important to landscape of existing entrepreneurship exit literature as it aids in explaining why different entrepreneurs pursue and prefer disparate exit strategies. For example, among studies that separately consider antecedents and consequences of different entrepreneurial motivations and entrepreneurial exits most receive consistent support. Conversely, among studies that examine how entrepreneurial motivation influences entrepreneurial exit the results are generally unclear and inconsistent leading to a gap in our current understanding of these phenomenon. Our study intends to fill this gap by arguing that experienced entrepreneurs have different types of motivation, and will have different views on venturing and entrepreneurial exit. Specifically, we propose the entrepreneurs are motivated by different goals and objectives, and these goals and objectives are instrumental in determining their preferred exit strategy. In addition, we suggest that the relationships between motivation and preferred exit are moderated by entrepreneurial experience. Thus, the first main contribution of the paper is the differentiation between financial motivation, motivation for intellectual achievement, and power motivation. The second main contribution is showing how entrepreneurial experience may be the factor that both resolves the contradictions between different perspectives, and offer greater support for previously tested hypotheses.

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#### **54. SMA Networking Break**

*Thursday, 2:45 to 3:15 PM*

*Banyan Breezeway*

Session Coordinator:

**Joy Karriker**, *East Carolina University*

**Sponsors: Old Dominion University, University of Central Florida, and University of Memphis**

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#### **55. PDI: Advancing the Assessment of Proactivity: Construct Clarity, the Emerging Developmental View, CMV, and Cultural Generalizability**

*Thursday, 3:15 to 4:45 PM*

*Indian Key*

Session Coordinator:

**Laura Marler**, *Mississippi State University*

Panelists:

**Laura Marler**, *Mississippi State University*

**Bryan Fuller**, *Louisiana Tech University*

**Saleh Bajaba**, *King Abdulaziz University*

**Matt Lovett**, *University of Louisiana at Monroe*

**Marcia Simmering**, *Louisiana Tech University*

In this interactive panel symposium, we identify and discuss four measurement issues related to proactivity. First, the lack of clarity regarding the polar opposite of proactive personality is problematic. Second, emerging developmental views of proactivity suggest that what has been conceptualized as a stable trait is more malleable than initially thought. Third, previous research indicates the importance of common methods variance (CMV) considerations when assessing proactivity. Fourth, proactive behavior differs across cultural contexts, yet existing measures lack generalizability. We will discuss these four issues and lead an interactive discussion to advance the measurement and study of proactivity.

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#### **56. PDI: Zero to Coding in 30 Minutes: Analyzing Text with Computer Aided Qualitative Data Analysis Software**

*Thursday, 3:15 to 4:45 PM*

*Bird Key*

Session Coordinator:

**Anne Smith**, *University of Tennessee-Knoxville*

Presenters:

**Anne Smith**, *University of Tennessee-Knoxville*

**Michael Lerman**, *University of Tennessee-Knoxville*

To analyze textual data such as interviews, field notes or archival data, use of computer aided qualitative data analysis software (CAQDAS) is a given these days. In this PDI, we will show how to approach coding text in an exploratory fashion. We will not be addressing the deductive process of using pre-established dictionaries to overlay on textual data. Rather we will identify the basics of setting up a project and be off and coding in a matter of minutes. We will identify several tricks and tips to explore and make sense of your textual data. We use QDA Miner by Provalis Research but most CAQDAS programs (e.g., nVivo, atlas.ti, dedoose) these days have similar functionality (though different names). To identify how to make your coding more efficient, we address three techniques to speed your coding such as query by example, keyword retrieval, and code similarity retrieval. We also identify several processes using CAQDAS to signal the careful steps to evaluate your coding. This session is for both the researcher who is new to inductive coding of textual materials as well more advanced qualitative researchers who are looking for tips and tricks to speed coding and build confidence in the coding. You can code along with us if you download the free QDA Miner lite --

<https://provalisresearch.com/products/qualitative-data-analysis-software/freeware/>.

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#### **57. PDI: SMA Research and Teaching (SMART) Talks**

*Thursday, 3:15 to 4:45 PM*

*Glades*

Session Facilitator:

**Timothy Madden**, *East Carolina University*

Presenters:

**Jim Combs**, *University of Central Florida*

**T. Russell Crook**, *University of Tennessee-Knoxville*

**William Gardner**, *Texas Tech University*

**Patricia Lanier**, *University of Louisiana-Lafayette*

**Paul Spector**, *University of South Florida*

SMA is at the forefront of management research and education and the annual meeting brings together diverse groups of exceptional scholars in both of these areas. This year's meeting will feature an innovative initiative—SMA Research and Teaching (SMART) Talks—immediately before the Business Meeting. This session is comprised of leading scholars (Russell Crook - University of Tennessee-Knoxville; Bill Gardner – Texas Tech University; Patricia Lanier – University of Louisiana-Lafayette; Jim Combs - University of Central Florida; and Paul Spector – University of South Florida) who will present on topics related to their own career path in strategic management, organizational behavior, and management education. Each presentation will be an opportunity to hear from exceptional researchers and teachers, all of whom are contributors to SMA's mission and the field at large.

Note: This session will be recorded for distribution on SMA and JOM's websites after the event. We ask that you arrive a few minutes early, as once the program starts the doors will be closed and attendees will only be allowed to enter or exit the session between presenters.

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#### **58. Track 6: Work-Family Conflict and Well-Being**

*Thursday, 3:15 to 4:45 PM*

*Citrus*

Session Facilitator:

**Kaylee Hackney**, *Baylor University*

**The Angry Implications of Work-Family Conflict: Examining Effects of Leadership on an Emotion-based Model of Deviance**

**Whitney Botsford**, *University of Houston-Downtown*  
**Sara Perry**, *Baylor University*  
**Yingchun Wang**, *University of Houston-Downtown*

Drawing upon Affective Events Theory (AET), we propose a model of work interfering with family (WIF, a form of work-family conflict), work-family resentment, and organizational deviance with consideration of the leader's role on the emotional response as a moderator. We explore both transformational and transactional leadership behaviors as moderators to better understand how a leader's actions may affect the reactions of an employee experiencing WIF. Interview data and employee survey data were collected from 221 employees at 55 small businesses in a large southern U.S. metropolitan area. Multi-level modeling results revealed that work-family resentment fully mediated the relation between WIF and deviance, and the positive WIF-resentment and WIF-deviance linkages were strongest when leaders were low in transformational leadership and high in transactional leadership. These results suggest that employees who experience higher levels of transactional leadership in combination with lower levels of transformational leadership are more likely to experience the emotion of resentment and to also retaliate by committing acts of deviance directed toward their organization. We discuss the theoretical and managerial implications of the empirical linkage between WIF and deviance through resentment, and the ways leaders might mitigate detrimental effects.

#### **Well-Being at Work: The Important Role of Social Courage, PsyCap and Ethical Climate**

**Joshua Cogswell**, *University of South Alabama*  
**Matt C. Howard**, *University of South Alabama*

In this study, we investigate the relationship of social courage and important outcomes, showing that the construct influences flourishing, engagement and burnout. We also show that Psychological Capital (PsyCap) has a significant mediating effect between these relationships, which adds to our understanding of the process by which social courage impacts outcomes. Also, we identify a potential boundary condition for the social courage-PsyCap relationship, finding that ethical climate is a moderator. We discuss the implications of these findings, noting that this study extends knowledge of two important and emerging areas of research.

#### **Organizational Sensemaking Invades the Home: The Relationship of Crisis Media Coverage and Work-Family Conflict**

**John Arnold**, *Florida State University*

The current study evaluated the effects of crisis media coverage on employee stress off the job. Particularly, I examined the possibility that media coverage of an organizational crisis would increase work-family conflict related to the situation. I hypothesized that officers' perceptions of negative media coverage would be positively related to crisis-induced work-family conflict. I also hypothesized that supervisor communication would moderate the relationship between perceptions of negative media coverage and crisis-induced work-family conflict. Using a sample of police officers who responded to a survey two weeks after a crisis event, results supported the hypotheses. This study contributes to the current literature by extending understanding of where and why organizational crises result in employee stress as well as offering an agenda for future research to further knowledge of media, work-family conflict, and sensemaking during crisis.

#### **A Typology of Attributes within Organizations: The Dynamic Process of Stigma**

**Phoebe Pahng**, *Iowa State University*  
**Sebastian Cortes Mejia**, *Iowa State University*  
**Michael Howe**, *Iowa State University*  
**Sam DeMarie**, *Iowa State University*

Stigma as a process can potentially affect a large percentage of the population due to its diverse and context-driven nature (Goffman, 1963). Consequently, in any particular situation, any individual person could be a victim of stigma and, as a result, could be denied the organizational opportunities available to non-stigmatized individuals

via the labeling, stereotyping, separation, and discrimination components of stigmatization (Link & Phelan, 2001). In order to understand differences in the stigmatization process, a typology of attributes found in organizations is developed. This typology is grounded in stigmatization theory, building upon the dimensions of controllability and visibility of the attribute. In addition, we bring together theories and empirics originating in both the I/O psychology and human resource domains to advance our understanding of stigma and its effects by introducing a dimension related to legal protections. Therefore, the purpose of this paper is to develop a multi-dimensional taxonomy of stigmatizing attributes and discuss nuanced discrimination effects related to the attributes. In addition, we propose a research agenda designed to further our understanding of stigma and its effects in organizations.

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#### **59. Track 4: Understanding Organizational Members: Attorneys, Managers, Entitled as Well as Experienced Employees**

*Thursday, 3:15 to 4:45 PM*

*Sabal*

Session Facilitator:

**Brad Harris**, *Texas Christian University*

#### **Comparing Thriving and Engagement among Attorneys: Two Sides of the Same Coin**

**John Roach**, *University of South Alabama*  
**William Gillis**, *University of South Alabama*  
**Treena Finney**, *University of South Alabama*

Thriving and engagement in the workplace are each state-like, motivational constructs within the field of positive organizational behavior (POB) that share significant associations with many of the same antecedents and outcomes. Yet, given their similarities, questions remain about the differences between the two constructs and their incremental impact on behaviors in the workplace. This study addresses these research questions through a series of three methods of confirmatory factor analyses (CFAs) and subsequent analysis using structural equation modeling (SEM). The results show that thriving and engagement are so strongly correlated that there appears to be no significant difference between the two. Further, results demonstrate that employee engagement, like thriving, has a stronger correlation with self-development than with performance improvement – thus, countering prior conceptual distinctions between the two constructs based on an individual's growth orientation. The implications of these findings in regards to the measurement of thriving and engagement are discussed, and suggested directions for further research are presented.

#### **There Are Two Sides to Every Story: The Veteran's Perceptive on Socialization**

**Alexandra Dunn**, *University of Mary Washington*  
**Linda Shanock**, *University of North Carolina-Charlotte*  
**Eric Heggstad**, *University of North Carolina-Charlotte*  
**Cliff Scott**, *University of North Carolina-Charlotte*

Socialization is defined as a two-way interactive process where organizational outsiders become insiders and insiders adjust to working with outsiders. Much existing socialization research has focused on the former part of this definition: how newcomers become insiders. Veterans' (coworkers who socialization newcomers) perceptions of the process have largely been ignored. Using data collected from 115 matched veteran-newcomer pairs, this study examined relationships between veterans' perceptions of resources, newcomer adjustment, and veteran well-being and job attitudes. Veteran's assessment knowledge self-efficacy was related to newcomer adjustment and veteran's well-being and job attitudes during socialization. An interesting non-significant finding was that most veterans (72%) did not perceive socialization as an added socialization-related job demand. These results provide evidence to organizations that while paying attention to newcomers is important, doing so without also focusing on the veterans helping newcomers could be potentially detrimental to veteran's own perceptions.

## Uncovering Rater Goals in the Performance Appraisal Process: An Integrative LMX and Network Theory Perspective

Holly Loncarich, University of Arkansas

Performance appraisals are one of the most commonly used instruments in Human Resource system despite empirical findings that indicate that there is a very weak relationship between job performance and ratings of job performance (Murphy, 2008). Managers conducting performance appraisals tend to heavily inflate performance ratings and may pursue different goals (Murphy et al, 2004; Spence & Keeping, 2013). In order to better understand the dynamics as to why raters may rate two different employees differently, I integrate Network and Leader-Member Exchange (LMX) theory. I explore the parallels between tie strength and the lifecycle stages of LMX. I investigate how the three different lifecycle stages of LMX relationship development interact with the ratee's network position to influence the rater's goals and motivation when rating employees. I identify three different general goals the supervisor may employ when rating their ratees and determine how the network position of the ratee is likely to influence the rater's perception of that employee. I introduce a model that outlines how network structural position of the ratee and the type of relationship shared influences rater goals. By integrating network theory into the performance appraisal literature in the context of leader-member exchange, I hope to a) lay the groundwork for future empirical investigations, b) contribute to the performance appraisal literature by recognizing the influence of relationships within an organization rather than just individual attributes of the employees, and c) enhance our understanding of what performance appraisals *do* tell us.

## Managing Psychological Entitlement Through Accountability

Paul Harvey, University of New Hampshire

Mary Dana Laird, University of Tulsa

We present three studies that investigate the seemingly counter-intuitive notion that psychologically entitled individuals react positively to high levels of accountability. The beneficial impact of accountability on entitled employees' effort and performance levels was observed across a profession-specific sample (Study 1), a student sample (Study 2), and an inter-organizational sample (Study 3). Given the difficulty organizational scholars have faced in identifying effective tactics for managing psychologically entitled employees, we suggest that these findings may have important implications for the study and management of workplace entitlement.

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## 60. Track 7: Stakeholder Dynamics

Thursday, 3:15 to 4:45 PM

Long Key

Session Facilitator:

Miles Zachary, Auburn University

## \*Best Overall Doctoral Paper and Doctoral Paper in Track\* The Behavioral Theory of the (Community-Oriented) Firm: Community Orientation and Bank's Response to Attainment Discrepancy

Stephen Smulowitz, IESE Business School

Horacio Rousseau, Florida State University

Building on the behavioral theory of the firm (BTOF), we show how organizational orientation moderates the effect of attainment discrepancy on firm outcomes. Organizations have differing orientations, including methods and non-economic goals, that can buffer them from the risk-inducing effects of falling below financial expectations (i.e., negative attainment discrepancy), and cause them to pursue non-economic goals when they exceed financial expectations (i.e., positive attainment discrepancy). We argue that a community orientation, exemplified by community banks, will attenuate the risk-inducing effect of negative attainment discrepancy, and positive attainment discrepancy will accentuate the positive effect of being a community bank on community investment, measured as small business lending. Using samples drawn from U.S. banks from 2007-2013, we provide robust empirical support for our hypotheses.

## Cognitive Rivalry: Toward a Theory of Atypical Competitive Dynamics between Activists and Firms

Theodore Waldron, Texas Tech University

Olivia Aronson, Texas Tech University

Chad Navis, Clemson University

Jeff York, University of Colorado

Desiree Pacheco, Portland State University

This paper draws from research on organizational identity, collective-action frames, and entrepreneurship to explain cognitive rivalry between activists and firms. We contend that cognitive rivalry occurs when activists and firms battle over the composition of the firms' identities, with activists aiming to change, and firms aiming to preserve, the latter's belief systems and defining qualities. We propose that cognitive rivalry involves four archetypical interactions between activists and firms, each characterized by a unique firm reaction to an activist frame, modified by firm entrepreneurial orientation, and triggered by distinct situational signals. Our theoretical framework expands traditional conceptualizations of rivalry by enriching the explanatory breadth and depth of research at the intersection of competitive dynamics and social activism. More fundamentally, it offers an alternative to the idea that only firms can engage in rivalry and indicates that rivalry depends more on the forms of control that organizations seek than the types of contexts they inhabit.

## How Stakeholder Identification Might Put Handcuffs on a Firm: A Qualitative Analysis of Anheuser-Busch

Sarah Burrows, Concordia University

Peter Jaskiewicz, University of Ottawa

David Deephouse, University of Alberta

Management research suggests that stakeholder-firm identification confers a competitive advantage upon firms because stakeholders that identify with a firm are more willing to engage with that firm and less sensitive to financial terms than other, more transactionally oriented stakeholders. Although psychology and social identity research indicate that such identification can also have a dark side, it remains unknown how this applies to the context of large corporations. To fill this research gap, we conducted a historic media analysis on Anheuser-Busch (AB), an iconic U.S. firm that has been known for its favorable reputation, indicating that many stakeholders identify with the firm. We identified and coded a total of 626 media articles on AB published in major U.S. newspapers from 1946 to 2009. Consistent with previous research on social identity theory, we found that AB fulfilled stakeholders' esteem needs to bolster its reputation, improve stakeholder-firm identification, and contribute to firm performance. However, we also found a dark side of stakeholder-firm identification, which we label the *organizational identification handcuff*. Stakeholders resisted many changes to AB's identity. This occurred not only in the case of scandals but even by entrepreneurial behaviours that might improve firm competitiveness.

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## 61. Track 3: International Expansion

Thursday, 3:15 to 4:45 PM

Palm

Session Facilitator:

Gary Castrogiovanni, Florida Atlantic University

## Coming to Grips with Uncertainty: Transaction Costs, Institutions, and Foreign Entry Strategy

Mingxiang Li, Florida Atlantic University

Phil Kim, Babson College

Drawing on transaction cost and institutional theories, this paper examines how asset specificity and institutional conditions influence foreign entry strategy by 3,240 firms in 44 countries from 2002 to 2005. Unlike prior studies that rely solely on transaction cost-based asset specificity arguments, our work proposes new applications of institutional theory to predict the choice of joint venture ownership and wholly owned subsidiary as two possible entry mode strategies.

We also develop new theory for why institutional conditions moderate the relationship between asset specificity and entry mode selection. We test and find evidence consistent with our predictions on a representative sample of foreign-owned firms collected by the World Bank. This research contributes to the literature on foreign entry mode strategy by demonstrating more specifically how and why asset specificity and institutional factors influence the choice of entry mode.

#### **Revisiting the Evaluation of Equity Investments in Foreign Firms: Strategic Motivations and Investment Dynamics**

*Tong Hyouk Kang, University of Memphis*

*Frances Fabian, University of Memphis*

*Rama Reddy, Indiana University-South Bend*

This paper offers a theoretical foundation for incorporating equity investment dynamics in order to improve our understanding of cross-border investments. The strategic objective for making an international equity investment will affect factors such as the probability of profitability or failure, and whether the level of such an investment is likely to remain stable or change over time. Yet, many studies have subsumed the wide variance in objectives for equity stakes in investigations; for instance, in regard to relative performance as an entry mode compared to wholly owned subsidiaries. Here we consider the seven strategic objectives of information asymmetry, incentive/control alignment, resource synergy, learning/knowledge, flexibility, oligopolistic reaction and institutional constraints to propose implications for equity dynamics. Continuing to blur the wide uses for equity in international markets helps spread misunderstandings about globalization threats.

#### **Boards' Relevant Experience and Cross-Border M&A Performance: The Good, the Bad, and the Ugly?**

*Whitney Douglas Fernandez, San Diego State University*

*Chamu Sundaramurthy, San Diego State University*

Recent board scholarship has emphasized the importance of leveraging the relevant human and social capital of boards in the process of formulating and implementing strategy. Among studies taking this perspective of the board, the underlying assumption has been that when it comes to relevant board expertise, more is generally better. However, what remains largely missing from this discussion has been a full consideration of the limits that may exist to the value of directors' relevant experience. This study explores contingencies that may stretch relevant board experience beyond the limits of its usefulness. In particular, we identify two conditions that can limit the effectiveness of boards' relevant experience: (1) a tendency for boards to over-engage in (i.e. dominate) the decision-making process, and (2) a tendency for firms' to over-rely on boards' relevant expertise to the exclusion of other sources of knowledge. Exploring this issue in the context of cross-border M&As, we find evidence that when boards have more relevant experience vis-a-vis CEOs, this can lead to board over-engagement and firm overreliance on boards, and thus attenuate the positive effect of relevant board expertise on cross-border M&A performance. We further find that increased institutional distance between the home and target countries also negatively moderates this relationship. Overall, our findings suggest the need to exercise caution in viewing relevant board expertise as a "panacea" of board effectiveness.

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#### **62. Track 5: Women and the Workplace**

*Thursday, 3:15 to 4:45 PM*

*Sawgrass*

Session Facilitator:

*Carliss Miller, Sam Houston State University*

#### **Female Emotional Labor: Examining through the Lens of Support and Reciprocity**

*Arjun Mitra, University of Illinois-Chicago*

While past research has lamented the sex stereotypes related to emotional expression of female employees in the workplace, little is

known how environmental support can reassure female employees to engage in less emotional labor and express their authentic selves. Using the job demands-resources (JD-R) model, I theorize that perceived organizational support and team psychological safety leads to less female emotional labor. Further, climate for inclusion moderates the negative relationship between perceived organizational support and female emotional labor. I also theorize that servant leadership moderates the negative relationship between team psychological safety and female emotional labor. Using norms of reciprocity, I argue that female employees reciprocate the support received from the organization and the team through increased affective commitment towards their organizations and increased prosocial behaviors towards their teams.

#### **What Comes Next? A Case Study of Women, Work, and a Criminal History**

*Nicole Young, Franklin & Marshall College*

Criminal history is one of the most detrimental stigmas in the employment context. However, much of our research on employment of this population considers the organizational or male ex-offender perspective. In this case analysis, I observed and interviewed currently incarcerated females who were participants in an employment preparation program to gain an in-depth understanding of their experience as they prepare for to enter or re-enter the workforce. Despite their current incarceration status, all were preparing for release within the next nine months. The main factors that influenced their perspective as related to the entry or re-entry into the labor market upon release were their starting point as related to their job search, career self-efficacy, self-perception of the prison identity, and their social support network. The findings from this study may have highlighted that the stigma and stereotypes attached to this characteristic of criminal history may be imposed by others, but not necessarily self-interpreted. Future research directions and practical implications for organizations are provided.

#### **Do Women Always Support Other Women? A Study of the Upper Echelon**

*Arjun Mitra, University of Illinois-Chicago*

*Steve Sauerwald, University of Illinois-Chicago*

While much research has examined the sex-based pay gap in top management teams, little is known whether the sex composition of corporate boards influence the compensation received by female executives. Although researchers have argued in the past that females will favor other females due to similarity in ascribed status, this may not necessarily hold true under contexts when there is a threat to their achieved status. We argue that female directors who serve on the compensation committee are less likely to support female executives when they experience an achieved status threat due to a negative evaluation of their competence. Further, female directors may also fall prey to "think leader, think male" stereotypes when they encounter an achieved status threat due to a decline in firm performance. Based on a sample of 882 publicly-traded U.S. firms, we find support for our arguments.

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#### **63. Track 6: Understanding Team Structure and Leader Emergence**

*Thursday, 3:15 to 4:45 PM*

*Sawyer Key*

Session Facilitator:

*Liam Maher, Florida State University*

#### **Revisiting the Strategic Core Theory of Teams: Theory and Evidence for Boundary Conditions**

*B. Parker Ellen, Northeastern University*

*Thomas Mattson, University of Richmond*

*Trey Sutton, University of Richmond*

The strategic core theory of teams argues that certain roles are more central to team tasks, and therefore are more strongly related to team

performance than are other roles. However, we argue that team task interdependence serves as a boundary condition of the strategic core theory of teams. Specifically, for teams with reciprocal task interdependence (i.e., where subgroups are reliant upon each other's outputs as inputs), we predict there will be no statistical difference in the effects of non-core and core role holder career experience, team experience, job skill, and resource allocation on team performance. Further, we argue somewhat counterintuitively that a divergence between core and non-core compensation and skill can impair team performance for teams with reciprocal task interdependence. Results from a multilevel model of National Basketball Association teams over the course of 25 seasons provide empirical support for our predictions.

#### **Peer Control: Outcomes and Measure Equivalence in Work-Units Versus Teams**

*Andrew Loignon, NEOMA Business School*

*Misty L. Loughry, Rollins College*

*David Woehr, University of North Carolina-Charlotte*

*Matthew Ohland, Purdue University*

Informal peer control, or attempts to influence people at the same organizational level in the absence of hierarchical authority, is a common feature of contemporary organizations. Despite the relevance of this topic, there remains a great deal of ambiguity concerning the conceptualization and operationalization of peer control. For instance, scholars disagree about whether peer control is a unitary or multidimensional construct or if peer control can be summarized using higher-order factors. In order to improve the conceptual clarity of peer control, we test competing models in two distinct organizational contexts: larger work-units and smaller work teams. Based on data from 67 work-units at a theme park and over 1,000 student teams, we found clear support for seven distinct factors of peer monitoring (i.e., notice, praise, correct, report, discuss, gossip, and avoid) that are, on average, moderately related to one another and exhibit unique effects for key outcomes (e.g., work-unit performance). Our findings help clarify the underlying dimensions of informal peer monitoring and offer researchers the means of examining more nuanced effects and questions pertaining to this important topic.

#### **How Does Leadership Structure Emerge in Teams? The Effects of Team Transactive Memory System and Power Distance Climate**

*Ning Xu, SUNY - University at Buffalo*

*Hamed Ghehremani, SUNY - University at Buffalo*

*G. James Lemoine, SUNY - University at Buffalo*

*Paul Tesluk, SUNY - University at Buffalo*

Adaptive leadership theory suggests that shared leadership networks grow in a complex manner over time, but little is known about this process, why it begins, and how different aspects of these networks interact with one another. In this paper, we investigate how power distance climate and transactive memory systems foster the emergence of leadership structure in team settings, and how that structure develops over time. We position leadership network decentralization and density as separate facets of the shared leadership network, with decentralized networks precipitating more dense team leadership. Through a study of 450 students in 90 simulated expedited teams, we find support for most of our model: transactive memory systems contribute to decentralized leadership structures, which in turn precipitate more dense leadership networks. This density of team leadership eventually contributes to team performance. The theoretical and practical implications of these results are discussed.

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#### **64. Track 6: Moderators of Employee Behavior**

*Thursday, 3:15 to 4:45 PM*

*Jasmine*

Session Facilitator:

*Charn McAllister, Northeastern University*

#### **Implicit, Explicit, and Observer-Reported Core Self-Evaluations and Work Outcomes: The Moderating Role of Task Significance**

*Erik Dietl, Hohenheim University*

*James Meurs, University of Calgary*

Core self-evaluations (CSE) represents the fundamental appraisals individuals make about their self-worth and capabilities. Although scholars characterized CSE as subconscious evaluations, the implicit aspect of CSE has not yet been examined. Drawing on models of dual information processing, we investigate how explicit, implicit and acquaintance-rated CSE relate to task performance, organizational citizenship behaviors (OCB), and income. We argue that implicit CSE incrementally predicts these three outcomes beyond explicit CSE. Further, we hypothesized that task significance strengthens the positive relationships that explicit and implicit CSE have with these criteria. We found that (1) implicit CSE incrementally predicted OCB and income, and (2) the interaction between implicit CSE and task significance predicted task performance and OCB. However, the interaction between explicit CSE and task significance did not predict outcomes. Our effects for implicit CSE held even when controlling for acquaintance ratings of CSE. Also, acquaintance ratings revealed some incremental validity for predicting income. We discuss implications for CSE measurement and research, and the practical implications of our findings.

#### **A Moderated-Mediation Model of Resilience, Mistake Tolerance, Work Engagement, and Helping Behaviors**

*Laurence Weinzimmer, Bradley University*

*Eric Michel, University of Illinois-Chicago*

*Anezka Blahusova, Bradley University*

Based on a recent call for better integration of employee resilience research, this study seeks to understand the role that organization context plays in the relationship between trait resilience and positive outcomes. Drawing on trait activation theory, which purports personality traits impact intrinsic motivation and ultimately, work behavior, we position work engagement as a mediator between trait resilience and helping behavior. We also hypothesize that organizational context, in the form of perceptions of mistake tolerance, will strengthen the positive association between trait resilience and work engagement. In a sample of 209 working managers and executives, moderated mediation analyses reveal that organizational context strengthens the association between trait resilience and work engagement and thus positively impacts helping behavior. Our results move beyond a direct association between resilience and organizational outcomes and suggest a more nuanced view that takes into consideration the interaction of personality traits and situation on work behavior.

#### **Role of Customer Variability and Supervisory Support Climate in Determining Employee Performance: A Cross-Level Moderated Mediation Analysis**

*Sanjib Chowdhury, Eastern Michigan University*

Employee performance under stress has been a significant topic of interest for research and practice. The current study utilized survey data to investigate employee role performance under stress. Findings show that individual-level customer variability (as a parameter of job demands) has a mediated influence on role performance through job strain, and the path between customer variability and job strain is moderated by unit-level supervisory support climate. The findings do not support role overload's relationship with either strain or with performance. Accordingly, a higher level of customer variability may be more critical than job overload for its detrimental influence on employee role performance in an intimate service environment such as nursing. Additionally, supervisory support climate may alleviate this influence by buffering the link between customer variability and job strain.

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#### **65. Track 1: Storytelling, Routines, and Networks**

*Thursday, 3:15 to 4:45 PM*

*Banyan*

Session Facilitator:  
*Laura D'Oria, Iowa State University*

**\*Best Doctoral Paper in Track\***

**The Role of Storytelling Elements in Crowdfunding Performance: An Empirical Examination**

*Aaron Anglin, Texas Christian University*

*Shane Reid, University of Oklahoma*

*Jeremy Short, University of Oklahoma*

Organizational stories have long been understood by management scholars to play a critical role in furthering the understanding of organizational culture, implementation of firm strategies, and creation of new venture legitimacy. Yet, almost no scholarly efforts have examined relationships between classical story elements and entrepreneurial fundraising success. Drawing from narrative theory and research on organizational persuasion, we examine how the inclusion of key elements associated with storytelling impact funding outcomes for entrepreneurs raising capital through crowdfunding. Specifically, we explore how aspiring entrepreneurs utilize various elements of a story in their appeals for funding across 1,000 crowdfunding campaigns drawn from the Kickstarter platform. Results suggest that crowdfunding campaigns that introduce a protagonist, use temporal-spatial language, craft an appeal from multiple perspectives, create conflict, and utilize more visuals are more likely to be associated with successful crowdfunding performance.

**Referrals as Routines: An Investigation into the Transfer of Clients between Professionals**

*Deborah Searcy, Florida Atlantic University*

Professionals are frequently presented with opportunities that they cannot or will not complete; due to finite resources, these individuals must give away paying clients, through a professional referral, to another professional. This research focuses on the transfer of client relationships, finding that professionals engage in referral routines, where the espoused schema differs widely from the enacted routine. In the espoused schema, professionals refer work that is outside their skill level or specialty, and through a deliberative matching process, select a recipient that is the absolute best. The enacted routine shows that professionals also assess clients on interpersonal conflict and morality, and by default, choose the person to whom they have sent in the past and who need only surpass a threshold of competence. By engaging directly with individuals and using a grounded theory methodology, I explored the dynamic process between entrepreneurial professionals in sending and receiving professional referrals. The key finding is rather than objective assessments of specific competences or thoughtful analysis of clients' needs, professionals often use rudimentary perceptions in making their assessments and rely on past referrals, not deliberative matching.

**The Role of Industry Stakeholders in Value Creation**

*Subrata Chakrabarty, University of Texas at El Paso*

In this paper, a conceptual framework on the role of industry stakeholders in value creation is presented. The framework contributes to the literature by theorizing on the types of roles that industry stakeholders can play in a firm's value creation. For instance, in a positive business environment, relying on stakeholders that maximize knowledge spillover can help value creation. Overall, the framework identifies various moderating effects that link the role of industry stakeholders to value creation.

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**66. SMA Business Meeting**

*Thursday, 5:30 to 6:30 PM*

*Long & Sawyer Keys/Tarpon*

Session Coordinator:

*Micki Kacmar, Texas State University*

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**67. Presidential and Hunt/SOSA Award Reception**

*Thursday, 6:30 to 7:30 PM*

*Pavilion*

Join us as we honor SMA President Micki Kacmar and Hunt/SOSA award winner William Gardner!!!

Session Coordinator:

*Joy Karriker, East Carolina University*

**Sponsors: North Carolina State University Entrepreneurship Clinic and Texas Tech University**

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**FRIDAY, OCTOBER 27**

**68. Cafe SMA Coffee Bar**

*Friday, 8:00 to 8:30 AM*

*Banyan Breezeway*

Enjoy a nice cup of coffee as you head to your first session of the day!!!

Session Coordinator:

*Joy Karriker, East Carolina University*

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**69. SMA Exhibits**

*Friday, 8:00 AM to 3:00 PM*

*Banyan Breezeway*

Session Coordinator:

*Joy Karriker, East Carolina University*

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**70. SMA Registration & Solutions Desk**

*Friday, 8:00 AM to 4:45 PM*

*Banyan Breezeway*

Session Coordinator:

*Don Klumper, University of Illinois–Chicago*

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**71. PDI: Management Teaching: Idea Sharing and Q&A**

*Friday, 8:30 to 10:00 AM*

*Indian Key*

Session Coordinator:

*Aaron Hill, Oklahoma State University*

Presenters:

*Aaron Hill, Oklahoma State University*

*Patricia Lanier, University of Louisiana-Lafayette*

SMA's mission statement includes a desire to create value through professional development, high-impact scholarship and teaching, and engaging programs within a community that nurtures members, builds collaborations, enhances friendships, and makes a difference. An area of the mission identified by SMA's leadership as needing further attention is *teaching*. We propose a symposium attempting to answer that call while remaining consistent with SMA's nurturing, collaborative, and friendly culture. Specifically, we propose to organize a one-hour and 15-minute session so as to better fit SMA's program. The "big picture idea" is to both share tips for enhancing teaching effectiveness across domains (e.g., online; flipped; engagement that apply to any area of teaching) and specific to various domains (e.g., Entrepreneurship, OB, HR, and Strategy) as well as to facilitate discussion on various tools for doing so. We foresee the proposed symposium potentially developing similar to SMA's Doctoral Consortia over time with Round Table formats in which presenters with expertise in a specific area will be at a Table and participants able to rotate through various tables with a goal of targeting interests and facilitating both more targeted Q&A as well as relationship development. At the present time, we propose this symposium as a first step.



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## **72. PDI: A Comprehensive Sensitivity Analysis Guide for Meta-Analyses**

*Friday, 8:30 to 10:00 AM*

*Bird Key*

Session Coordinator:

**James Field**, *West Virginia University*

Presenters:

**James Field**, *West Virginia University*

**Sven Kepes**, *Virginia Commonwealth University*

**Frank Bosco**, *Virginia Commonwealth University*

**Michael McDaniel**, *Virginia Commonwealth University*

To assess the robustness of a meta-analytic inference, one should compare results using different statistical techniques, assumptions, or decisions. Two types of sensitivity analyses for meta-analytic studies concerns examining the effect of outliers and publication bias on the obtained results. Unfortunately, both analyses are rarely conducted, calling into question the trustworthiness of published meta-analytic results. Furthermore, the combined effect of these phenomena never has been assessed. In this professional development institute, we demonstrate how to conduct a meta-analysis that adheres to recommended standards (e.g., APA's Meta-Analytic Reporting Standards [2010]) and best practices (Kepes, McDaniel, Brannick, & Banks, 2013).

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## **73. PDI: Training the Next Generation: A Star Wars Analogy**

*Friday, 8:30 to 10:00 AM*

*Sabal*

Session Coordinator:

**Jeremy Short**, *University of Oklahoma*

Presenters:

**Jeremy Short**, *University of Oklahoma*

**Aaron McKenny**, *University of Central Florida*

**Miles Zachary**, *Auburn University*

**Aaron Anglin**, *Texas Christian University*

**Shane Reid**, *University of Oklahoma*

One key storyline in the classic Star Wars saga surrounds the almost Sisyphean task of training the next generation of Jedi. The panelists in this session include scholars at different stages spanning current doctoral student, recent grad, and at the third-year review mark who have been trained by a common SMA Fellow. Each panelist will share their insights surrounding the adventures and dangers encountered in their journeys to successfully publish in peer-reviewed journals in their first two years, four years, and beyond by highlighting how successful scholars can draw inspiration from themes found in the Star Wars saga.

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## **74. Track 3: Adapting to External Influences**

*Friday, 8:30 to 10:00 AM*

*Palm*

Session Facilitator:

**Manjot Bhussar**, *Auburn University*

### **Compliance Training in Previously Sanctioned MNCs**

**Donna Cooke**, *Florida Atlantic University*

**Kfir Manor**, *College of Management Academic Studies - Israel*

Each year multinational corporations (MNCs) devote considerable attention to compliance efforts encompassing risk assessments, compliance training, and monitoring. The industries, markets, local cultures and other environments in which the MNCs operate greatly influence the regulations and mechanisms which govern the compliance activities. Board members, top managers (Luo, 2005), and employees throughout the organization need to be trained about compliance. Despite the importance of corporate compliance training, very little research has been done on training within domestic

corporations, and even less within MNCs. The few empirical studies are largely limited to ethics (Watson & Weaver, 2003), supplier compliance (e.g., Egels-Zandén, 2014), and CSR (e.g., Baumann-Pauly, Wickert, Spence, & Scherer, 2013). By examining compliance more broadly, this paper makes a significant contribution to the literature on compliance as it presents the research based on primary interviews with 28 compliance officers in 26 MNC regarding their compliance training. The findings show that in the sample, MNC which had been previously sanctioned were more likely to offer other programs in addition to ethics training than those which had not. Overall, the models which best depicted the training at the subsidiaries of sanctioned Fortune 500 MNCs included senior management involvement. One implication of this paper is that Fortune 500 MNCs which continue to do less for compliance training than what previously sanctioned MNCs do may be at-risk for being investigated by the most stringent regulatory agencies.

### **Dependence Threat Activation and Corporate Political Contributions**

**Trey Sutton**, *University of Richmond*

**Bruce Lamont**, *Florida State University*

**R. Michael Holmes**, *Florida State University*

This paper extends resource dependence theory by developing the concept of dependence threat activation. Some dependencies are, or at least appear to be, more threatening than others for reasons beyond dependence magnitude. Our theory explains the factors that activate the threats posed by dependencies, leading firms to manage those dependencies more aggressively. Using a cross-classified multilevel model in which firms are dependent on multiple U.S. states, we develop hypotheses about the effects of firm-level and state-level factors on corporate political contributions. We test the hypotheses using 2010 and 2012 state-level election cycle data and find strong support for five of the seven hypotheses.

### **Sustainability of Fast-Moving Consumer Goods: Managing Environmental Impacts of Consumption within the FMCG Value Chain**

**Bahaudin Mujtaba**, *Nova Southeastern University*

**Ian J. Sanderson**, *Ramkhamhaeng University*

Fast-moving consumer goods (FMCG) are vital for many basic human health, hygiene and sanitary needs, especially in the developing world. They include hand soaps, floor cleaners, disinfectants and detergents. However, the greenhouse gas emissions and environmental impacts of consumer use within the FMCG value chain remain a constant cause for concern. In order to investigate, the paper utilizes an exploratory sequential research methodology and focuses mainly on sustainable consumption and the related elements of the FMCG value chain. Mixed methodology is utilized with a focus group of 11 participants in either part-time or full-time employment plus a structured survey yielding 212 responses. The main aim was to examine consumer awareness of sustainability concepts, value chains, responsibility, consumer purchasing attitudes and buying behaviors, and FMCG usage. The findings indicate that consumers are aware of global warming through media, but remain mostly unaware of the size of their environmental impacts compared to other impacts on the value chain. A desire to share responsibility for sustainability with the manufacturer is indicated. A sense of personal social responsibility positively impacts sustainable consumption, but consumers display cognitive dissonance in the purchasing and usage phases. The younger generation, females, and those of Asian descent are shown to be the most sustainability oriented, but many consumers ignore labeling and instructions for use on FMCG. The report concludes with a discussion and recommendations for FMCG managers and leaders. Limitations of the research and ideas for future researchers are highlighted, along with a summary of the research undertaken.

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## **75. Track 2: The Impact of External Linkages and Processes in Health Care, Hospitality and Public Organizations**

*Friday, 8:30 to 10:00 AM*

*Glades*

Session Facilitator:

**Courtney Haun**, Auburn University

### **The Interdependencies of Intangible Marketing Capability and Operations Efficiency in Healthcare: An Empirical Study in the Hospital Industry**

**Foo Nin Ho**, San Francisco State University

**Chin-wei Huang**, Kainan University

In an environment where health care costs keep climbing, health providers – especially hospitals – are under pressure to provide quality medical care while controlling their costs of operation. The challenge for hospitals is how to balance between resource efficiency and delivering patient value. This mandates the close collaboration between marketing and operations – both of which are directly associated with the creation of patient value. This paper looks at the interdependencies of both marketing and operations in hospital performance. A non-radial two-stage Data Envelopment Analysis (DEA), an operations research method used in performance measurement, is employed in measuring and assessing the interdependencies of intangible marketing assets (brand mind share) and operations in hospital performance. This study differs from previous studies that use financial outcomes as indicators for marketing efficiency. The results in this study show that intangible marketing assets are critical in determining the performance of hospitals. This study adds both theoretical and strategic insights for hospital management and various stakeholders into how brand mind share can be integrated with operational efficiency in delivery patient value in the healthcare industry.

### **Examining Organizational Social Responsibility, Employee Identification and Engagement in a Municipal Context**

**Shelia Hammon**, Athens State University

**Marjorie Icenogle**, University of South Alabama

Organizations other than corporations conduct massive amounts of business, employ millions of employees, and participate in social responsibility initiatives, yet they have not been included in discussions related to corporate social responsibility (CSR). This study responds to appeals set forth by scholars for more research to be conducted on CSR at the individual level of analysis (Aguinis & Glavas, 2012; Bauman & Skitka, 2012) and for the research to examine CSR in different contexts (Hammon & Icenogle, 2017). Past research has shown a link exists between social responsibility initiatives and organizational identity and also between social responsibility initiatives and employee engagement in the corporate world. This study contributes to theory by confirming these relationships exist with a contextual variation based on a municipal sample. A new term, “Organizational” Social Responsibility” (OSR) is introduced to account for and enable the inclusion of other types of organizations such as government and not-for-profit entities in social responsibility research. Globally, governments employ millions of employees and spend billions of dollars each year providing products and services to constituents. The impact of government and not-for-profit’s “big business” on the global economy validates their inclusion in the research and discussion on OSR. They are accountable to stakeholders for the best use of resources, perhaps more stringently than corporations. Utilizing structural equation modeling, this study shows that government employees can develop attitudes and behaviors associated with organizational identity and employee engagement just as employees in the corporate realm do.

### **What Matters in Corporate Governance? A Configurational Approach**

**Murat Kizildag**, University of Central Florida

**Ozgur Ozdemir**, University of Nevada-Las Vegas

**Melih Madanoglu**, Florida Atlantic University

The adoption of corporate governance provisions has been regarded as the culprit of low firm financial performance. In this study, we take an opposite stance by proposing that some combinations of corporate

governance provisions may indeed lead to higher firm performance. On the basis of tenets of agency theory, we use a set-theoretic method, such as the Qualitative Comparative Analysis (QCA) and uncover three configurations of governance provisions that lead to superior financial performance. The presence of poison pills appeared as a core condition in all configuration. A negated analysis indicates that the inappropriate bundling of governance provisions leads to poor firm performance. Our findings provided both theoretical and practical implications for corporate governance research by demonstrating that there are both beneficial and detrimental causal recipes of corporate governance provisions.

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### **76. Track 8: Effectively Using Activities in Management Courses**

Friday, 8:30 to 10:00 AM

*Citrus*

Session Facilitator:

**K. Ashley Gangloff**, University of Missouri

### **Managing LMX: A Follower’s Perspective**

**Vicki Taylor**, Shippensburg University

This reflective exercise, designed for an undergraduate leadership course, helps to demonstrate how individual behaviors and attributes; leader/follower perceptions and identities; and situational factors influence the leader-member exchange relationships (LMX). Working in small groups, students share personal examples of low and high LMX relationships and discuss the factors that help to explain the nature of the relationship that developed. Next students brainstorm ideas for specific follower behaviors that could be used to alter the exchange relationship between the leader and the follower from low to high LMX. Debriefing highlights the role of follower behaviors and attributes; situational factors; and leader/follower perceptions and identities in influencing in-group or out-group placement.

### **Remix – Teaching Old Dogs New Tricks: From BINGO to LEADO**

**C. Douglas Johnson**, Georgia Gwinnett College

Challenging the conventional wisdom, “you can’t teach an old dog new tricks,” this paper seeks to present an alternate possibility. By extending DuBrin’s (2016) leadership effectiveness formula to education, three related experiential exercises are shared. The experiential activities are based upon familiar BINGO activities and allow for engagement opportunities with the potential to facilitate effective teaching and learning. This innovative approach will be demonstrated as part of the presentation with mock debrief sessions to engage attendees.

### **Fake News: Using Real and Fake Business Media in an Introductory Management Course**

**Andrew Bennett**, Old Dominion University

During the past year, the phrases “fake news” and “alternative facts” have dominated the media and public conversation. In this session, I describe how I integrated media literacy into an introductory management course, developed activities focused on helping students recognize real versus false information, and had classroom discussions about how fake news can impact organizations. In addition, I demonstrate interactive methods and sample questions that stimulate student discussion about news media, provide additional instructor resources (with rubrics) that participants can use in their class, and share practices that have worked well.

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### **77. Track 7: Firm Functional Areas and Performance**

Friday, 8:30 to 10:00 AM

*Long Key*

Session Facilitator:

**Richard Fulton**, Troy University

### **The Effect of Founder-CEOs’ Political Engagement on Firm Performance**

Corporate political activity (CPA), as one prominent form of nonmarket strategies, is an important area of scholarly inquiry in strategic management. Beyond exploring the overall firm political engagement, recent research in this area has begun looking into how senior leaders' (such as CEOs and board of directors) political activities, in particular, might influence strategic choice and firm performance. This study contributes to the on-going scholarly work by empirically examining the relationship between founder-CEOs political engagement and firm performance. Drawing from the strategic leadership and resource dependence theory arguments, we empirically examined the relationship between (a) CEO political engagement and firm performance and (b) CEO founder status and political engagement. In addition, we explored whether founder-CEOs tend to display a more liberal political ideology. Our analysis of data from 135 U.S.-based, publicly-traded firms suggests that CEO political engagement is significantly related to some accounting (Return on Equity) and market-based (Market-to-Book ratio) measures of firm performance. Further, our findings show that founder-CEOs have a higher level of political engagement compared to their non-founder counterparts as measured in political contributions. Finally, our preliminary analysis supports our predictions that founder-CEOs tend to have a more liberal political ideology compared to non-founders. Implications of these findings are discussed.

**Organizational Perception Balancing: Using Corporate Social Responsibility to Improve Organizational Perceptions Following Stock Option Backdating**

*John Busenbark, University of Georgia*  
*Curtis Wesley, University of Houston*  
*Scott Graffin, University of Georgia*

Managers have strong incentives to influence stakeholders' perceptions of the organization by using impression management techniques. Past research relies heavily on event-centric approaches wherein managers employ tactics to mitigate negative reactions to a specific event. In this study, we suggest firms often operate with concealed information that may have negative implications and elicit negative reactions toward the firm. Managers cannot predict, however, if and when such information will become public. Accordingly, we identify an impression management technique we term *perception balancing*, which we define as ongoing perception management not coupled to a specific event. We look specifically at corporate social responsibility after the provision of lucky stock options grants, and we posit managers seek to balance negative perceptions from conferring lucky stock option grants by engaging in increased corporate social responsibility. We find evidence of this activity, and we find managers engage in more perception balancing when their firms have higher reputations and are covered by more security analysts and less when their firms have stronger recent stock market returns.

**Temporal Interactions of Internal and Collaborative R&D: The Effect of Industry Life Cycle**

*Aleksey Martynov, University of Houston-Clear Lake*

This paper studies interactions of internal research and development (R&D) and collaborative R&D using two concepts: the temporal dimension and industry life cycles. It argues that (1) firms will benefit from specific ways of temporal sequencing the emphases on internal R&D and collaborative R&D and (2) the performance effect of such sequencing will depend on the stage in the industry life cycle. In particular, the paper argues that early stages in the industry life cycle will reward emphasizing collaborative R&D prior to internal R&D while mature stages in the industry life cycle will reward emphasizing internal R&D prior to collaborative R&D. The theory is tested on a comprehensive sample of the U.S.-based publicly-traded software firms spanning the period of 1990-2009.

Session Facilitator:

*Erica Anthony, Morgan State University*

**The Career Success of Mentors in Developmental Networks**

*Andrew Dhaenens, Mississippi State University*  
*James Vardaman, Mississippi State University*

Mentoring research contends that although the benefits of a mentoring relationship are primarily directed towards the protégés, mentoring relationships are mutually beneficial and provide substantial career benefits to the mentor. However, these career benefits are more assumed than empirically known, and the career related outcomes have not been articulated. This paper seeks to address this lack of understanding by proposing that mentoring fosters objective and subjective career success by increasing the mentor's network centrality. We also suggest that emotional intelligence and proactive personality will play a role in engendering these career success outcomes by moderating the effect of providing mentoring on network centrality. In addition to articulating the heretofore unexplored process through which the positive career effects of participating in mentoring relationships are derived, this paper extends theory by theorizing the ways in which providing mentoring can create stores of social capital.

**Testing the Gender Sorting Effect of High Performance Work Systems**

*Jeong-Yeon Lee, Seoul National University*  
*Min-Kyu Joo, University of Houston*

The study explores and tests the gender sorting effect of High Performance Work Systems (HPWS). Despite the skill-, motivation-, and opportunity-enhancing feature of HPWS, women may expect a smaller amount of rent accumulation under HPWS. Given the shorter expected tenure and lower labor attachment for women, the time- and location-flexibility requirement, input-based measures of commitment, and increased level of participation imposed by HPWS could be more costly for women than men. For this reason, HPWS may sort more female subordinates into the system, resulting in a reduced female subordinate ratio in subsequent years. The results of our study support the gender sorting effect of HPWS. Interestingly, however, the ratio of female middle managers alleviates the effect. The implications of the study are discussed and presented.

**Watching Foreign TV Series or Chatting with a Foreigner? A Socio-Cultural Approach to Multicultural Experience and Creativity**

*Zeynep Aytug, California State Polytechnic University-Pomona*  
*Tuvana Rua, Sacred Heart University*  
*Deborah Brazeal, California State Polytechnic University-Pomona*  
*Jeanne Almaraz, California State Polytechnic University-Pomona*  
*Carlos González, California State Polytechnic University-Pomona*

As the borders of nations blur and globalization dominates world economies, the impact of multicultural experiences on psychological states and organizational outcomes increasingly attract researchers' interest. Enhanced creativity has been shown to be one of the positive impacts of multicultural experience; however, current findings fall short of distinguishing different types of multicultural experiences towards the end of identifying which specific experiences enhance creativity. Rooted in sociocultural theory, this research examines the influence of two types of multicultural experience, multicultural interactions versus multicultural exposures, on creativity and the role of cognitive flexibility in this relationship. Results of two studies indicate that multicultural interactions rather than exposures are associated with enhanced creativity (Studies 1-2) and confirm cognitive flexibility as the mediating mechanism (Study 2). Implications for organizations and educational institutions are discussed.

Session Facilitator:  
**Joel Carnevale**, *Syracuse University*

### **Fundamental Psychological Needs in Energy at Work: Does Self-determination Theory Tell the Whole Story?**

**Amanda Shaffer**, *University of Missouri*

**Daniel Turban**, *University of Missouri*

**Clarissa Steele**, *University of Missouri*

What psychological experiences are associated with the exertion of energy at work? According to self-determination theory (SDT), fulfillment of fundamental psychological needs allows people to follow their natural tendency to exert energy, and thwarting of psychological needs causes people to experience negative outcomes. While SDT proposes that there are three fundamental needs (i.e., autonomy, competence, and relatedness), other theorists have proposed fundamental psychological needs, although as yet little research has examined the SDT and other proposed needs. Through a series of three studies, we investigate individuals' experience of candidate fundamental psychological needs prior to and during an event in which they exerted more than typical effort (Studies 1 and 2) and during an event in which they exerted less than typical effort (Study 3). We also investigated the association of the candidate needs with self-rated energy. Our results offer some support for the SDT needs as well as suggest that perhaps there are other candidate needs that warrant further investigation. Furthermore, our results suggest that perhaps needs influence behavior in multiple ways. We hope to encourage future research on fundamental psychological needs.

### **Psychological Contracts and the Economy: Effect on the Relationship between Promises and Job Offer Attractiveness**

**Tanja Darden**, *Georgia State University*

**Lisa Schurer Lambert**, *Georgia State University*

**Nikolaos Dimotakis**, *Georgia State University*

In this study we examine the moderating effect of the economy on job offer attractiveness within two industries – the information technology industry and from the hospitality industry. Using psychological contract and equity theories, we hypothesize that job offers representing parity (or comparable amounts of contributions and inducements) will be viewed more favorably in a weak economy than in a strong economy. Similarly, we hypothesize that under-reward and over-reward will be assessed more favorably in a weak economy than in a strong economy. We receive partial support for our hypotheses as they hold in the hospitality industry but not in the IT industry. Our paper contributes to applicant attraction and psychological contract literature as it sheds light on how the economy and contributions play a part in an important decision-making process – whether to accept a job offer. Limitations and future research opportunities are provided.

### **Antecedents and Consequences of Motivation to Lead: A Meta-Analytic Examination**

**Sibel Ozgen-Novelli**, *Florida International University*

**Andrew Laginess**, *Florida International University*

**Chockalingam Viswesvaran**, *Florida International University*

What makes leaders have been a central question in the history of leadership research. Recently, motivation to lead has attracted global research attention as an individual-differences construct that can affect individuals' decision to assume and persist in leadership training and roles. The present study is the first meta-analytical effort to quantitatively synthesize and consolidate empirical research on the antecedents and consequences of MTL. Our final sample consisted of 81 studies and 92 independent samples ( $N = 53,405$ ). We contribute to prior literature by delineating antecedents that underpin motivation to lead and by showing its association with two important leadership outcomes: leadership emergence and effectiveness.

## **80. Track 6: Transformational Leadership and Supervisory Support**

Session Facilitator:  
**Zachary Russell**, *Xavier University*

### **Evaluating Crisis Leadership Potential: The Role of Transformational Leadership, Trust, and Identification with the Team**

**Ethlyn Williams**, *Florida Atlantic University*

**Juanita Woods**, *Augusta University*

**Kathryn Kloepper**, *Florida Atlantic University*

**Hertelendy Attila**, *George Washington University*

This study extends existing research on leadership potential in a crisis management setting. We test a model that describes how perceptions of transformational leadership, trust in the leader, and team identification reports influence supervisory evaluations of crisis leadership potential. Questionnaires were completed by U.S. fire rescue personnel. Results support the theoretical model in which individuals with high levels of trust in a transformational leader were evaluated by the supervisors as having stronger potential to become crisis leaders. After presenting competing hypotheses, we found that lower levels of identification with the team strengthened the transformational leadership to trust association, as well as the indirect effect of transformational leadership on crisis leadership potential (through trust in the leader). We discuss the implications of these findings for research and practice as well as directions for future research.

### **Boxed In by Your In-Box: Implications of Daily Email Overload for Managers' Leader Behavior**

**Ravi Gajendran**, *Florida International University*

**Christopher Rosen**, *University of Arkansas*

**Lauren Simon**, *University of Arkansas*

**Russell Johnson**, *Michigan State University*

Over the past 50 years, the nature of communication at work has changed. Managers, in particular, rely increasing on email to communicate with their supervisors and subordinates. Critically, researchers and practitioners alike have provided evidence that employees frequently report feeling overloaded by the email demands they experience at work. In the current study, we develop a self-regulatory framework that articulates how managers' day-to-day email demands relate to a lack of goal progress, which have a negative impact on the subsequent enactment of different leader behaviors (i.e., initiating structure and transformational leader behavior). We further theorize how two cross-level moderators (i.e., importance of email to one's job and trait self-control) serve to amplify, or attenuate, these relationships. In an experience sample study of 48 full-time managers across 10 consecutive workdays, our results illustrate that email overload is associated with a lack of perceived goal progress, to which managers respond by reducing key leader behaviors. The effects of email demands on leader goal progress were strongest when email was perceived as less central to performing one's job and the effects of low goal progress on initiating structure and transformational leader behaviors were strongest for leaders low in trait self-control.

### **LMX and Transformational Leadership: A Critical Review and Assessment**

**Mortaza Zare**, *Louisiana State University*

**Wayne Crawford**, *New Mexico State University*

This paper provides a review of past meta-analyses of transformational leadership (TFL) and leader-member exchange relationship (LMX), and compares their similarities and relationships with common related constructs. The reviews of meta-analyses suggested that LMX and TFL are correlated highly and follow the same pattern with common variables, which suggests that LMX and TFL might not be distinct, or at least might share a large degree of similarity. To investigate whether differential effects exist between the two theoretical perspectives, we conducted incremental validity and meta-analytic structural equation modeling (MASEM), which is a technique that integrates meta-analysis

and structural equation modeling. The results of the analyses showed that, in most cases, TFL and LMX share a large degree of similarity and these findings suggest that researchers need to be careful to capture the components of TFL that do explain above and beyond LMX without concluding that these two constructs are either completely different or totally redundant. The empirical findings of this paper encourage researchers to think again about TFL and the ways in which it has been defined and measured.

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#### **81. Track 1: Does Size Matter?**

*Friday, 8:30 to 10:00 AM*

*Banyan*

Session Facilitator:

**Daniel Holt**, *Mississippi State University*

#### **Perceived Accuracy and Utility of Performance Appraisal in Small Versus Large Firms**

**James Wilkerson**, *The Pennsylvania State University*

**Ben LeVan**, *Charleston Southern University*

This study addresses a topic at the intersection of entrepreneurship and human resource management: performance appraisal in small firms. Employees ( $N = 185$ ) responded to an online questionnaire involving, among other measures, the employees' perceptions of performance appraisal accuracy and utility. Results of  $t$ -tests supported predictions that 91 employees in small firms (100 and fewer employees) would perceive more accuracy and utility in performance appraisals they had received than would 94 employees in large firms (1,000 and more employees). These results also held when controlling for the respondents' union membership and being appraisers of other employees.

#### **Competitive Dynamics of Small Business**

**John Upson**, *University of West Georgia*

**Kim Green**, *University of West Georgia*

The study of competitive dynamics has emerged as a distinct research topic in the strategy field; however, much of our knowledge is drawn from large firm observations. Such firms can differ dramatically from small and medium-sized enterprises (SMEs) which tend to lack resources and are less visible. Through a survey of 74 SMEs, we evaluate firm awareness of the competitive environments along with the motivation to launch competitive actions and respond to their rival's competitive actions. Results indicate that SMEs are not highly driven in the traditional sense of competitive dynamics, not highly involved with competitive intelligence, and focused to perform more by satisfying customers than by 'beating' a rival.

#### **Top Management Team (TMT) Characteristics and Entrepreneurial Orientation (EO): The Moderating Role of Firm Size**

**Daniel Gullifor**, *Texas Tech University*

**G. Tyge Payne**, *Texas Tech University*

**Jeffrey Chandler**, *Texas Tech University*

**Curt Moore**, *West Virginia University*

**Robert Evert**, *United States Air Force Academy*

**Mike McLeod**, *Wichita State University*

Entrepreneurial orientation (EO), commonly conceptualized as the propensity for firms to make entrepreneurial decisions, has received extensive consideration in the last several decades. Despite extensive consideration, scholars have yet to fully explore the role of the top management team (TMT) in the establishment of EO. Accordingly, this study draws on upper echelons theory to examine if and to what extent key TMT characteristics are related to the EO of transitioning organizations. Specifically, we utilize a sample of 202 initial public offering (IPO) firms to examine if TMT age, tenure, education level, and gender ratio is related to levels of EO in organizations differing in size. Our analysis, including a post hoc study, reveals the importance of

organization size, but we find it to be direct and curvilinear, rather than a moderator.

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#### **82. PDI: Using Time in the Study of Occupational Stress/Health**

*Friday, 10:15 to 11:45 AM*

*Indian Key*

Session Coordinator:

**Shani Pindek**, *University of Haifa*

Panelists:

**Shani Pindek**, *University of Haifa*

**Stephanie Andel**, *University of South Florida*

**Maryana Arvan**, *University of South Florida*

**Jack Carson**, *Auburn University*

**Rebecca Cash**, *National Registry of EMTs*

**Remle Crowe**, *National Registry of EMTs*

**Yitzhak Fried**, *Texas Tech University*

**Michele Gazica**, *Embry-Riddle Aeronautical University*

**Kaylee Hackney**, *Baylor University*

**Stacey Kessler**, *Montclair State University*

**Jeremy Mackey**, *Auburn University*

**Charn McAllister**, *Northeastern University*

**Pamela Perrewé**, *Florida State University*

**Paul Spector**, *University of South Florida*

Advancing our knowledge on workplace stress/health and work/non-work issues is of utmost importance. This symposium will showcase and discuss how studies using multiple measurement points over time can unveil new knowledge in the field of occupational stress/health and help uncover processes that promote workers' well-being. In this session, we present 5 studies that utilize a variety of designs involving time. The discussion will illuminate what we can learn from the use of time in occupational stress/health research.

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#### **83. PDI: Baby Steps: An Introduction to Latent Growth Curve Modeling**

*Friday, 10:15 to 11:45 AM*

*Bird Key*

Session Coordinator:

**Lisa Schurer Lambert**, *Georgia State University*

If you have not had the opportunity to find out what latent growth curve modeling is, then this workshop is for you. We review the conceptual basis for growth curve modeling, emphasizing an intuitive understanding, and explain how it is similar to and different from other approaches to testing longitudinal data. We will walk through examples proceeding from simple models to more complex models and participants can leave with some sample syntax.

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#### **84. PDI: Panel Discussion: Leading for Diversity in the 21<sup>st</sup> Century**

*Friday, 10:15 to 11:45 AM*

*Palm*

Session Coordinator:

**Claudia Cogliser**, *Texas Tech University*

Presenters:

**Claudia Cogliser**, *Texas Tech University*

**Lucy Gilson**, *University of Connecticut*

**Caren Goldberg**, *Bowie State University*

**Daniel Gullifor**, *Texas Tech University*

**Pamela McCauley**, *University of Central Florida*

**Edwin Mourino-Ruiz**, *Rollins College*

**Edwin Nassiff**, *University of Central Florida*

**Terri Scandura**, *University of Miami*

**Lori Tribble**, *Texas Tech University*

**Frankie Weinberg**, *Loyola University New Orleans*

This session will encourage discussion regarding emerging diversity trends with implications for leaders and organizations. Current and future shifts in workplace demographics have important implications for leadership. An expert panel of scholars will address trends related to leading women and millennials, as well as role of gendered communication and technology in either increasing or decreasing barriers to effective leadership of the 21<sup>st</sup> century workforce. This highly interactive session is intended to provide insights into extant research and practice and prompt additional future research in the area.

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## **85. Track 2: Information and Data Management in Health Care Systems**

*Friday, 10:15 to 11:45 AM*

*Glades*

Session Facilitator:

*Geoffrey Silvera, Auburn University*

### **Modeling Electronic Medical Record Adoption**

*Eric Ford, Johns Hopkins University*

*Kevin Lowe, University of Auckland & University of Sydney*

*Timothy Huerta, Ohio State University*

*Claudia Gonzalez, National Institutes of Health*

The Electronic Medical Record (EMR) is the platform that allows for the integration of both hardware and software applications designed to improve care quality and increase operational efficiency. To those ends, the U.S. has introduced policies designed to promote EMR ‘Meaningful Use’ of evermore-sophisticated functions. Hospitals are a prime example of the networked technology that is adopted and then updated repeatedly. The purpose of this study is to explore when hospitals will achieve critical EMR functionality and clinical application adoption benchmarks. HIMSS Analytics’ ‘Electronic Medical Record Adoption Model’ (EMRAM) dataset and Bass Diffusion models we used to assess current EMR capability-levels and forecast future technology diffusion levels. Results indicate that U.S. hospitals are decades away from fully implementing sophisticated decision support applications and interoperability functionalities into their EMR platforms. The Bass model had good explanatory power; the external and internal influence coefficients mapped closely to the existing regulatory environment; and forecast estimates were consistent with other literature.

### **Geospatial Influences on the Service Supply Chain: Insights and Cautions from U.S. Hospital Big Data**

*William Ritchie, James Madison University*

*Steven Melnyk, Michigan State University*

*David Cavazos, James Madison University*

*John Ni, University of Miami (Ohio)*

*Wolfgang Hall, ESRI*

The emergence of digital mediums appears to have overcome geographic boundaries in various aspects of business. However, recent studies argue that there is a need to investigate and understand the impact of geography on managerial processes. This study examines the impact of network dispersion on the service-level outcomes among healthcare organizations. Drawing upon literature on organizational proximity and knowledge spillovers, we test the notion that macro-level effects influence practice outcomes. Our results lend support to the notion that network proximity can inhibit practice effectiveness such that knowledge spillovers associated with proximity impact the service supply chain in a network.

### **Factors Associated with the Provision of Inpatient Care in Hospices**

*Mengying He, Texas A&M University-San Antonio*

*Stephen O'Connor, University of Alabama at Birmingham*

The purpose of this study was to examine market and organizational factors that are associated with the provision of hospice inpatient care. This study used a retrospective, longitudinal design (2009 to 2013).

The study sample was drawn from three data resources: the Area Health Resources Files (AHRF), the Provider of Services (POS) files, and Hospice Cost Reports from Centers for Medicare and Medicaid Services (CMS). The sample size was 2,884 hospices or 12,103 hospice observations over five years. A generalized linear mixed-effects model (GLMM) was used to examine the association between market and organizational factors and hospice inpatient services offering. On average, 15 percent of hospices directly offer inpatient services to patients. Proportion of adults who were over 65 years old (OR=1.24) and urban location (OR=17.76) were associated with the provision of hospice inpatient services. Chain-affiliated hospices were more likely to offer inpatient services (OR=3.29). Other factors such as hospice age, ownership, LOS, and census region were also associated with inpatient services offering. Market munificence is related to hospice inpatient services offering. Organizational factors such as hospice chain-affiliation, age, and ownership also play roles in predicting hospices’ probability in providing inpatient services.

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## **86. Track 4: Training Effectiveness and Gamification**

*Friday, 10:15 to 11:45 AM*

*Sabal*

Session Facilitator:

*Alex Rubenstein, University of Memphis*

### **Nothing but a “g” Thing? Developing and Testing an Individual Differences Model of Frame-of-Reference Rater Training Effectiveness**

*C. Allen Gorman, East Tennessee State University*

Rater training is important for improving the quality of human resource decisions. However, there is little research that has examined the influence of trainee individual differences on rater training effectiveness. In Study 1, I found support for a partially mediated model in which learning goal orientation, internal locus of control, and promotion focus influenced rater training motivation through general self-efficacy. In Study 2, I extended the model to include rater training criteria, and I found that rater training motivation did not predict declarative knowledge, rating validity, or rating accuracy, but cognitive ability predicted all three outcomes. Overall, the results suggest that although individual differences in attitudes are relevant for understanding rater training motivation, cognitive ability may be much more important for understanding rater training effectiveness. Implications for rater training theory and practice are discussed.

### **Sexual Harassment Training Effectiveness: An Interdisciplinary Review and Call for Research**

*Mark Roehling, Michigan State University*

*Jason Huang, Michigan State University*

Although sexual harassment (SH) training is widespread, has many important consequences for individuals, organizations and society, and is of demonstrated interest to researchers across a wide range of disciplines, there has never been a comprehensive, interdisciplinary attempt to identify and systematically evaluate relevant research findings. This article addresses that need in the literature. It provides an organizing framework for understanding the primary factors influencing SH training effectiveness, critically reviews empirical research providing evidence of the effectiveness of SH training, and sets forth a research agenda.

### **Gamification at Work**

*Graham Lowman, University of Alabama-Tuscaloosa*

Gamification, commonly referred to as the use of game design elements in a non-traditional game context, is now a common practice in organizations. This is attributed to the variety of benefits associated with gamification, such as improving engagement, training outcomes, and work performance. Coupled with these benefits is the growing number of Millennials in the workforce who consider video games a significant part of their lives. However, despite the prominence of gamification in practice, our understanding of gamification within the

organizational context and the neurological processes that underpin the mechanics of gamification is extremely limited. In this way, we have missed the opportunity for prescience by largely failing to anticipate the need for a strong theoretical framework and dialog to guide our understanding of gamification within the organizational context. To address, I propose a novel theoretical framework for work gamification to (1) advance our theoretical conceptualization of gamification within the context of management and organizations from both the organizational and individual perspective, (2) identify appropriate theoretical linkages to focus research on gamification in the workplace, (3) understand the neurological processes behind gamification, and (4) provide guidance on how work gamification can be and is being utilized by organizations in practice.

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## **87. Track 8: Writing, Teaching, and Publishing Case Studies**

*Friday, 10:15 to 11:45 AM*

*Citrus*

Session Coordinator:

**Millicent Nelson**, *Middle Tennessee State University*

Panelists:

**Writing, Teaching and Publishing Case Studies: Can Millennials Benefit from Case Studies as Undergraduates?**

**Millicent Nelson**, *Middle Tennessee State University*

**Richard Tarpey**, *Middle Tennessee State University*

**Grandon Gill**, *University of South Florida*

**Matthew Mullarkey**, *University of South Florida*

Case studies are important to illustrate complex situations for students with real life examples. This process allows students to develop their analytical skills while using critical thinking to make decisions and solve problems. In this session, case studies experts and editors will utilize case studies to present the art of writing, teaching and publishing cases. Most instructors assign case studies at the graduate level where students generally have more experience and understanding of working in organizations. This session will also investigate using case studies with millennials at the undergraduate level and discuss best practices for effective implementation in the classroom.

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## **88. Track 7: Losing Friends and Influencing People: Power, Hubris, and Turnover in Top Management Teams**

*Friday, 10:15 to 11:45 AM*

*Long Key*

Session Facilitator:

**Ying Schwarte**, *Auburn University*

**CEO Gender and the Legitimacy Substitution Effect of Power**

**Richard Devine**, *Florida State University*

**Bruce Lamont**, *Florida State University*

Although the amount of studies examining gender in the upper echelons have been increasing, the literature lacks a consistent theory with regard to the behavior of female executives. Whereas research suggests that women emphasize agentic leadership qualities in order to succeed in male-dominated organizations, upper echelon research has frequently invoked literature on gender roles to explain leadership differences between males and females. To reconcile this divide, we draw on social identity theory to describe how performance and legitimacy pressures prompt women to overcompensate in order to distance themselves from other women. Women do this by presenting themselves as even more agentic than their male counterparts. At the same time, we detail a legitimacy substitution effect whereby positional power acts as a replacement for the validity that women seek to obtain through engaging in agentic behaviors. Thus, we argue that females' agency and leadership styles are dependent upon the positional power they are afforded. We test our predictions in a sample of activist challenges against S&P 1500 firms from years 1997-2014 and find that our arguments are supported. Results underscore the need for further research on gender and power in the upper echelons.

## **Stay the Course or Adjust the Sails? Untangling the Effects of CEO Hubris and Narcissism on Failed Aspirations and Problemistic Search**

**Rachel Mui**, *Oklahoma State University*

**Aaron Hill**, *Oklahoma State University*

**Federico Aime**, *Oklahoma State University*

Using a behavioral theory of the firm (BTOF) framework, this paper proposes a theoretical model that explores the differential effects of CEO hubris and narcissism on attainment discrepancy and strategic change. Hubris and narcissism are two self-concept constructs that have recently been at the heart of inquiry in executive research. Despite similarities between these two constructs, we believe further insight into their distinction lies in how CEOs with varying levels of hubris and narcissism may react differently in the face of poor firm performance. We posit that in situations of negative attainment discrepancy such as when firms are underperforming relative to their aspirations, CEOs high on hubris will "stay the course" and engage in less strategic change because of their escalation in commitment towards their own abilities. Conversely, when firms are underperforming relative to their aspirations, CEOs high on narcissism will "adjust the sails" and engage in more strategic change because of their need for reaffirmation and avoidance of criticism from others. In turn, we discuss how the performance consequences may differ because of their chosen course of strategic actions.

## **Logic Multiplicity and Conflict: The Effect of Multiple Logics on Board Turnover**

**Stephen Smulowitz**, *IESE Business School*

While institutional theory research has shown that multiple institutional logics can exist in the same organization, researchers have just begun to theorize when multiple logics will instantiate in ways that engender conflict. Moreover, despite the abundant research showing the effect of conflict on important organizational outcomes such as turnover, no research has examined how the conflict engendered by logic multiplicity can affect these organizational outcomes. Building on insights from institutional theory and the literature on conflict, we examine how logic compatibility and resource dependence will affect turnover in bank boards of directors. We show that logic compatibility decreases turnover, and that resource dependence increases turnover. We also show that board turnover is greatest in organizations with both low compatibility and high resource dependence. Accordingly, our study both deepens our understanding of institutional logics, and provides important insights on the phenomenon of board turnover.

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## **89. Track 5: Diversity and Discrimination**

*Friday, 10:15 to 11:45 AM*

*Sawgrass*

Session Facilitator:

**Michael Abebe**, *University of Texas-Rio Grande Valley*

## **Antecedents of Shareholder Activism for Greater Board Gender Diversity**

**Jaime Williams**, *University of Mississippi*

**John Berns**, *University of Mississippi*

The proportion of female representation on boards has been steadily increasing over the last decade. However, further calls to increase gender diversity have continued to be brought forth. In several countries around the world, the state has mandated gender quotas for boards. In the US, a lack of comparable state-level action has prompted shareholders to take action into their own hands. Over the last several years, shareholder proposals to increase board diversity have increased steadily. To better understand why certain firms are targeted, we examine some of the antecedents to such shareholder generated proposals. Using a panel sample of S&P 500 firms, we find that having a male-dominated board is strongly related to subsequent shareholder generated gender proposals. Furthermore, we find that



having an independent board strengthens this relationship, but having a female CEO appears to have no effect.

### **“Warm” and “Competent” or “Deferential” and “Cooperative”: A Conceptual Framework of Immigrant Status and Race on Labor Exploitation**

*Jason Lambert, Texas Woman's University*

*Dayo Akinlade, Saint Xavier University*

*John Zhang, Florida International University*

There are mixed accounts regarding the behavior and experiences of immigrants (Gill & Long, 1989; Syed, 2008). Some argue that immigrants enjoy greater success compared to native people, where some others contend that immigrants are subject to mistreatment, discrimination, and exploitation. This paper explores how immigration status impacts employee exploitation during the recruitment process. Rather than studying groups of immigrants as a monolith, we develop a comprehensive model of labor exploitation that demonstrates how immigration status and immigrant ethnicity affect employment behaviors differently. Drawing from recent socio-cognitive theories of multiple categorization, we integrate prior research on immigration, workplace diversity, and exploitation with theories of intersectionality to propose a framework that identifies how immigrant characteristics and employer characteristics influence immigrant exploitation.

#### **\*Best Doctoral Paper in Track\***

### **From Tokens to Key Players: Board Gender Diversity and Corporate Discrimination Lawsuits**

*Hazel Dadanlar, University of Texas-Rio Grande Valley*

*Michael Abebe, University of Texas-Rio Grande Valley*

The conspicuous under-representation of women in senior corporate leadership positions continues to attract a great deal of scholarly and policy-maker attention. A growing body of work in the corporate governance literature has started to explore the organizational outcomes of gender diversity at the senior executive and board levels. This study contributes to the on-going scholarly work in this area by exploring the relationship between female representation on the board of directors and the likelihood of corporate discrimination lawsuits. Drawing from prior works that showed women leaders' propensity to empathize with and advocate for workplace diversity initiatives, we proposed that greater female board representation is negatively related to the likelihood of discrimination lawsuits. Further, using insights from the “tokenism” and “critical mass” perspectives, we also proposed that the presence of at least two female directors on the board is more likely to reduce the occurrences of such discrimination lawsuits. We tested our predictions using a longitudinal dataset of S&P 500 publicly-traded U.S. firms from 2010-2015. Our findings mostly provided support for our arguments. Greater proportion of female directors was found to be negatively related to the likelihood of discrimination lawsuits. In addition, the findings suggest that the presence of two female directors, not solo or three or more female directors, was found to significantly reduce the likelihood of discrimination lawsuits. Implications for research and practice is discussed.

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### **90. Track 6: This Too Shall Pass: Organizational Change and Transformation**

*Friday, 10:15 to 11:45 AM*

*Jasmine*

Session Facilitator:

*James Dulebohn, Michigan State University*

### **My Past and My Friends: The Role of Change History and Social Influence in Employee Interpretation and Acceptance of Organizational Change**

*Liam Maher, Florida State University*

*James Vardaman, Mississippi State University*

*Christopher Sterling, California State University, Fresno*

Gaining employee buy-in is acknowledged as a major hurdle to transforming workplace practices and procedures. This study draws upon a social information processing perspective to present and test a

framework for understanding individual acceptance of change.

Drawing on a study of nurses undergoing a significant change to their task operating procedures, this paper hypothesizes that interpretation of the organization's change communication is the primary mechanism through which social information processing influences individual acceptance. The results indicate that one's history with organizational change and the emotions of one's friends toward the focal change shape individual perceptions of the quality of the organization's change communication, and indirectly influence individual acceptance of change. Results also demonstrate the indirect effects of friends' emotions on change acceptance are contingent on the change recipient having a sufficient number of friends to make social influence possible. This article extends theory on individual reactions to organizational change by showing that interpretation is seminal for change acceptance, and sheds light on why individuals who receive the same change communication interpret it in differential ways. This study also highlights that emotion is a powerful social influence in the interpretive process of change recipients.

### **Employees' Cumulative Experience of Organizational Change: Why So Negative?**

*Kristin Cullen-Lester, University of Houston*

*Brian Webster, Ball State University*

*Bryan Edwards, Oklahoma State University*

*Phillip Braddy, Center for Creative Leadership*

Employees are thought to appraise most organizational changes negatively and as a result respond negatively to greater amounts of change. However, previous research has not measured the number of changes occurring in organizations or examined employees' appraisals of the many changes they experience. We find, that contrary to popular belief, employees appraised fewer changes as negative than positive or neutral and the changes they appraised negatively tend to be viewed as having a smaller magnitude of impact on their job. However, we also demonstrate that this relatively small number of negative workplace changes disproportionately influenced employees' reactions to their changing work environment. We discuss the theoretical and practical implications of our empirical examination of employees' appraisals of the many changes in their workplace.

### **The Role of Organizational Commitment in Employee Readiness for Organizational Transformation**

*Mary Jackson, Stetson University*

*Nancy McIntyre, West Virginia University*

*Rikert Allen, The University of the West Indies*

Employee readiness for change is a critical driver in all types of organizational change efforts, but especially for organizational transformation. The purpose of this study was to explore the antecedents of employee readiness for organizational transformation by refining and expanding the study done by Rafferty & Simon (2006). The results indicate that *participation*, *self-efficacy for change*, and *perceived organizational support* have a positive and significant relationship with *employee readiness for organizational transformation*. *Organizational commitment* was then added to the model. The findings indicate that *organizational commitment* also has a positive and significant relationship with *employee readiness for organizational transformation*. Finally, the results of structural equation modeling are reported.

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### **91. Track 6: Nothing More Than Feelings: The Impact of Emotions at Work**

*Friday, 10:15 to 11:45 AM*

*Sawyer Key*

Session Facilitator:

*Brian Miller, Texas State University*

#### **\*Best Doctoral Paper in Track\***

### **The Role of Events and Affect in Perceived Organizational Support: A Within-Person Approach**

*Haley Woznyj, Longwood University*  
*Linda Shanock, University of North Carolina-Charlotte*  
*Eric Heggstad, University of North Carolina-Charlotte*  
*George Banks, University of North Carolina-Charlotte*

Perceived organizational support (POS) captures employees' global perceptions regarding the extent to which they feel their work organization cares about their well-being and values their contributions. A majority of the extensive research on POS has been cross-sectional in nature, which ignores potentially important within-person variation in POS. Furthermore, most research on POS has not directly investigated the role of affect, despite POS connoting caring by the organization. The current study addresses these two related gaps by integrating affective events theory with organizational support theory, as events may elicit transient emotions, which have implications for fluctuations in POS. Using a diary-study method, 56 working adults responded to three surveys per day for ten days. The results suggest POS is relatively stable but fluctuates in the short term. We also found that the events employees experience at work are significantly related to both happiness and anger (discrete emotions). In turn, both happiness and anger are significantly related to POS. Furthermore, the need for esteem moderated the relationship between discrete emotions and POS such that the relationship was stronger in those with higher need for esteem. These results advance organizational support theory and affective events theory by highlighting the role of affect in relation to POS and illustrating momentary changes in affect relate to momentary changes in POS. Practically, the current study as evidence for the importance of providing signals of POS in socialization processes for new employees, as it seems once POS develops, it is relatively stable other than short-term fluctuations.

**\*Best Paper in Track\***

**How Exhausting!? An Examination of the Contagion Effects of Emotional Exhaustion Using Social Networks Analysis**

*Thomas Zagenczyk, Clemson University*  
*E. Erin Powell, Clemson University*  
*Kristin Scott, Clemson University*  
*Dan Nielubowicz, Clemson University*

We draw on research on the Emotions as Social Information model to argue that employees will report similar levels of emotional exhaustion as compared to the levels of emotional exhaustion reported by workflow ties, friendship ties, advice ties, and structural equivalents. We tested our hypotheses among 91 employees working for a construction company in the southeastern United States. We controlled for factors that may have been related to similarity in emotional exhaustion including age, sex, tenure, supervisor, hierarchical level, department, need for affiliation, and perceived quality of the employer-employee relationship. Consistent with our hypotheses, we found that employees had similar levels of emotional exhaustion to coworkers with whom they maintained workflow and friendship ties, and that these effects explained significant variance beyond our control variables. Inconsistent with our expectations, employees did not have similar levels of emotional exhaustion compared to coworkers with whom they maintained advice ties or to those with whom they reported structurally equivalent positions. Further, supplemental analysis revealed that within- and cross-department workflow ties, as well as within-department friendship ties, were related to similarity in emotional exhaustion. Our work contributes to research on emotional contagion, social networks, and emotional exhaustion by offering a theoretically-driven and comprehensive test of the types of ties and positions through which emotional exhaustion occurs while also accounting for varying levels of analysis. Implications for research and practice are offered.

**Leader Work Competence Impacts How They Are Treated By Followers: The Impact of Competence Driven Contempt and Empathy on Leader-Directed OCB and CWB**

*Siting Wang, University of Illinois-Chicago*  
*Don Klumpeper, University of Illinois-Chicago*  
*Michele Williams, University of Iowa*

Leadership literature emphasizes that leaders are expected to have high work competence, which guides and helps them make administrative decisions in the workplace. However, not all leaders will be viewed as a high work competent leader by their followers. According to cognitive appraisal theory, through individuals' cognitive appraisals, employees' perception of their leader work competence could elicit certain emotional reactions. We argue that employees' appraisals of their leader's work competence will lead to leader-directed discretionary behaviors through the emotions of contempt and empathy. In the current study of 243 leader-follower dyads, our results show that perceived leader competence is indirectly negatively related to deviance behaviors toward the leader via contempt and is indirectly positively related to citizenship behaviors toward the leader via empathy. The study provides support for cognitive appraisal theory in which different emotions generate independent behaviors, as well as extends the emotion literature in the leader-follower context.

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**92. Track 1: Entrepreneurial Leadership and Callings**

*Friday, 10:15 to 11:45 AM*  
*Banyan*

Session Facilitator:

*Nick Mmbaga, University of Tennessee-Knoxville*

**Entrepreneurship and Charismatic Leadership**

*Janice Black, Coastal Carolina University*  
*Richard Oliver, New Mexico State University*  
*Lori Paris, California State University-Bakersfield*

Charismatic leaders in larger organizations have been found to have an enhancing effect on work groups and their ability to gain high performance levels. Scholars have begun to understand that with respect to taking an entrepreneurial orientation both leadership and context matter in small organizations (Muchiri & McMurray, 2015). The questions arise to the impact of charismatic entrepreneurship during the very beginning stages of an organization. To examine this construct of charisma in the uncertainty and messiness of cross-level influences especially during early stage businesses is best done through the use of a computational model or simulation (Dionne & Dionne, 2009). This simulation looks at developing a new firm with its entrepreneur and small group of followers. Our agent-based model suggests that followers perceive an entrepreneur as charismatic more quickly in the uncertain stages of the new venture life cycle as in the more certain stages.

**Entrepreneurial Callings: Exploring Antecedents and Outcomes**

*Saurabh Srivastava, University of North Texas*  
*Pratigya Sigdya, University of North Texas*  
*Michele Medina, Middle Tennessee State University*

Research on callings, which is deeply meaningful work that individuals view as their purpose in life, has linked callings with a number of work outcomes. In this study, we examine the relationship between callings and firm performance by investigating entrepreneurs. Our study also provides insights on whether personality traits of entrepreneurs, i.e. their learning goal orientation and their core self-evaluation, influences the perception of callings for established entrepreneurs. We tested our hypotheses by collecting data from 124 active entrepreneurs in the Southwest region of United States. Our hypotheses suggests that callings are moderately related to firm performance.

**Advancing Work-Family Interface Research at the Family Unit Level of Analysis**

*Kimberly Eddleston, Northeastern University*  
*Jennifer Jennings, University of Alberta*  
*Jamie Ladge, Northeastern University*

Although scholars have started to examine the work-family interface (WFI) from an interpersonal rather than intrapersonal perspective, an important gap is nonetheless evident. Very little attention has been paid, as yet, to the family *unit* as the focal level of analysis. Addressing this lacuna is of theoretical import given the field's established reliance

upon family systems theory as an overarching paradigm. It is also of pragmatic import given that an individual's WFI experiences are unlikely to be fully understood in isolation from those of the family in which he or she is embedded. We offer two foundational conceptual tools for advancing WFI research at the family unit level of analysis: (1) a typology of family-system WFI profiles reflecting different aggregate combinations of work-family conflict and enrichment; and, (2) a multi-level model of key antecedents and outcomes associated with the different profiles. Drawing on insights from the family business literature, we ground our theorizing in the WFI experiences of business-owning families—a type of family system that represents an 'extreme case' of work-family overlap.

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### **93. SMA Incoming Board Meeting**

*Friday, 12:00 to 3:00 PM*  
*Horizons West*

Session Coordinator:

**Kevin Lowe**, *University of Auckland & University of Sydney*

By invitation only

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### **94. PDI: Creating a Digital Lab Notebook: Best Practices for Using Microsoft OneNote to Document the Research Process**

*Friday, 1:15 to 2:45 PM*  
*Indian Key*

Session Coordinator:

**Jeremy Meuser**, *University of Illinois*

Presenters:

**Jeremy Meuser**, *University of Illinois*

**Chantal van Esch**, *California State Polytechnic University-Pomona*

Do you or your students struggle with tracking research details? This interactive workshop introduces Microsoft OneNote, a software most already have installed as part of the Office suite, as a solution to keeping good research notes. This is a hands-on experience will provide best practices for integrating all content that arises through the research process from inception to publication into a notebook (e.g., pictures, screen captures, drawings, audio, video, equations, data files in any format, output files from statistics software, MS Word, PDF, etc.). To get the most from the session, please come with a laptop/tablet and OneNote installed.

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### **95. PDI: Latent Change Analysis**

*Friday, 1:15 to 2:45 PM*  
*Bird Key*

Session Coordinator:

**Robert Vandenberg**, *University of Georgia*

The primary objective of this professional development workshop is to teach participants how to use the features within the Mplus software package to test longitudinal types of models. This is an advanced workshop in that participants should possess a strong understanding of latent measurement models, and tests of latent path models using SEM. The workshop starts with some of the theoretical considerations that need to be addressed when designing a longitudinal study. It then progresses into undertaking latent change score analyses – analyses undertaken when data were collected at two points in time. It will also be demonstrated how these latent change variables may be used in various roles; that is, as exogenous, endogenous, and mediating variables. The instructor will provide the data and the syntax files used in the workshop. Perhaps then participants with Mplus installed on their laptops can run some of the exercises during the workshop. Regardless of the latter, participants go home with usable examples and syntax.

### **96. Track 2: Health Care Quality and Organizational Performance**

*Friday, 1:15 to 2:45 PM*

*Glades*

Session Facilitator:

**Karen Ford-Eickhoff**, *University of North Carolina-Charlotte*

### **Analysis of the Impact Hospital Value-Based Purchasing Scores Have on Trauma Certified Hospitals**

**Aaron Spaulding**, *Mayo Clinic*

**Hanadi Hamadi**, *University of North Florida*

**Luis Martinez**, *The Innova Group*

**Timothy Martin**, *University of North Florida*

**Justin Purnell**, *University of North Florida*

**Mei Zhao**, *University of North Florida*

Trauma certification has the potential to have a substantial impact on the Hospital Value-Based Purchasing (HVBP) scores as attaining the certification provides an indication regarding the functionality within the hospital as well as the clinical staff's skill sets. The HVBP is a CMS initiative that rewards acute-care hospitals with incentive payments for the quality of care they provide to Medicare beneficiaries. This study is focused on United States based hospitals' attainment of trauma certification through the American College of Surgeons and whether this certification correlates with improvements in HVBP scores. In addition, this study evaluates HVBP scores among the different levels of trauma certification. This study used the following databases: the 2015 HVBP database, 2015 Area Health Resources Files (AHRF) database, and the 2015 American Hospital Association (AHA) database to make these comparisons. The associations between trauma certification and HVBP scores were assessed through logistic and zero-inflated negative binomial regression analysis using STATA 14.0. Results indicated that trauma certified hospitals and the higher level of the trauma certification are negatively associated with HVBP scores. While CMS and other payers tried to connect hospital reimbursements with quality and outcomes, unintended consequences may occur, as evidenced in this study.

### **Assessing the Relationship between Quality and Financial Performance in U.S. Hospitals: A Systematic Review**

**Matthew Barnes**, *University of Alabama-Birmingham*

**Nurettin Oner**, *University of Alabama-Birmingham / Ankara University*

**Ferhat Zengul**, *University of Alabama-Birmingham*

Hospital reimbursements are being tied to Quality Performance more every day. With this being the case some hospitals have been financially penalized due to their relative low quality scores. Despite strengthening bond between quality and financial performance, there seems to be lack of attention by researchers about this relationship. The aim of this study is to account for the relationship between financial performance and Quality in US Hospitals by conducting a systematic review of the literature. The search of three well-established databases including PubMed, ABI Inform, and Scopus generated 3,303 manuscripts. After excluding articles by a priori criteria (i.e, non-empirical, non-relevant), 13 manuscripts remained for abstraction. This is the first systematic review that focuses on U.S hospitals while accounting for the relationship between Quality and Financial Performance. Restricting to the hospital setting allowed more in-depth analyses and led to the development of discussion and future recommendation section. The finding of limited numbers of studies indicates that the research on the link between quality and financial performance is in its infancy at best. Therefore, there is a need for future studies.

### **\*Best Doctoral Paper in Track\***

### **A Pilot Study Examining the Influence of Proximity to Nurse Staffing Resources on Quality of Care Outcomes**

**Courtney Haun**, *Auburn University*

**Geoffrey Silvera**, *Auburn University*

**Zachary Mahafza**, *Auburn University*

Although the link between nurse staffing and care quality outcomes has been established across health care facilities, shortages in nursing supply threaten care facility administrators' ability to provide high-quality care. The objective of this examination is to determine the effect of proximity to nurse staffing resources (nursing schools) on care quality. In examining this relationship, existing theories present differing conclusions. Social network theory suggests that proximity to nurse staffing resources would result in close, strong ties for health care facilities, resulting in a positive influence on care quality. Conversely, the resource-based view of the firm suggests that proximal access to nurse staffing resources would function to lower the replacement costs of nursing staff, thereby decreasing commitment to nurses in those facilities, and ultimately having a negative influence on care quality. To test these relationships, a pilot examination of Alabama nursing homes is presented. Proximity data is developed utilizing geographic information systems (GIS) software and is analyzed via an ordinary least squares (OLS) regression with robust standard errors using data from CMS's *Nursing Home Compare* and *Johnson & Johnson's Campaign for Nursing's Future*. Results find that proximity to nurse staffing resources has a negative influence on nursing home quality outcomes, confirming a resource dependent view of the firm. Additional analysis is offered to examine whether the nature of this relationship is sensitive to whether health care facilities are located in "hot spots", areas of high density of competition and staffing resources. The results of this analysis confirms principal findings.

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#### **97. Track 4: Research Methods Recommendations: Method Variance, MTurk, and Text Analysis**

*Friday, 1:15 to 2:45 PM*  
*Sabal*

Session Facilitator:

**Christopher Rosen**, *University of Arkansas*

##### **\*Best Overall Paper and Best Paper in Track\***

#### **You Gotta Keep Em' Separated: The Efficacy of Proximal Remedies for Method Variance**

**Christopher Castille**, *Rutgers University–New Brunswick*  
**Wayne Crawford**, *New Mexico State University*  
**Marcia Simmering**, *Louisiana Tech University*

Scholars have argued that method factors, such as common rater effects, bias estimates of covariation from same-source and single time-point investigations. In response, researchers have proposed procedural remedies. For such studies, recommended remedies include (1) presenting participants with a cover story to disguise the purpose of the survey (which addresses respondents' ability to produce data consistent with researchers' hypotheses), (2) randomizing item and scale presentation around filler scales (which addresses item and scale context effects), and (3) introducing a brief temporal separation (which addresses respondents' momentary mood). Though researchers have relied upon these proximal method variance remedies, there are no studies examining whether they nullify method variance. Here, we present the findings from two experiments utilizing the same measurement model and demonstrate that such remedies do, indeed, reduce (and in some instances, eliminate) the presence of method variance attributable to (1) consistency motifs, (2) context effects, and (3) mood. However, these sources of method variance did not substantially bias our findings. Rather, other sources of method variance (i.e., positive affectivity and negative item wording) consistently biased estimates. We conclude with recommendations for researchers wishing to address method bias in their same-source investigations.

##### **\*Best Doctoral Paper in Track\***

#### **Amazon's Mechanical Turk Masters' Perceptions of Research Surveys: A Mixed Methods Approach to Improving Online Panel Data Quality**

**Matt Lovett**, *University of Louisiana-Monroe*  
**Marcia Simmering**, *Louisiana Tech University*  
**Saleh Bajaba**, *King Abdulaziz University*  
**Myra Lovett**, *University of Louisiana-Monroe*

Researchers in the social sciences are increasingly turning to online data panels, or crowdsourcing platforms, for data collection. One of the more prominent and popular crowdsourcing platforms is Amazon's Mechanical Turk (AMT). While there is evidence that AMT provides many benefits to researchers, including the ability to efficiently provide more diverse sample pools and generalizable results (Buhrmester, Kwang, & Gosling, 2011) than many traditional sampling methods, little is known about AMT workers' (MTurkers) perceptions of and attitudes toward crowdsourcing research and the degree to which these perceptions and attitudes impact the quality of data. This exploratory study was mixed-method in nature; we gathered data through both qualitative, open-ended interview questions as well as quantitative queries. The purpose was to better understand MTurkers' (a) thoughts toward survey research, (b) perceptions of data quality gathered thereby, and (c) suggestions to improve both data quality and the overall crowdsourcing survey process. Recommendations for researchers using crowdsourcing data are provided.

#### **A Review of Best Practice Recommendations for Text Analysis in R (and a User Friendly App)**

**George Banks**, *University of North Carolina-Charlotte*  
**Haley Woznyj**, *Longwood University*  
**Ryan Wesslen**, *University of North Carolina-Charlotte*  
**Roxanne Ross**, *University of North Carolina-Charlotte*

In recent decades, the amount of available text for organizational science research has grown tremendously. Despite advances in text analysis methods, many of these techniques remain largely segmented by individual disciplines. Moreover, there is an increasing number of open-source tools (R, Python) for text analysis, yet these tools are not easily taken advantage of for social science researchers who likely have had limited exposure to these techniques. In this article, we compare quantitative and qualitative text analysis methods across social sciences. We describe basic terminology and the overlooked, but critically important steps in pre-processing raw text (e.g., stemming; selection of stop words). Next, we provide an exploratory analysis of open-ended responses from a prototypical survey dataset using topic modeling with R. We provide a list of best practice recommendations focused on (1) hypothesis and question formation, (2) design and data collection, (3) data pre-processing, (4) topic modeling, and (5) the creation of scale scores for more traditional correlation and regression analyses. All the data are available for the interested reader to practice with, along with a reference list for additional reading, an R markdown file, and an open source interactive topic model tool (topicApp).

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#### **98. Track 8: Introducing Theory to Management Curricula**

*Friday, 1:15 to 2:45 PM*  
*Citrus*

Session Facilitator:

**Brian Flynn**, *University of North Florida*

#### **Teaching Prescriptive Domains: A Source for Learning from Rigorous Strategy Research**

**Joakim Netz**, *Stockholm University*  
**Svante Schriber**, *Stockholm University*

Integrating research and teaching persists as challenge for scholarship. We focus on this integrative issue within the strategic management field. Drawing on its ambition for making discoveries from research programs accessible through prescriptions, we propose that theoretically and practically relevant strategic issues underpin prescriptions in peer-reviewed journals and this source to knowledge unfolds into prescriptive domains. We argue that some prescriptive domains of strategy research programs likely are addressed more by scholars than others, which render implications for theory and education. A case-based framework of the dynamic capability research program illustrates our argument. In turn, we discuss how research-based strategy education can improve when prescriptive domains are harnessed not only through teaching but also for theoretical work.

## **Enough with POLC: Using Education Theory to Improve Teaching of Principles of Management**

**Christopher Stone**, *Emporia State University*

**Jennifer Stone**, *Wichita State University*

The standard introductory management course Principles of Management has received much attention for its inapplicability to students leading to low levels of student engagement and instructor difficulties with course facilitation and instruction. Although many culprits have been identified such as inexperienced students, useless textbooks, and difficulty level of the material, the debate continues how to best deliver the class in a way that students can best understand, retain, and apply the information. This paper seeks to demonstrate how the current design of introductory management textbooks, and classes that follow those textbooks, may be a contributing factor to the difficulty faculty report when teaching Principles of Management. This paper seeks to apply research and theory from the discipline of education in an interdisciplinary effort (Klein, 1990) to improve instruction in management education, specifically in common introductory courses such as Principles of Management. Bruner (1960) introduced spiral curriculum as a way to teach any developmentally appropriate subject to any student. The following discussion will provide an overview of Bruner's (1960) theory of spiraled curriculum from the education field and how instruction of introductory management courses could change when this other disciplinary lens of learning theory is applied. Specific suggestions for how instructors designing introductory management courses can take advantage of this interdisciplinary collaboration will follow.

## **"Because I Said So," Isn't Good Enough: Integrating Self-Authorship Theory Concepts in Management Curriculum**

**K. Ashley Gangloff**, *University of Missouri*

**Shannon Breske**, *University of Missouri*

**Gay Albright**, *University of Missouri*

Management curriculum and educators aim to develop competent managers. However, student development theory is rarely mentioned in management education scholarship. Here we provide a four-part curriculum that fosters students' journey toward self-authorship within management curriculum. By incorporating 1) instructor-directed "push content", 2) instructor-directed investigation and analysis, 3) student-directed, but instructor supported, investigation and analysis, and 4) student-directed investigation and analysis, into management curriculum, students will be more prepared to face the challenges of adult and professional life. We provide recommendations for the integration of self-authorship theory concepts in the development of management curriculum.

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## **99. Track 7: Novel Approaches to Competitive Advantage**

*Friday, 1:15 to 2:45 PM*

*Long Key*

Session Facilitator:

**Josh Daspit**, *Mississippi State University*

## **A Multilevel Model of Business Celebrity**

**Laura D'Oria**, *Iowa State University*

**Rhonda Reger**, *University of Missouri*

**Michael Pfarrer**, *University of Georgia*

**Annette Ranft**, *North Carolina State University*

CEOs and entrepreneurs or entire organizations often become celebrities known and acclaimed by audiences within and beyond the boundaries of their industries. Previous research has investigated antecedents and consequences of individual- and organizational-celebrity, specifically focusing on the role played by the media as the central information intermediary for the development of these social approval assets. Nevertheless, research on individual and organizational celebrity has proceeded largely independently, hampering our understanding of business celebrity in multiple ways. We address the limitations of the current literature and develop a multi-level theory of business celebrity by focusing on the relative

availability of attributional frames that foster the development of celebrity at different levels. We contribute to celebrity theory in three main ways. First, we identify the factors that influence its development at one level rather than the other, or why and how it can emerge at both the individual and organizational levels. Second, we theorize how individual and organizational celebrity co-evolve over time. We discuss theoretical and practical implications. We conclude discussing theoretical and practical implications.

## **Resource Based Theory: The Role of Tribal Sovereignty in Sustainable Competitive Advantage**

**Carma Claw Nez**, *New Mexico State University*

**Terry Adler**, *New Mexico State University*

**Gavin Clarkson**, *New Mexico State University*

While substantial research on tribal sovereignty exists in law and economics, little research in business strategy examines how tribal sovereignty provides a fundamental basis for competitive advantage. This article attempts to bridge that gap by identifying tribal sovereignty as a resource according to the Value-Rarity-Imperfect Imitability-Organization (VRIO) framework. After providing background on the history of federal Indian law and policy as well as the historical evolution of tribal organizations, this article identifies the attributes of tribal sovereignty and then evaluates them in terms of related diversification, organizational identity, strategic control, and plenary power of tribes. While much has been written about organizational frameworks, deeper insight is needed into how tribal communities generate horizontal synergies with the tribe categorized as an organization. In addition, tribal sovereignty is more appropriately categorized as a resource given its rarity as a governance mechanism. The authors conclude that despite the economic challenges confronting Indian country, discussion of tribal sovereignty from a resource-based perspective holds significant promise for tribal economics and their subsequent sustainable competitive advantage.

## **Institutional Heresy: Nonconformity for Competitive Advantage**

**Rudi Bresser**, *Free University-Berlin*

**Andrea Kusch**, *Free University-Berlin*

**Jana Costas**, *Europa-Universität Viadrina*

Institutional theory suggests that firms are embedded in multiple networks of shared values and norms. Stakeholder groups such as competitors or customers exert institutional pressures on business firms to conform to their norms, values and demands. Traditionally, the institutional literature has argued that organizations should accept and adjust to the demands of their institutional environments, while nonconforming behavior has been viewed as threatening legitimacy. In this study, we draw attention to firms that establish strategic advantage and leadership through nonconforming behavior, i.e., by breaking institutionalized norms. We name such nonconforming behavior *institutional heresy* because *institutional heretics* employ nonconformity strategically to gain competitive advantage. Based on case studies from the international clothing industry, several conditions facilitating successful nonconformity are theoretically developed.

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## **100. Track 3: The Influence of Culture and Related Institutions on Organizational Decisions**

*Friday, 1:15 to 2:45 PM*

*Palm*

Session Facilitator:

**Trey Sutton**, *University of Richmond*

## **Cultural Adjustment and Value Change: Mindfulness and Knowledge Sharing on Expatriate Development**

**Adam Pervez**, *University of Alabama-Tuscaloosa*

**Graham Lowman**, *University of Alabama-Tuscaloosa*

With the continued shift toward expatriate assignments as developmental opportunities, understanding how expatriates develop over time can have significant implications for both research and practice. In exploring this developmental process, both in interacting

with host country nationals and within expatriate communities, we propose mindfulness and knowledge sharing as key components contributing to short-term (i.e., cultural adjustment) and long-term (i.e., value change) expatriate development. Given social interaction is fundamental to both forms of development, we couch our hypotheses within three socially based theories: social identity theory, social exchange theory, and social learning theory.

#### **Culture's Consequences for the Mechanics of Institutional Isomorphism**

*Alexander Lewis, University of Texas-San Antonio*

Institutional theory has been predominantly developed in Western contexts, and as a result, the implications of cultural differences for the strength with which the institutional environment is capable of influencing organizations is largely unaddressed in current literature. This void is particularly alarming given the regularity with which international business scholars leverage institutional theory. Drawing heavily from the institutional models presented by Scott (1995) and DiMaggio and Powell (1983), this paper addresses this void by detailing the mechanisms by which institutions--formal and informal--exert isomorphic pressure on organizations in the context of five well established cultural dimensions: cultural tightness, collectivism, uncertainty avoidance, power distance, and performance orientation. These dimensions interact with institutional mechanisms so that institutional pressure is greatest in societies which are high in cultural tightness, collectivism, uncertainty avoidance, and power distance and low in performance orientation. As such, the relationships presented in this paper have particularly meaningful ramifications for the study of institutional duality, institutional distance, and international institutional entrepreneurship.

#### **\*Best Doctoral Paper in Track\***

#### **Leaving Home: A Resource Dependence Framework of Born Global Firms in Africa**

*Katia Galdino, Florida State University*

*Gonzalo Molina Sieiro, Florida State University*

*Bruce Lamont, Florida State University*

Early internationalization is a phenomenon of increasing importance in the business world worldwide. Yet, research on born global firms has mostly focused on developed economies and high-tech industries. Research on institutional determinants of born global firms have focused on institutional distance or the environment at the host country. We focus on the external environment in the home country to explain why firms in resource-constrained environments choose to go abroad. Additionally, a corrupt and fractionalized society plays a role on the likelihood a firm undergoes early internationalization. In that context, we use resource dependence theory to explain how avoidance and legitimation strategies by firms push them to either go abroad early and how engagement in bribery affects these chances. Using a sample of 1,837 African firms, we find that choosing to engage in bribery in a low fractionalized and less corrupted country decreases the chances of early internationalization. Our results give evidence that firms' involvement in bribery is not uniform, but their decision to do so has implications for the overall strategy.

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#### **101. Track 5: Upper Echelons**

*Friday, 1:15 to 2:45 PM*

*Sawgrass*

Session Facilitator:

*Dorian Boncoeur, University of Texas-Dallas*

#### **Glass Ceiling Strength: Upper Echelon Gender Diversity and Investor Influence on Female CEO Successor Appointments**

*Christine Newman, Auburn University*

Glass barriers persist in the upper echelons of corporations. This study utilizes agency theory, similarity attraction theory, and perspectives on breaking gender stereotypes through exposure in order to predict that the presence of different agents and principals within a firm are

associated with the appointment of a female chief executive officer (CEO) successor. These individuals and entities can strengthen or weaken glass barriers to females. Specifically, I examine the ways in which females on the board and top management team (TMT) weaken the glass ceiling to female CEO successors through similarity attraction. I also examine the influence of institutional investors on the appointment of female CEO successors, based on their divergent interests. The results indicated that the percentage of female board members and the percentage of female TMT members increased the likelihood that a firm would appoint a female CEO successor. The results also showed that the differing institutional investor influences were in the expected directions, but were not statistically significant. I conclude by discussing the implications of the findings for practice and by recommending directions for future research.

#### **Do Women CEOs Face Greater Threat of Shareholder Activism Compared to Male CEOs? A Role Congruity Perspective**

*Vishal Gupta, University of Alabama-Tuscaloosa*

*Seonghee Han, Frostburg State University*

*Sandra Mortal, University Of Memphis*

*Sabatino Silveri, University Of Memphis*

*Daniel Turban, University of Missouri*

Women's increasing participation in senior leadership positions is attracting considerable attention, with particular emphasis on understanding the differential experiences men and women have in these positions. We investigate whether the threat of shareholder activism faced by public firms is contingent on CEO gender. We predict and find that female CEOs are significantly more likely than male CEOs to come under threat from activist investors and are more likely to be targeted by multiple investors simultaneously. Notably, results are robust to forming a closely matched sample and to using an instrumental variables approach to address selection bias concerns. Our results reveal a new aspect of the precariousness associated with leadership roles undertaken by women, extending the small but vibrant literature suggesting that female executives face greater scrutiny and risks in their leadership positions when compared to their male counterparts. Practical implications and directions for future research are also discussed.

#### **The Glass Challenge: A Review of Females in the Upper Echelons**

*Christine Newman, Auburn University*

*Brian Connelly, Auburn University*

The glass ceiling metaphor refers to barriers that inhibit females in their climb to the upper echelons. Once a woman breaks through the glass ceiling, she may still face unequal treatment because of her gender. We review the literature on females in the upper echelons highlighting the antecedents and outcomes of females on the top management team, as CEOs, and directors. We describe the "glass challenge" as the unequal treatment that females often experience in these ranks. We discuss the key theories used in this literature stream and offer suggestions for future research.

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#### **102. Track 6: Psychopathic Supervision: The Dark Triad**

*Friday, 1:15 to 2:45 PM*

*Sawyer Key*

Session Facilitator:

*Jeremy Mackey, Auburn University*

#### **The Power of the Dark Triad: Looking at Dark Traits and Their Effect on Centrality**

*Samuel Matthews, University of Oklahoma*

*Brandi McManus, University of Oklahoma*

*Bret Bradley, University of Oklahoma*

The dark triad is a group of three traits – narcissism, Machiavellianism, and psychopathy – where individuals exploit and abuse others for personal gains. Prior research has shown the effects of these traits on individual-level outcomes such as job performance and counterproductive work behaviors; however, we know little about how

these personality traits help or hinder individuals within teams. Social network analysis allows us to examine the importance of individuals within a team by looking at how central they are to a team. Therefore, we can examine how dark triad traits affect which individuals become central within a team. Using social exchange theory, we hypothesize that narcissism and Machiavellianism are positively related to centrality, while psychopathy is negatively related to centrality. We also hypothesize that ability will moderate each of these relationships. Using evidence from 424 individuals in 94 teams, we found that narcissism was positively related to centrality and psychopathy was negatively related to it, and ability moderated both of these relationships. We discuss how this research extends work in social exchange theory as well as dark triad research and make recommendations for next steps in this line of inquiry.

#### **Good Situations, Bad People: How Enhanced Workplace Variables “De-Activate” Employee Psychopathy and Improve Subsequent Job Performance**

*Benjamin McLarty, Mississippi State University*

*Jeffrey Muldoon, Emporia State University*

*Kerry Sauley, Louisiana State University*

In this manuscript, we utilize trait activation theory (TAT) and social exchange theory (SET) to argue that socially malevolent personality can be “de-activated” by workplace factors. Specifically, we argue that trait psychopathy present in employees can be buffered by the presence of positive workplace factors such as leader member exchange, autonomy, job meaning and organizational commitment. This ultimately results in enhanced task performance by the employee. Our results using time-separated and multi-source data indicate that organizations that emphasize positive workplace characteristics and relationships can overcome the tendencies of negative personality to harm task performance.

#### **When and How Are Narcissistic Leaders Effective? The Role of Political Skill and Leader Attractiveness**

*Erik Dietl, Hohenheim University*

Organizational researchers have become increasingly interested in the impact of narcissism on leadership. Yet studies investigating the relationship between a leader’s narcissism and his/her physical appearance are scarce. Consequently, the present research examines the role of narcissism, political skill, and attractiveness in leadership effectiveness. Drawing on recent research that distinguishes two dimensions of narcissism (admiration and rivalry; Back et al., 2013) and socioanalytic theory (Hogan & Shelton, 1998), I hypothesize that the interactive effect of narcissistic admiration and political skill predicts increased leader attractiveness, which in turn is positively related to leader effectiveness (i.e., a first-stage moderated mediation). I expected political skill to moderate the relationship between narcissistic admiration and attractiveness, such that leaders with high levels of narcissistic admiration are perceived as more attractive when a leader also possesses high political skill. I found support for these predictions in a multi-wave and multi-source field study: Moderated mediation analysis indicated that the indirect effect of leader narcissistic admiration on leader effectiveness via leader attractiveness was significant for high political skill, but nonsignificant at medium or low levels of political skill. This study contributes to the narcissism literature by demonstrating that narcissistic leaders may benefit their organization under specific conditions.

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#### **103. Track 6: The Leader-Follower Relationship**

*Friday, 1:15 to 2:45 PM*

*Jasmine*

Session Facilitator:

*Sebastian Cortes Mejia, Iowa State University*

#### **What Leaders Want from Followers: An Examination of Followership Role Orientations and Leader Rated Outcomes**

*Melissa Carsten, Winthrop University*

*Mary Uhl-Bien, Texas Christian University*

Roles in organizations are changing to encourage more participation and engagement from followers. Yet, few studies have evaluated leader ratings of followers who hold different role beliefs and engage in various types of behaviors. This study examines the relationship between followership role orientations and leader ratings of follower performance, promotability, and satisfaction with follower as moderated by follower competence. Dyad data for 178 employees at two service organizations demonstrates that followers with stronger co-production orientations receive the most variation in manager ratings with those high in competence being rated significantly higher than those low in competence. Conversely, among followers with stronger passive role orientations, only those rated lowest in competence received poor assessments from managers. Our results provide evidence to the growing literature on followership and demonstrate that managers react differently to the engagement of the followers, and this reaction largely depends on their level of competence. This study also shows the importance of including followership variables in studies of leadership and leader outcomes.

#### **We Don’t Talk the Way We Used To: The Evolution of Performance Feedback Processes in Leader-Follower Relationships**

*Walter Davis, University of Mississippi*

*Paul Johnson, University of Mississippi*

*David Marshall, University of Mississippi*

We argue that feedback is an important part of the exchange relationship between a leader and a follower. Feedback is not just a piece of information or an event; it is a dynamic process that takes place within the context of the relationship between a leader and follower. This paper integrates recent perspectives on feedback processes with Leader-Member Exchange (LMX) theory to offer unique insights into the nature of relationships between leaders and followers. We describe how the nature of feedback exchanges evolve as a relationship progresses through stages of role-taking, role-making, and role-routinization. We then explain how individual differences in goal orientation affect the fit between a leader and follower. Based on this analysis we conclude that leaders and followers often develop a “dyadic goal orientation” that can guide goal directed efforts within the context of the leader-follower dyad. We conclude with a discussion of how dyadic goal orientation may have important implications for understanding organizational learning and organizational change initiatives.

#### **When “High” Is too “High”: A Re-Examination of Relative Leader-Member Exchange and Employee Outcomes**

*Natalia Lorinkova, Georgetown University*

*Sara Perry, Baylor University*

*Melih Madanoglu, Florida Atlantic University*

*Peter Ricci, Florida Atlantic University*

We apply activation theory and the job demands-resources model to conceptualize an inverted U-shaped curvilinear relationship of relative leader member exchange (RLMX) with employee performance via the mediator engagement. We suggest that a threshold exists at high levels of RLMX where this otherwise “good thing” becomes a demand on employees as they strive to reciprocate and maintain their highly favored status. We also position individual-focused leadership (IFL), representing the individual consideration and intellectual stimulation dimensions of transformational leadership, as a moderator of this relationship. We hypothesize and find that high IFL strengthens the inverted U-shaped relationship of RLMX with engagement. Our results suggest that indeed very high levels of RLMX may be associated lower levels of engagement and subsequent performance in a field sample of hotel employees, and high IFL exacerbates this condition. We suggest this may be due to high pressure placed on the focal individual, at a point in which the resources the leader provides can no longer fully enable the employee to fulfill expectations to reciprocate and maintain their unique status. Thus, we contribute to theory and practice on LMX and employee engagement by considering leader-member relationships within the context of all other leader-member relationships within the



workgroup, and in conjunction with individually-focused transformational leadership behaviors.

#### **The Effects of Leaders' Regulatory-Focus on Follower Outcomes: A Moderated Mediation Model**

*Wongun Goo, Indiana University-East*

*Karen Han, Ball State University*

Based on the self-regulatory and substitutes for leadership theory, this study examined a moderated mediation model specifying (a) leadership behaviors (visionary leadership and initiating structure) as mediators of the effects of leaders' regulatory focus on follower outcomes (work engagement and frustration) and (b) followers' workload as a moderator of the mediated effects of leaders' regulatory focus on follower outcomes. By using 157 leader-follower dyads, this study found that promotion focus was positively related to visionary leadership and that prevention focus was positively related to initiating structure. Results show that the regulatory focus-follower outcome relationship was mediated by leadership behaviors and that these mediated effects vary along the level of followers' workload. Findings may contribute to understanding self-regulation and leadership processes.

#### **I Do Not Think that Word Means What You Think It Means: A Critical Investigation of Shared Leadership Operationalization, and a New Measure**

*G. James Lemoine, SUNY - University at Buffalo*

*Gamze Koseoglu, University of Melbourne*

*Terry Blum, Georgia Institute of Technology*

Although research on shared leadership has flourished in recent years, inconsistent results across studies and meta-analyses present questions as to its validity and usefulness. We propose that the ways we currently measure shared leadership may at least partially explain the issues with the construct. Social network measures of density and decentralization are typically used as interchangeable operationalizations of shared leadership, but we argue that these are both distinct network properties, and neither is appropriate and valid as a complete operationalization of this construct. To resolve these issues, we propose a new measure combining network logic from principles of density, decentralization, and eigenvector centralization. We test the measure's validity in a series of Monte Carlo simulations and laboratory studies. We find that this new 'Shared Leadership Statistic' has high convergent, discriminant, and criterion validity, and provide a downloadable tool for its calculation.

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#### **104. Track 1: Entrepreneurial Orientation and Innovation**

*Friday, 1:15 to 2:45 PM*

*Banyan*

Session Facilitator:

*William Tabor, Mississippi State University*

#### **Traditional and Knowledge-Based Value Chains in an Innovation Learning Organisational Context**

*Angelina Zubac, Central Queensland University*

*Rubal Vinaik, Strategy Link*

This paper considers how innovation learning occurs at organisations using value chain logic, and the implications for business model research. Its objective is to gain insight into how organisations evolve internally to cope with and learn about hyper-innovation in the global business ecosystem. It combines two systems-based value chain conceptualizations of business models: Itami and Nishino's (2010) activity-based business model framework with Kodama's (2009) knowledge integration business model framework, which is knowledge-flow based. It concludes that as a foundation for understanding systems-based business models, the value chain should be viewed not just as value activities performed by the firm to deliver value to customers but as including concurrent two-way, micro-macro flows of knowledge. This suggests potentially powerful new strands of typologies for business model research.

#### **Before It's too Late: Navigating the Turbulent Seas of Disruptive Innovation**

*Manjot Bhussar, Auburn University*

*LaKami Baker, Auburn University*

*Michelle Zorn, Auburn University*

With an increasingly competitive and challenging environment, firms are facing disruptive technological changes at an increasing rate. Research has suggested that firms should look beyond their boundaries to create new knowledge through acquisitions. We build on this research on adaptability and suggest that industry incumbents should use acquisitions as a method to build and increase their existing knowledge bases. We suggest that incumbents with higher acquisition intensity will have higher post-acquisition innovation performance and subsequent higher product market performance. We also suggest that the age of the acquired targets plays an important role in boosting acquirer innovation output, such that mature start-ups have more post-acquisition innovation performance than do young start-ups. We explore our arguments in the context of the mobile software industry from 2006 to 2015, following the introduction of the iPhone, which created a mobile industry disruption. We find support for our hypotheses and suggest implications for both research and practice.

#### **Searching for Valid Proxies for Measuring Entrepreneurial Orientation**

*Connor Lubojacky, Univ. of Houston*

It has been argued that entrepreneurship is the key to sustaining firm innovation, profitability, and survival. Entrepreneurial orientation (EO) is a measure of entrepreneurship at the firm-level and its study has the potential to unravel the mysteries of firm renewal and competition. But the study of EO is held back by the lack of a valid set of archival proxy measures. Using a random sample from a range of industries, I explore the validity of a set of measures and set forth a starting point in a longer journey to discover a valid pool of EO archival measures.

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#### **105. SMA Networking Break**

*Friday, 2:45 to 3:15 PM*

*Banyan Breezeway*

Session Coordinator:

*Joy Karriker, East Carolina University*

#### **Sponsors: Old Dominion University and West Virginia University**

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#### **106. PDI: Congratulations! You're Promoted to Full: Now What?**

*Friday, 3:15 to 4:45 AM*

*Sabal*

Session Coordinator:

*Misty L. Loughry, Crummer Rollins College*

Panelists:

*Misty L. Loughry, Rollins College*

*Robert C. Ford, Rollins College*

*Neal Ashkanasy, University of Queensland*

*Mark Martinko, Florida A & M University*

*Anson Seers, Virginia Commonwealth University*

*Shaker A. Zahra, University of Minnesota*

*Sherry Sullivan, Bowling Green State University*

With promotion to Full Professor, career academics not only move to the upper echelon of the field, but also reach the end of a clearly defined career path. This session brings together Fellows of SMA to share the path they selected for making the most of the freedom and opportunity that came with being a Full Professor. Panelists will discuss strategies for making the most of the full professor years. They will speak about setting new goals and how their choices about how to spend their post-promotion time in teaching, research and service evolved. A question and answer time follows.

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**107. PDI: Avoiding Red Flags in Micro and Meso Research Design**

Friday, 3:15 to 4:45 PM

Citrus

Session Coordinator:

**Timothy Munyon**, *University of Tennessee-Knoxville*

Panelists:

**Timothy Munyon**, *University of Tennessee-Knoxville*

**Lisa Schurer Lambert**, *Georgia State University*

**Anne Smith**, *University of Tennessee-Knoxville*

This 90-minute PDI will introduce participants to the idea of “red flags” in quantitative and qualitative research designs. The session is not intended to be exhaustive, but rather to highlight common errors researchers make in their research designs, and to identify ways of effectively avoiding these errors *a priori*. The session will also give participants an opportunity to have their research designs peer reviewed in the session by other participants with similar research interests and backgrounds.

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**108. PDI: A Clinical Approach to Entrepreneurship**

Friday, 3:15 to 4:45 PM

Glades

Session Coordinator:

**Lewis Sheats**, *North Carolina State University*

Panelists:

**Lewis Sheats**, *North Carolina State University*

**Jeffrey Pollack**, *North Carolina State University*

**Jon Carr**, *North Carolina State University*

**Jared Childs**, *North Carolina State University*

In this interactive session, we will suggest that an optimal alternative to traditional classroom-based entrepreneurship education is the clinical model whereby teaching and research are integrated in a structured set of co-extracurricular activities centered around an Entrepreneurship Clinic. We discuss the Entrepreneurship Clinic Model, as inspired by the university teaching hospital model, which integrates research, teaching and real world experience. Entrepreneurship clinics provide a place where faculty, students, entrepreneurs and service providers go to teach, learn and build the next generation of businesses. In this interactive session we will explore how a clinic model can enhance entrepreneurship education and research.

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**109. PDI: Act on Your Research - Workshop on Making Research Videos**

Friday, 3:15 to 4:45 PM

Indian Key

Session Coordinator:

**Bart Debicki**, *Towson University*

Presenters:

**Bart Debicki**, *Towson University*

**Julita Haber**, *Fordham University*

We are excited to present a workshop on making research videos. This workshop serves as a follow-up to the Act on Your Research contest organized at the SMA meetings in 2014 and 2015. The objective of this session/contest is to create an innovative way of sharing research findings through short films and performances. Researchers will be invited to workshop their scripts, storylines or ready videos illustrating the practical implications of their research results. As a part of the workshop, we will create a contest for best videos that participants will bring to the workshop with cash prizes amounting to \$800 sponsored by Towson University and Fordham University. For more information: <https://bdebicki.wixsite.com/act2017>

**Sponsors: Fordham University and Towson University**

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**110. PDI: Decisions in Latent Modeling**

Friday, 3:15 to 4:45 PM

Bird Key

Session Coordinator:

**Larry Williams**, *University of Nebraska*

This workshop covers key decision points in implementing a latent variable model. The goal is to translate recent technical work and make it accessible so as to improve use of best practices by organizational researchers. Decisions to be covered include: Decision 1: What type of measured variables (items vs. parcels)? Decision 2: Type of link between latent variables and indicators (reflective, formative)? Decision 3: How to determine if measurement model is acceptable? Decision 4: How to determine if path model is acceptable? Decision 5: How to investigate mediation/moderation hypotheses? Decision 6: What to report from my SEM analyses?

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**111. Track 7: Teams of Rivals: Strategic Cooperation and Alliances**

Friday, 3:15 to 4:45 PM

Long Key

Session Facilitator:

**Michelle Zorn**, *Auburn University*

**Determinants of Early Movers in International Strategic Alliances: A Study of Technology Intensive Indian Firms**

**Mohammad Fuad**, *Indian Institute of Management*

**Amita Mital**, *Indian Institute of Management*

**Ajai Gaur**, *Rutgers University-Newark*

International strategic alliances are interfirm cooperative agreements between partners from different countries, to achieve their strategic objectives. Drawing upon the resource based view and agglomeration theory, we study determinants of entry timing in the formation of international strategic alliances against the backdrop of Indian liberalization. Our findings suggest that firms lacking technological resources and those with lesser international exposure form alliances early. Further, firms located within global cities alliance early and service firms located within clusters were found to move early in alliance formation. We observe that lack of resources, superior geographic locations and industry affiliation temporally impact emerging market firms to enter into international strategic alliances earlier than their rivals.

**How Does Cooperation Affect the Competitive Dynamics Between Rivals? The Case of Multimarket Contact**

**Klemens Klein**, *University of Cologne*

**Thorsten Semrau**, *Trier University*

**Sascha Albers**, *University of Antwerp*

**Edward Zajac**, *Northwestern University*

The study of competitive interaction has been the focus of the sizable literature examining the influence of multimarket contact among rivals on new market entry, yet very little is known about how cooperation may affect such competitive dynamics. This paper directly addresses this question, analyzing how and why the introduction of alliances among rivals will affect the established inverted-U relationship between multimarket contact and market entry. Using extensive longitudinal data from the European airline industry from 2004 to 2010, we find support for our predictions that the presence of alliances among rivals exerts an attenuating effect on both ends of the familiar curvilinear relationship.

**Market Entry through Partnerships: The Case in the Venture Capital Industry**

**Lei Zhang**, *University of South Florida*

**Alex Markarevich**, *ESADE Business School*

We examine the patterns of partnership formation of new market domain entrants in the U.S. venture capital (VC) industry. Drawing on the principle of exclusivity in partner selection under uncertainty, we extend it to the analysis of new entrants' partnership formation in VC investment. In contrast to most prior dyad-level studies, we focus on the syndicate-level analysis as better reflecting partnership formation patterns. Our empirical analyses reveal that new market entrants syndicate predominantly with other new entrants. Syndicates of a higher percentage of new entrants tend to invest in more mature start-ups, rounds of smaller amount, larger syndicates, and avoid the turbulent environment of popular market domains. The study highlights the interplay of partner selection preferences, environmental uncertainty, and transaction settings in partnership formation of new market entrants. It also shed lights on the differences of de novo entrants and de alio entrants in these interplays.

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#### **112. Track 3: Social Judgments and Processes**

Friday, 3:15 to 4:45 PM

Palm

Session Facilitator:

**Richard Devine**, *Florida State University*

#### **An Instrument of Legitimacy Judgments**

**Alexander Lewis**, *University of Texas-San Antonio*

Microinstitutions are an increasingly important facet of institutional research (Gehman, Lounsbury, & Greenwood, 2016; Powell & Colyvas, 2008) and institutional experiments represent a fertile but unploughed field in this vein (Deephouse, Bundy, Tost, & Suchman, 2017). In the spirit of this movement, I draw on Tost's (2011) framework to construct an instrument which captures multidimensional legitimacy judgments. Legitimacy judgments are social judgments which, in aggregate, represent the institutional legitimacy of some evaluated entity. Exploratory factor analysis revealed a three factor structure, aligning with Tost's theory, and confirmatory factor analysis, conducted with a separate sample in a separate setting, support the three dimension 14 item instrument.

#### **\*Best Paper in Track\***

#### **Credible Quality Signal or Symbolic Identity Marker? Market Status and the Social Construction of Wine Value**

**Daniel Davis**, *University of North Carolina-Charlotte*

**Wie Zhao**, *University of North Carolina-Charlotte*

Departing from the predominant notion that market status is a credible signal of product quality, we view market status as a symbolic identity marker that is dependent on categorizations within an institutional classification system. Specifically, we propose that a more distinct and exclusive categorical status exerts a greater impact on product valuation in higher-tier market segments. We further argue that categorical status can affect product valuation independent of or even fully decoupled from product quality, particularly when the status is associated with a collective honor based on group membership. Drawing empirical evidence from the California wine market, we use quantile regression analyses to provide support for our arguments.

#### **Proto-Institutionalization as a Complex Social Process: Hyperlink Networks and STEM Diversity Practices**

**Daniel Davis**, *University of North Carolina-Charlotte*

While institutional theory explains the diffusion of *established* social practices, much less is known about the emergence of new institutional practices or proto-institutionalization. Drawing on the complexity science literature, the theoretical concept of emergence can further extend scholarly understanding of proto-institutionalization. Although prior research proposes a theoretical framework to understand proto-institutionalization through collaborative networks among actors, these efforts do not fully investigate the complex relational structure of the network. The purpose of this paper is to address this limitation by exploring the network topology of an organizational community engaged in proto-institutionalization. Furnishing empirical evidence

from organizational actors engaged in creating policies and programs to address the diversity crisis in computer science education, I use WebCrawler technology to collect a hyperlink network of organizations engaged in proto-institutionalization. Network analysis will specifically address the complex nature of the inter-organizational network and the mesoscale community structure of the network. The findings are supportive of a network that exhibits complex, small world properties, suggesting the potential for radical, emergent institutional change. This paper, therefore, further extends institutional theory through conceptual integration with complexity science arguments, offering avenues for further research.

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#### **113. Track 5: Workplace Policy, Factors, and Outcomes**

Friday, 3:15 to 4:45 PM

Sawgrass

Session Facilitator:

**Dewaynna Horn**, *Texas Woman's University*

#### **Framework for Understanding the Effects of Anticipatory Justice on Retrospective Perceptions of HR Diversity Policies**

**Samantha Jordan**, *Florida State University*

**Gerald Ferris**, *Florida State University*

As organizational diversity becomes increasingly common, human resource (HR) departments must learn to manage heterogeneity within organizational contexts effectively. Although HR diversity policies and practices seem like an adequate solution to workplace diversity problems, employee anticipatory justice perceptions regarding the fairness of HR policies may offer an explanation as to why these formal policies are not always successful at leading to positive outcomes. Therefore, a pressing question for both researchers and practitioners should concern how to effectively increase positive employee anticipatory justice perceptions when implementing new HR policies. To begin to address this question, this paper develops a justice framework examining organizational justice perceptions regarding HR diversity policies over time. Within this framework, we consider the dynamic relationships between employee- and organizational-level moderators on the HR diversity policy—anticipatory justice relationship, while also considering the effects of employee anticipatory justice on retrospective fairness perceptions. The contributions of this proposed framework are discussed as are directions for future research and practical implications.

#### **Telework's Impact on Objective and Subjective Career Success: More Than Just Climbing the Corporate Ladder?**

**Timothy Golden**, *Rensselaer Polytechnic Institute*

**Gary Powell**, *University of Connecticut*

**Kimberly Eddleston**, *Northeastern University*

Given the absence of prior research, this study investigates the impact of telework on objective and subjective career success. In particular, whereas the teleworking and careers literature have progress largely as separate streams of research, we integrate career theory into the telework literature to examine telework's impact on objective career success including promotions and salary growth, and subjective careers success in terms of job satisfaction and turnover intentions. Using a large sample of employees matched with corporate promotion and salary growth data, we not only compare teleworkers to non-teleworkers in the same organization, but also examine if the extent of teleworking impacts objective and subjective career success. Moreover, we further explore the nature of these relationships by examining if the teleworker's work context influences telework's potential impact on promotions and salary growth. Results indicate differences between teleworkers and non-teleworkers in terms of salary growth, job satisfaction, and turnover intentions, but not promotions. Moreover, the extent of teleworking was negatively associated with promotions and salary growth, positively associated with job satisfaction, and negatively associated with turnover intentions. The moderating effects

of the teleworker's work context provided some support for the influence of these important factors, indicating the extent of telework's potential effects on career success may be tempered by some aspects of the work context, and suggesting the need for further study.

#### **To Breed or Not to Breed: A Typology and Framework of Parental Leave in the Workplace**

**Wenjuan Guo**, *University of North Texas*

**Jestine Philip**, *University of North Texas*

**Julie Hancock**, *University of North Texas*

The changing nature of workforce in the U.S. has been marked by increasing numbers of dual-career couples (Kossek, 2005), working women, working mothers, and fathers desiring to more participative in parenting responsibilities (Harrington, Van Deusen, & Humberd, 2011). Practices such as family-leave policies, flexible work scheduling, and child care assistance are often included together in prior studies as bundled family-friendly programs. However, there is a need for more exploration of the roles that maternity, parental, and paternity leave play in individual outcomes. We develop a typology identifying four types of employees: Breeders, Soon-to-Breeders, Veterans, and Childfree. Next, we classify these employee types into two categories based on the likelihood and degree to which they would be affected by parental leave policies: *affected employees*, such as new mothers, fathers, and adopters and those of childbearing age with goals of having a family, and *unaffected employees*, including those who have finished having children or those who do not plan to have children. Constructing a theoretical model based in justice and social exchange theories, we depict how type of employee influences perceptions of parental leave, how these perceptions lend themselves to attitudinal and behavioral outcomes, and the possible moderating influence of paid versus unpaid parental leave. As the trend of paid parental leave continues to grow, organizations must be prepared to balance perceptions of fairness of parental leave among these groups of employees in order to maintain positive work outcomes. We offer practical insights for addressing these concerns.

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#### **114. Track 6: Team Dynamics and Behaviors**

*Friday, 3:15 to 4:45 PM*

*Sawyer Key*

Session Facilitator:

**Phoebe Pahng**, *Iowa State University*

#### **Exploring Trait and State Predictors of Cooperative Behavior within Extreme Work Teams**

**Andra Serban**, *Virginia Commonwealth University*

**Sebastiano Massaro**, *University of Warwick*

**Rossana Castaldo**, *University of Warwick*

**Tyson Hayes**, *University of Warwick*

**Leandro Pecchia**, *University of Warwick*

Aggression and terrorism are pressing behavioral problems of our times. In extreme situations, leaders in a variety of arenas put together task forces to respond to these. Given the scarcity of research on teams operating in extreme environments and how selection of individuals into these teams can impact mission success, we examine, in a laboratory setting, the role of personality and gender on individual cooperative behavior. We use a multiplayer first person shooter video-game, where counter-terrorist teams are tasked with rescuing a hostage, while preventing acts of terror. Additionally, we explore three different facets of affect: negative affectivity, affective intensity, and affective regulation as mediators between individual traits and cooperative behavior, with affective intensity and regulation assessed through objective physiological measures (i.e., HRV analysis). Our results indicate affective intensity and several negative affectivity dimensions partially mediate the relationship between personality and gender, as predictors, and cooperative behavior, as outcome. We discuss implications of these findings and suggest future avenues for both research and practice on antecedents of individual and team effectiveness in extreme contexts.

#### **“How Could You Support That Presidential Candidate?” Effects of Group Political Disparity on Group Effectiveness**

**Ashley Robinson**, *Oklahoma State University*

**Rebecca Greenbaum**, *Oklahoma State University*

**Lindsey Greco**, *Oklahoma State University*

**Yun Chung Kim**, *Oklahoma State University*

Despite recognizing the importance of organizational politics, researchers have yet to investigate the dynamics of government politics in the workplace. We expect government politics to facilitate group political disparity among group members that consist of political liberals and conservatives. We define group political disparity as within-group variances in political views. We distinguish liberals from conservatives based on five moral foundations. Liberals uphold two of the five moral foundations, while conservatives uphold all five. Because political views are situated in moral foundations, we expect liberals and conservatives to engage in tension and animosity in their political thinking to the extent that group members disclose personal information. Furthermore, when groups disclose personal information, groups high in political disparity are expected to experience more relationship conflict, resulting in lower group organizational citizenship behaviors and performance. Theoretical and practical implications are discussed.

#### **A Theoretical Model for Multilevel Effects of Team Emergent States on Motivation in Team Training**

**Ipek Mete**, *Middle East Technical University*

The purpose of the present paper is to propose a conceptual model that emphasizes the effects of team emergent states on individual training motivation in team training settings. The conceptual model that is proposed here focuses on previously neglected associations, namely the cross-level (top-down) main and moderating influences of team emergent states (i.e., team efficacy, team psychological safety, team learning orientation, team empowerment) on individual training motivation, as well as the indirect effects of these states on individual training outcomes (e.g., learning, transfer) via training motivation.

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#### **115. Track 6: Tell Me How You Really Feel: Emotional Expression at Work**

*Friday, 3:15 to 4:45 PM*

*Jasmine*

Session Facilitator:

**Ian Mercer**, *Auburn University*

#### **The Expression of Envy: Culture, Fairness Perceptions, and Counterproductive Work Behavior**

**Yingli Deng**, *Oklahoma State University*

**Cynthia Wang**, *Oklahoma State University*

Envy is a universal emotion that provokes deleterious behaviors that can harm organizations. Few scholars, however, have considered how reactions to envy may vary across cultures. We examine when and why the expression of envy differs across two cultures—North America and Singapore. We argue that, although envious individuals across both cultures experience feelings of unfairness, North Americans will respond to these feelings via counterproductive work behaviors, whereas Singaporeans will not engage in counterproductive work behaviors. By examining reactions to envy in two cultures, we clarify when and why envy does not lead to counterproductive work behaviors.

#### **A Relational Framework of Compassion: A Multidisciplinary Review**

**Hongguo Wei**, *Case Western Reserve University*

**Shaobing Li**, *Miami University (Ohio)*

With a multidisciplinary review of research on compassion, we find that albeit different definitions and interpretations of compassion, all implicitly recognize the importance of the relational nature in the formation of compassion. From the relational perspective compassion can be viewed as emotional, moral and behavioral connections between

two agents. However, there lacks an in-depth, concrete understanding of the relational meaning of compassion. To explore the relational meaning and the underlying mechanisms of how compassion works, we build a relational framework of compassion regarding its antecedent condition, connotation, direction, and effects of compassion, and then conduct an integrative review of all these aspects. This enriches our knowledge of compassion from the relational perspective and demystifies its paradoxical impacts at work. As such, we propose future research directions around the relational and paradoxical meaning of compassion at work.

#### **Identity Coactivation: Cognitive Dissonance as an Explanatory Mechanism of the Emotional Response**

*Jennifer Robin, Bradley University*

*Heidi Baumann, Bradley University*

*Jan Kotik, Bradley University*

Much is known about how identities form in the workplace and how organizational identification drives work behavior, but relatively less about how out-of-context identities influence work behavior, particularly when activated at work. This study is a preliminary investigation into the measurement of multiple identities and their coactivation. Specifically, our purpose is to begin an empirical investigation of the nature and outcomes of identity coactivation, the moderating influence of self-concept clarity, and the usefulness of cognitive dissonance as an informative and explanatory theoretical mechanism explaining individuals' reactions to identity coactivation. In this initial study, data were provided by 157 undergraduate students who completed a survey and described a coactivation event. Event descriptions were coded and data were analyzed using hierarchical regression. Results showed that when conflicting identities were coactivated, both high and low arousal negative emotions were consequent, while high and low arousal positive emotions were consequent to compatible identities. Support was not found for the moderating role of self-concept clarity in the coactivation-emotion relationship, but supplemental analyses showed a three-way interaction between self-concept clarity, conflict, and the operation of a chronic identity (i.e., gender) in predicting negative emotional states low in arousal. Implications and limitations are discussed.

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#### **116. Track 1: The Family Side of Family Business**

*Friday, 3:15 to 4:45 PM*

*Banyan*

Session Facilitator:

*David Witt, University of Tennessee-Chattanooga*

#### **For the Family: Family-Centered Goal Prioritization and Nonfamily Managers - The Role of Occupational Identification** *William Tabor, Mississippi State University*

While the current management research recognizes that nonfamily managers are beneficial in helping family firms achieve their economic goals, there is a general assumption within the literature that nonfamily managers will generally hinder family firms in their pursuit of family-centered noneconomic (FCNE) goals. This is in part assumed because of the common belief that nonfamily managers will primarily be committed to helping the firm achieve economic goals with, which they will tangibly benefit, leaving noneconomic goals to the family. However, the purpose of this paper is to demonstrate that not only will nonfamily managers likely commit to assisting family firms in their pursuit of FCNE goals but will, in many cases, excessively prioritize these goals. To do this, this paper will look at occupational identification among nonfamily managers to show that high levels of this form of identification will lead nonfamily managers to pursue the ends or goals of ownership, regardless of any direct benefit it will provide for them. As this paper will demonstrate, the outsider status among nonfamily managers with high levels of occupational identification is likely to lead nonfamily managers to overemphasize and excessively prioritize FCNE goals. We will conclude by discussing practical implications of this and potential avenues for future research.

#### **\*Best Paper in Track\***

#### **The Relationship between Familiness and Social Performance; a Stewardship Perspective**

*Jason Lortie, University of Mississippi*

*Kevin Cox, Florida Atlantic University*

*David Marshall, University of Mississippi*

*Roland Kidwell, Florida Atlantic University*

Business families vary in the extent to which they exert influence in their respective family businesses. However, the heterogeneous nature of business family influence has important implications for both family business and societal outcomes. In this study, we theoretically and empirically examine how the business family influence, manifested as "familiness" relates to the importance family businesses place on socially beneficial goals and subsequent social performance. By applying stewardship theory to the relationships between family businesses and society, we argue that greater familial influence on family businesses results in greater concern for socially beneficial outcomes. Based on evidence from a survey of 303 family business owners, we find evidence supporting our hypotheses and discuss the implications for family business research and practice.

#### **Servant Leadership: Righting the Wrongs of Injustice in the Family Firm**

*William Tabor, Mississippi State University*

*Laura Marler, Mississippi State University*

*James Chrisman, Mississippi State University*

Satisfying and retaining nonfamily employees is a perennial challenge for family firms. Due to their propensity to benefit family members in personnel decisions, these firms jeopardize their socioemotional wealth when nonfamily employees develop perceptions of injustice and form negative views of the firm. To advance the understanding of nonfamily employee behavior in the family firm, we theorize that family firm leaders will engage in a unique and distinctive style of leadership, servant leadership, wherein they will show intense care and concern for nonfamily employees in order to preserve socioemotional wealth. By engaging in servant leadership, family firm leaders are able to mitigate the consequences of family bias in personnel decisions. In particular, family firm leaders can mitigate the effects of perceptions of injustice on nonfamily job satisfaction and turnover intentions. Therefore, our theorizing offers servant leadership as a broader explanation as to why family firms can be successful despite the preferential treatment of family members and the associated perceptions of injustice among nonfamily employees.

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#### **117. SMA Beach Bash 2017**

*Friday, 6:30 to 9:30 PM*

*Breck Deck*

One of our conference highlights is the Friday evening social, scheduled on the TradeWinds Breck Deck. Please join us for an evening of great food, beach games, karaoke, and dancing!!!

Session Coordinator:

*Joy Karriker, East Carolina University*

**Sponsor: SAGE**

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### **SATURDAY, OCTOBER 28**

#### **118. Cafe SMA Coffee Bar**

*Saturday, 8:00 to 8:30 AM*

*Banyan Breezeway*

Session Coordinator:

*Joy Karriker, East Carolina University*

**119. SMA Registration & Solutions Desk***Saturday, 8:00 to 9:00 AM**Banyan Breezeway*

Session Coordinator:

**Don Klumper**, *University of Illinois-Chicago*

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**120. PDI: To Retire or Not to Retire: A Decision Making Model***Saturday, 9:00 to 10:30 AM**Indian Key*

Session Coordinator:

**Millicent Nelson**, *Middle Tennessee State University*

Presenters:

**Millicent Nelson**, *Middle Tennessee State University***Garry Adams**, *Auburn University***Jennifer Collins**, *Florida A & M University***Matrecia James**, *St Bonaventure University***Emma Metcalf**, *VA Medical Center, Lexington, KY***Angela Miles**, *North Carolina Central University***Sally Sledge**, *Norfolk State University***Richard Tarpey**, *Middle Tennessee State University*

Many faculty members are at or approaching a fork in the road leading to the last stage of their careers where retirement decisions are being considered. Generally age and financial issues are determinants for retirement planning; however, non-financial concerns can also be important factors for decision making. Non-financial issues can include health, family, hobbies or other interests, as well as job satisfaction. There are no clear guidelines that incorporate both financial and non-financial issues for retirement decision making. This interactive session will allow participants to develop a decision making model and explore various factors that may be antecedents for retirement.

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**121. PDI: Dyads: Research Designs and Analytical Strategies***Saturday, 9:00 to 10:30 AM**Bird Key*

Session Coordinator:

**David Woehr**, *University of North Carolina at Charlotte*

Panelists:

**David Woehr**, *University of North Carolina-Charlotte***Jane Thomas**, *Purdue University-Northwest***Andrew Loignon**, *NEOMA Business School***Janaki Gooty**, *University of North Carolina-Charlotte*

The dyad, or pair of people, is the most basic unit of interpersonal interactions in the workplace. In this workshop, we review the definition and application of dyadic constructs in management research. We also illustrate important design considerations for collecting dyadic data and the application of four dyadic data analysis techniques: actor-partner interdependence models (APIM), the social relations model (SRM), one-with-many models (OWM), and cross-classified models (CCM). The goal of this workshop is to formally introduce dyadic data analysis techniques to management scholars, discuss how they differ from other forms of non-dyadic data analysis, and review relevant applications of these approaches. We also provide example data files and syntax for participants to practice on their own.

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**122. Tour of Tampa Bay Lightning Facilities***Saturday, 11:00 AM to 2:30 PM**Off-Site Event*

Session Coordinator:

**Garry Adams**, *Auburn University***Michelle Harrolle**, *University of South Florida***Joy Karriker**, *East Carolina University*

\$10 Transportation Fee, Pre-registration required

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**123. SMA Group Event: Hockey Game Night - Tampa Bay Lightning Vs. Anaheim Ducks***Saturday, 5:15 to 11:00 PM**Off-Site Event*

Session Coordinator:

**Garry Adams**, *Auburn University***Michelle Harrolle**, *University of South Florida***Joy Karriker**, *East Carolina University*

\$40 Ticket and Transportation Fee, Pre-registration required

## PARTICIPANT SESSION INDEX

Names are followed by the session number(s) in which they are a coordinator, facilitator, panelist, participant, or presenter.

- |                               |                                      |                                |                             |
|-------------------------------|--------------------------------------|--------------------------------|-----------------------------|
| Abebe, Michael, 89            | Breske, Shannon, 98                  | Davey, Kim, 24                 | Gazica, Michele, 82         |
| Adams, Garry, 7, 16, 120, 122 | Bresser, Rudi, 99                    | Davis, Daniel, 112             | Ghehremani, Hamed, 63       |
| Adler, Terry, 46, 99          | Brouer, Robyn, 6                     | Davis, Justin, 42              | Gill, Grandon, 87           |
| Aime, Federico, 88            | Buckley, M. Ronald, 29               | Davis, Shelley, 25             | Gillis, William, 46, 59     |
| Akbulut, Yusuf, 53            | Burrows, Sarah, 60                   | Davis, Walter, 103             | Gilson, Lucy, 84            |
| Akinlade, Dayo, 89            | Busenbark, John, 77                  | Dawley, David, 50              | Goldberg, Caren, 84         |
| Albers, Sascha, 111           | Capitano, Johnna, 29                 | Debicki, Bart, 7, 109          | Golden, Timothy, 113        |
| Albright, Gay, 98             | Carnes, Andrew, 50                   | DeMarie, Sam, 47, 58           | González, Carlos, 78        |
| Allen, David, 13, 23          | Carnevale, Joel, 79                  | Deng, Yingli, 40, 115          | Gonzalez, Claudia, 85       |
| Allen, Rikert, 90             | Carr, Jon, 7, 13, 108                | Denney, Dina, 46               | Gonzalez, Katerina, 51      |
| Almaraz, Jeanne, 78           | Carson, Jack, 28, 82                 | Devine, Richard, 88, 112       | Goo, Wongun, 103            |
| Andel, Stephanie, 82          | Carsten, Melissa, 5, 103             | Dhaenens, Andrew, 78           | Goodman, Jodi, 6            |
| Anglin, Aaron, 65, 73         | Cash, Rebecca, 82                    | Dietl, Erik, 64, 102           | Gooty, Janaki, 121          |
| Anthony, Erica, 78            | Castaldo, Rossana, 114               | Dimotakis, Nikolaos, 34, 79    | Gorman, C. Allen, 86        |
| Arnold, John, 58              | Castille, Christopher, 97            | Douglas Fernandez, Whitney, 61 | Graffin, Scott, 13, 77      |
| Aronson, Olivia, 60           | Castro, Stephanie, 30                | Dulebohn, James, 90            | Greco, Lindsey, 114         |
| Arvan, Maryana, 82, 21        | Castrogiovanni, Gary, 61             | Dunn, Alexandra, 52, 59        | Green, Kim, 81              |
| Ashkanasy, Neal, 6, 30, 106   | Cavazos, David, 85                   | Eddleston, Kimberly, 92, 113   | Greenbaum, Rebecca, 40, 114 |
| Attila, Hertelendy, 80        | Cha, Wonsuk, 39, 77                  | Edwards, Bryan, 90             | Grenier, Kelcie, 27         |
| Aytug, Zeynep, 78             | Chakrabarty, Subrata, 65             | Eisenberger, Robert, 52        | Griffin, Mark, 50           |
| Badawy, Rebecca, 41           | Chandler, Jeffrey, 81                | Ellen, B. Parker, 50, 63       | Griffith, Jakari, 27        |
| Bajaba, Saleh, 55, 97         | Chen, Victor, 25                     | Ellis, Kimberly, 37            | Gullifor, Daniel, 81, 84    |
| Baker, LaKami, 7, 37, 104     | Childs, Jared, 108                   | Evert, Robert, 81              | Guo, Wenjuan, 113           |
| Bala, Ravi, 35                | Chowdhury, Sanjib, 64                | Fabian, Frances, 61            | Gupta, Shivani, 24          |
| Banks, George, 52, 82         | Chrisman, James, 116                 | Faifman, Leon, 38, 53          | Gupta, Vishal, 101          |
| Banks, George, 91, 97         | Clarkson, Gavin, 99                  | Fainshmidt, Stav, 38           | Haber, Julita, 36, 109      |
| Baran, Benjamin, 21           | Claw Nez, Carma, 99                  | Ferris, Gerald, 50, 113        | Hackney, Kaylee, 51, 58, 82 |
| Barnes, Matthew, 96           | Cogliser, Claudia, 3, 84             | Field, James, 45               | Hall, Kelly, 47             |
| Bass, Erin, 26                | Cogswell, Joshua, 58                 | Finney, Treena, 59             | Hall, Wolfgang, 85          |
| Bauman, Antonina, 46          | Collins, Jennifer, 120               | Flynn, Brian, 98               | Halliday, Cynthia, 39       |
| Baumann, Heidi, 115           | Combs, James, 5, 13, 26, 57          | Foege, J. Nils, 37             | Hamadi, Hanadi, 96          |
| Baur, John, 29                | Conklin, Thomas, 44                  | Ford, Eric, 85                 | Hammon, Shelia, 75          |
| Bendickson, Joshua, 38, 46    | Connelly, Brian, 7, 101              | Ford, Robert C., 38, 106       | Han, Karen, 103             |
| Bennett, Andrew, 6, 53, 76    | Cook, Ryan, 33                       | Ford-Eickhoff, Karen, 5, 96    | Han, Seonghee, 101          |
| Bennett, Rebecca, 29          | Cooke, Donna, 74                     | Forray, Jeanie, 48             | Hancock, Julie, 25, 113     |
| Berka, Gregory, 52            | Cooper, Danielle, 25                 | Fretwell, Cherie, 29           | Hanna, Andrew, 12           |
| Berns, John, 89               | Cortes, Felipe, 31                   | Fried, Yitzhak, 82             | Harms, Peter D, 40          |
| Bérubé, Nicole, 40            | Cortes Mejia, Sebastian, 47, 58, 103 | Fuad, Mohammad, 111            | Harris, Brad, 7, 59         |
| Bhussar, Manjot, 104          | Costas, Jana, 99                     | Fuller, Bryan, 13, 55          | Harris, John, 50            |
| Bigelow, Bailey, 29           | Cox, Kevin, 53, 116                  | Fulton, Richard, 77            | Harris, Keith, 33           |
| Black, Janice, 92             | Crawford, Wayne, 80, 97              | Gajendran, Ravi, 80            | Harris, Todd, 27            |
| Blahusova, Anezka, 64         | Crook, T. Russell, 5, 57             | Galdino, Katia, 100            | Harrolle, Michelle, 33, 122 |
| Blair, Carrie, 36, 53         | Croom, Randall, 47                   | Gallagher, Vickie, 21          | Hartman, Nathan, 44         |
| Blum, Terry, 103              | Crowe, Remle, 82                     | Gangadharan, Ashwini, 41       | Harvey, Paul, 6, 59         |
| Boncoeur, Dorian, 101         | Cruz, Kevin, 21                      | Gangloff, K. Ashley, 76, 98    | Haun, Courtney, 75, 96      |
| Bosco, Frank, 45              | Cullen-Lester, Kristin, 90           | Gao, Zhonghua, 28              | Hayes, Tyson, 114           |
| Botsford, Whitney, 58         | Cunningham, Quinn, 29                | Gardner, William, 6, 57        | He, Mengying, 85            |
| W. Matthew Bowler, 7, 13      | D'Oria, Laura, 65, 99                | Gaur, Ajai, 111                | Heames, Joyce, 5, 13        |
| Boyd, Brian, 6, 72            | Dadanlar, Hazel, 89                  | Gavin, Mark, 5, 6, 7, 22       | Hearld, Kristine Ria, 24    |
| Braddy, Phillip, 90           | Daniels, Shanna, 51                  |                                | Heggstad, Eric, 59, 91      |
| Bradley, Bret, 102            | Darden, Tanja, 79                    |                                | Henley, Amy, 6              |
| Brant, Katarina, 30           | Dasborough, Marie, 28                |                                | Herrmann, Pol, 31           |
| Brazeal, Deborah, 78          | Daspit, Josh, 31, 99                 |                                | Hersel, Matt, 74            |



Hill, Aaron, 5, 13, 71, 88  
 Ho, Foo Nin, 75  
 Hochwarter, Wayne, 50  
 Holmes, Jeanne J., 51  
 Holmes, R. Michael, 74  
 Holt, Daniel, 81  
 Horn, Dewaynna, 113  
 Howard, David, 52  
 Howard, Matt C., 58  
 Howe, Michael, 47, 58  
 Huang, Chin-wei, 75  
 Huang, Jason, 86  
 Hudyama, Christopher, 37  
 Huerta, Timothy, 85  
 Humphrey, Ronald, 41  
 Icenogle, Marjorie, 75  
 Jackson, Mary, 90  
 James, Matrecia, 120  
 Jaskiewicz, Peter, 26, 60  
 Jennings, Jennifer, 92  
 Jex, Steve, 21  
 Johnson, C. Douglas, 76  
 Johnson, Paul, 103  
 Johnson, Russell, 80  
 Joo, Min-Kyu, 28, 78  
 Jordan, Samantha, 113  
 Judge, William, 38  
 Kacmar, Micki, 6, 8, 14, 66, 67  
 Kang, Tong Hyouk, 61  
 Karriker, Joy, 2, 4, 10, 15, 17, 18, 19, 36, 44, 54, 68, 69, 117, 118, 122  
 Katell, Leah, 36  
 Kefallonitis, Efstathios, 32  
 Kepes, Sven, 45  
 Kessler, Stacey, 21, 47, 82  
 Kidwell, Roland, 116  
 Kiffin-Petersen, Sandra, 30  
 Kim, Jaemin, 49  
 Kim, Kowoon, 39  
 Kim, Phil, 61  
 Kim, Yun Chung, 114  
 KImakwa, Sarah, 77  
 Kindy, Mark S, 53  
 Kiss, Andreea, 31  
 Kizildag, Murat, 75  
 Kleffner, Anne, 39  
 Klein, Klemens, 111  
 Klimchak, Malayka, 35  
 Kloepfer, Kathryn, 80  
 Klumper, Don, 1, 6, 7, 11, 20, 70, 91, 119  
 Koopman, Joel, 5  
 Koseoglu, Gamze, 103  
 Kotik, Jan, 115  
 Kraft, Ellen, 49  
 Krajcevska, Alexandra, 21  
 Kusch, Andrea, 99  
 Ladge, Jamie, 92  
 Laginess, Andrew, 79  
 Laird, Mary Dana, 59  
 Lakshman, C., 35  
 Lambert, Jason, 89  
 Lamont, Bruce, 74, 88, 100  
 Landay, Karen, 5, 40  
 Lanier, Patricia, 13, 44, 57, 71  
 Lanivich, Steve, 38, 53  
 Lawong, Diane, 50  
 Lee, Jeong-Yeon, 78  
 Lemoine, James, 6, 63, 103  
 Lerman, Michael, 42, 56  
 LeVan, Ben, 81  
 Lewis, Alexander, 100, 112  
 Li, Mingxiang, 61  
 Li, Qian, 41  
 Li, Shaobing, 115  
 Liguori, Eric, 46  
 Little, Laura, 7  
 Liu, Jing, 31  
 Liu, Yonghong, 28  
 Locklear, Lauren, 29  
 Loignon, Andrew, 63, 121  
 Loncarich, Holly, 59  
 Lorinkova, Natalia, 103  
 Lortie, Jason, 116  
 Loughry, Misty L., 63, 106  
 Lovett, Matt, 55, 97  
 Lovett, Myra  
 Lowe, Kevin, 9, 85, 93  
 Lowman, Graham, 86, 100  
 Lu, Hao, 39  
 Lubojacky, Connor, 104  
 Lux, Sean, 6  
 MacAulay, Doreen, 33  
 MacKenzie, William I., 35  
 Mackey, Jeremy, 82, 102  
 Madanoglu, Melih, 75, 103  
 Madden, Laura, 27, 36  
 Madden, Timothy, 5, 27, 57  
 Mahafza, Zachary, 96  
 Maher, Liam, 5, 51, 63, 90  
 Mallon, Mark, 38, 49  
 Manegold, Jennifer, 25  
 Manor, Kfir, 74  
 Markarevich, Alex, 111  
 Markowski, Edward, 38  
 Marler, Laura, 5, 55, 116  
 Marshall, David, 103, 116  
 Marshburn, Christopher K, 27  
 Martin, Timothy, 96  
 Martinez, Luis  
 Martinko, Mark, 6, 106  
 Martynov, Aleksey, 77  
 Marvel, Matt, 38  
 Massaro, Sebastiano, 114  
 Matthews, Samuel, 102  
 Mattson, Thomas, 63  
 McAllister, Charn, 50, 64, 82  
 McCaughey, Deirdre, 24  
 McCauley, Pamela, 84  
 McDaniel, Michael, 45  
 McGhan, Gwen, 24  
 McIntyre, Nancy, 90  
 McKelvie, Alexander, 42  
 McKenny, Aaron, 73  
 McLain, David, 32  
 McLarty, Benjamin, 102  
 McLeod, Mike, 81  
 McManus, Brandi, 102  
 Medina, Michele, 25, 92  
 Melnyk, Steven, 85  
 Mercer, Ian, 115  
 Mesdaghinia, Salar, 39, 52  
 Metcalf, Emma, 120  
 Mete, Ipek, 114  
 Meurs, James, 21, 64  
 Meuser, Jeremy, 94  
 Miao, Chao, 41  
 Michael, Joan, 47  
 Michalak, Rebecca, 30  
 Michel, Eric, 64  
 Miles, Angela, 120  
 Miller, Brian, 91  
 Miller, Carliss, 62  
 Miller, Douglas, 49  
 Mills, Maura J., 40  
 Milosevic, Ivana, 26  
 Miranda, Gerardo, 41  
 Mital, Amita, 111  
 Mitchell, Marie, 7  
 Mitra, Arjun, 52, 62  
 Mmbaga, Nick, 42, 92  
 Moeini Gharagozloo, M. Mahdi, 53  
 Molina Sieiro, Gonzalo, 100  
 Moore, Curt, 81  
 Mortal, Sandra, 101  
 Mosley, Donald, 46  
 Mourino-Ruiz, Edwin, 84  
 Mui, Rachel, 88  
 Mujtaba, Bahaudin, 74  
 Muldoon, Jeffrey, 46, 102  
 Mullarkey, Matthew, 87  
 Munyon, Timothy, 13, 27, 42, 50, 107  
 Muslin, Ivan, 35  
 Nadavulakere, Shiva, 39  
 Nassiff, Edwin, 84  
 Navis, Chad, 60  
 Nelson, Millicent, 87, 120  
 Netz, Joakim, 98  
 Newbury, William, 39  
 Newman, Christine, 101  
 Ni, John, 85  
 Nielubowicz, Dan, 91  
 Ning, Wei, 35  
 Noack, Dave, 49  
 Nueesch, Stephan, 37  
 O'Connor, Stephen, 95  
 Odom, Dustin, 31, 53  
 Oh, Won-Yong, 39  
 Ohland, Matthew, 63  
 Oliver, Richard, 92  
 Oner, Nurettin, 96  
 Ostermeier, Kathryn, 25  
 Ozdemir, Ozgur, 75  
 Ozgen-Novelli, Sibel, 79  
 Pacheco, Desiree, 60  
 Paczkowski, William, 37  
 Pahng, Phoebe, 47, 58, 114  
 Paris, Lori, 92  
 Parola, Heather, 37  
 Patidar, Nitish, 24  
 Paustian-Underdahl, Samantha, 30  
 Payne, G. Tyge, 81  
 Pecchia, Leandro, 114  
 Perrault, Elise, 26  
 Perrewé, Pamela, 21, 51, 82  
 Perry, Sara, 103, 58  
 Pervez, Adam, 100  
 Peterson, Lori, 24  
 Peterson, Tim O., 44  
 Petricevic, Olga, 42  
 Pfarrer, Michael, 99  
 Philip, Jestine, 35, 113  
 Pindek, Shani, 21, 82  
 Pollack, Jeffrey, 7, 13, 108  
 Ponnappalli, Ajay, 39, 51  
 Porter, Tracy, 21  
 Posey, Clay, 29  
 Powell, E. Erin, 91  
 Powell, Gary, 113  
 Prakash, Rajshree, 26  
 Purnell, Justin, 96  
 Qian, Shanshan, 41  
 Qian, Xiaoye, 41  
 Qu, Yuanmei, 28, 40  
 Quinn Trank, Christine, 48  
 Quttainah, Majdi, 37  
 Ramachandran, Indu, 31  
 Ranft, Annette, 99  
 Rathert, Cheryl, 24  
 Ravi, Rahul, 26  
 Rawat, Anushri, 39  
 Reddy, Rama, 61  
 Reger, Rhonda, 99  
 Reid, Shane, 73, 65  
 Ricci, Peter, 103  
 Rice, Darryl, 51  
 Richardson, Hettie, 43  
 Ritchie, William, 85

Roach, John, 59	Shalley, Christina, 5	Tillman, C. Justice, 51	Wheeler, Tony, 6
Robin, Jennifer, 115	Shanock, Linda, 59, 91	Todorova, Gergana, 28	Wilkerson, James, 81
Robinson, Ashley, 114	Shapiro, Debra, 52	Tribble, Lori, 5, 84	Williams, Ethlyn, 80
Robinson, Sandra, 29	Shaver, Kelly, 26, 36, 53	Tripathy, Shovna, 26	Williams, Jaime, 89
Rodell, Jennifer, 7	Sheats, Lewis, 108	Tupper, Christina, 49	Williams, Jessica Hillman, 24
Roehling, Mark, 86	Short, Jeremy, 65, 73	Turban, Daniel, 79, 101	Williams, Larry, 12, 110
Rosen, Christopher, 80, 97	Siever, Joshua, 47	Uhl-Bien, Mary, 103	Williams, Michele, 91
Ross, Roxanne, 97	Sigdyal, Pratigya, 92	Unger, Cai, 46	Witt, Alan, 28
Rossi, Ana Maria, 21	Silvera, Geoffrey, 85, 96	Upson, John, 81	Witt, David, 116
Rousseau, Horacio, 60	Silveri, Sabatino, 101	Valcea, Sorin, 21	Woehr, David, 6, 52, 63, 121
Rua, Tuvana, 78	Simmering, Marcia, 55, 97	van Esch, Chantal, 5, 94	Woods, Juanita, 80
Rubenstein, Alex, 86	Simon, Lauren, 80	Vandenberg, Robert, 95	Woznyj, Haley, 52, 91, 97
Ruggs, Enrica N, 27	Sin, Hock-Peng, 51	Vardaman, James, 78, 90	Wu, Jinpei, 32
Ruiz, Michelle, 24	Singh, Kulraj, 5	Varma, Virajanand, 25	Xu, Lei, 5
Russell, Zachary, 80	Sledge, Sally, 120	Vinaik, Rubal, 104	Xu, Ning, 63
Rutherford, Matt, 7	Smith, Anne, 56, 107	Viswesvaran, Chockalingam, 79	Yan, Justin, 42
Sanderson, Ian J., 74	Smith, Pamela, 21	Waddingham, Jacob, 26	Yoho, Keenan, 38
Sauerwald, Steve, 62	Smulowitz, Stephen, 60, 88	Waldron, Theodore, 60	York, Jeff, 60
Sauley, Kerry, 102	Solomon, Shelby, 38, 46	Walker, H. Jack, 7	Young, Nicole, 62
Sawant, Rajeev, 31	Spaulding, Aaron, 96	Wang, Chen, 39, 51	Yu, Jia, 28
Scandura, Terri, 13, 84	Spector, Paul, 21, 57, 82	Wang, Cynthia, 115	Zachary, Miles, 60, 73
Schaffer, Bryan, 25	Spivack, April, 42	Wang, Siting, 91	Zagenczyk, Thomas, 91
Scheibe, Kevin, 47	Srivastava, Saurabh, 92	Wang, Yingchun, 58	Zahra, Shaker A., 106
Schriber, Svante, 98	Steele, Clarissa, 79	Ward, A.K., 35	Zajac, Edward, 111
Schriesheim, Chester, 28	Sterling, Christopher, 90	Washington, Alexis, 40	Zare, Mortaza, 80
Schurer Lambert, Lisa, 79, 107, 149	Stone, Christopher, 98	Webster, Brian, 90	Zengul, Ferhat, 96
Schwarte, Ying, 88	Stone, Jennifer, 98	Weech-Maldonado, Robert, 24	Zhang, John, 89
Scott, Cliff, 59	Sullivan, Sherry, 106	Wei, Hongguo, 115	Zhang, Lei, 111
Scott, Kristin, 91	Summers, James, 47	Weinberg, Frankie, 5, 84	Zhao, Chen, 28
Searcy, Deborah, 65	Sundaramurthy, Chamu, 61	Weinhardt, Justin, 42	Zhao, Mei, 96
Seers, Anson, 106	Sutton, Trey, 63, 74, 100	Weinzimmer, Laurence, 49, 64	Zhao, Wie, 112
Seitz, Stephanie, 5	Tabor, William, 104, 116	Welbourne, Jennifer, 41	Zhong, Bijuan, 31
Semrau, Thorsten, 111	Tarpey, Richard, 87, 120	Wells, Janelle, 33	Zorn, Michelle, 5, 104, 111
Serban, Andra, 36, 114	Taylor, Vicky, 76	Wesley, Curtis, 77	Zubac, Angelina, 104
Sexton, Jennifer, 7	Tesluk, Paul, 63	Wesslen, Ryan, 97	
Sexton, S. Michael, 25	Tesoriero, Robert, 36		
Shaffer, Amanda, 79	Thomas, Jane, 121		
	Thompson, Isaac, 47		

## PARTICIPANT CONTACT INFORMATION INDEX

Abebe, Michael, University of Texas-Rio Grande Valley,  
michael.abebe@utrgv.edu

Adams, Garry, Auburn University, adamsgl@auburn.edu

Adler, Terry, New Mexico State University, tadler@nmsu.edu

Aime, Federico, Oklahoma State University, aime@okstate.edu

Akbulut, Yusuf, Old Dominion University, yakbu002@odu.edu

Akinlade, Dayo, Saint Xavier University, akinlade@sxu.edu

Albers, Sascha, University of Antwerp, Sascha.Albers@uantwerpen.be

Albright, Gay, University of Missouri-Columbia,  
albrightj@missouri.edu

Allen, David, Texas Christian University, david.allen@tcu.edu

Allen, Rikert, The University of the West Indies,  
rickertallen@hotmail.com

Almaraz, Jeanne, California State Polytechnic University, Pomona,  
jaalmaraz@cpp.edu

Andel, Stephanie, University of South Florida, sandel@mail.usf.edu

Anglin, Aaron, Texas Christian University, anglin@tcu.edu

Anthony, Erica, Morgan State University, erica.anthony@morgan.edu

Arnold, John, Florida State University, johndarnold@gmail.com

Aronson, Olivia, Texas Tech University, Olivia.Aronson@ttu.edu

Arvan, Maryana, University of South Florida,  
msheroiansan@mail.usf.edu

Ashkanasy, Neal, University of Queensland, n.ashkanasy@uq.edu.au

Attila, Hertelendy, George Washington University,  
ahertelendy@email.gwu.edu

Aytug, Zeynep, California State Polytechnic University, Pomona,  
zaytug@cpp.edu

Badawy, Rebecca, Youngstown State University, rbadawy@ysu.edu

Bajaba, Saleh, King Abdulaziz University, sbajaba@gmail.com

Baker, LaKami, Auburn University, lbaker@auburn.edu

Bala, Ravi, University of Texas Rio Grande Valley,  
ravi.bala01@utrgv.edu

Banks, George, UNC-Charlotte, gbanks3@uncc.edu

Baran, Benjamin, Cleveland State University, b.e.baran@csuohio.edu

Barnes, Matthew, University of Alabama-Birmingham,  
barnes13@uab.edu

Bass, Erin, University of Nebraska Omaha,  
andreaerinbass@gmail.com

Bauman, Antonina, Emporia State University, abauman@emporia.edu

Baumann, Heidi, Badley University, hbaumann@bradley.edu

Baur, John, University of Nevada, Las Vegas, john.baur@unlv.edu

Bendickson, Joshua, University of Louisiana-Lafayette,  
josh.bendickson@gmail.com

Bennett, Andrew, Old Dominion University, aabennet@odu.edu

Bennett, Rebecca, University of Central Florida,  
Rebecca.Bennett@ucf.edu

Berka, Gregory, Queens University-Charlotte, berkag@queens.edu

Berns, John, The University of Mississippi, jberns@bus.olemiss.edu

Bérubé, Nicole, Royal Military College of Canada,  
nicole.berube@rmc.ca

Bhussar, Manjot, Auburn University, msb0021@tigermail.auburn.edu

Bigelow, Bailey, University of Central Florida,  
bailey.bigelow@ucf.edu

Black, Janice, Coastal Carolina University, janblack@coastal.edu

Blahusova, Anezka, Bradley University, blahusovaanezka@gmail.com

Blair, Carrie, College of Charleston, messalc@cofc.edu

Blum, Terry, Georgia Institute of Technology,  
terry.blum@ile.gatech.edu

Boncoeur, Dorian, UT Dallas, dorian.boncoeur@utdallas.edu

Bosco, Frank, Virginia Commonwealth University, fabosco@vcu.edu

Botsford, Whitney, University of Houston-Downtown,  
morganw@uhd.edu

Bowler, W. Matthew, Oklahoma State University,  
matt.bowler@okstate.edu

Boyd, Brian, City University of Hong Kong, bkboyd@cityu.edu.hk

Braddy, Phillip, Center for Creative Leadership, braddyp@ccl.org

Bradley, Bret, University of Oklahoma, bret-bradley@ou.edu

Brant, Katarina, Florida Atlantic University, kknutsen2013@fau.edu

Brazeal, Deborah, California State Polytechnic University, Pomona,  
dbrazeal@cpp.edu

Breske, Shannon, University of Missouri, breskes@missouri.edu

Bresser, Rudi, Free University of Berlin, rudi.bresser@fu-berlin.de

Brouer, Robyn, Canisius College, robyn.brouer@canisius.edu

Buckley, M. Ronald, University of Oklahoma, mbuckley@ou.edu

Burrows, Sarah, Concordia University, sarah\_aburrows@hotmail.com

Busenbark, John, University of Georgia, john.busenbark@uga.edu

Capitano, Johnna, West Chester University, jcapitano@wcupa.edu

Carnes, Andrew, Western Carolina University,  
amcarnes@email.wcu.edu

Carnevale, Joel, Syracuse University, jbc0033@auburn.edu

Carr, Jon, North Carolina State University, jccarr@ncsu.edu

Carson, Jack, Auburn University, jec0065@tigermail.auburn.edu

Carsten, Melissa, Winthrop University, carstenm@winthrop.edu

Cash, Rebecca, National Registry of EMTs, rcash@nremt.org

Castaldo, Rossana, University of Warwick, r.castaldo@warwick.ac.uk

Castille, Christopher, Rutgers – New Brunswick,  
chris\_castille@me.com

Castro, Stephanie, Florida Atlantic University, scastro@fau.edu

Castrogiovanni, Gary, Florida Atlantic University, castrogi@fau.edu

Cavazos, David, James Madison University, cavazode@jmu.edu

Cha, Wonsuk, Southern Connecticut State University,  
chaw1@southernct.edu

Chakrabarty, Subrata, University of Texas-El Paso,  
chakrabarty@gmail.com

Chandler, Jeffrey, Texas Tech University, jeff.chandler@ttu.edu

Chen, Victor, University of North Texas, VictorChen2@my.unt.edu

Childs, Jared, North Carolina State University, jmchilds@ncsu.edu

Chowdhury, Sanjib, Eastern Michigan University,  
schowdhur@emich.edu

Chrisman, James, Mississippi State University,  
jchrisman@business.msstate.edu

Clarkson, Gavin, New Mexico State University, clarkson@nmsu.edu

Claw Nez, Carma, New Mexico State University,  
carmanez@nmsu.edu

Cogliser, Claudia, Texas Tech University, claudia.cogliser@ttu.edu

Cogswell, Joshua, University of South Alabama,  
jec1424@jagmail.southalabama.edu

Collins, Jennifer, Florida A&M University, jennifer.bowers@famc.edu

Combs, James, University of Central Florida, James.Combs@ucf.edu

Conklin, Thomas, Georgia State University,  
thomas.conklin76@gmail.com

Connelly, Brian, Auburn University, bconnelly@auburn.edu

Cook, Ryan, Tampa Bay Lightning, rcook@amaliearena.com

Cooke, Donna, Florida Atlantic University, cooke@fau.edu

Cooper, Danielle, University of North Texas, danielle.cooper@unt.edu

Cortes, Felipe, Iowa State University, afco@iastate.edu

Cortes Mejia, Sebastian, Iowa State University, sebas3cm@iastate.edu

Costas, Jana, Europa-Universität Viadrina, costas@europa-uni.de

Cox, Kevin, Florida Atlantic University, kcox24@fau.edu

Crawford, Wayne, University of Texas-Arlington,  
wayne.crawford@uta.edu

Cook, T. Russell, University of Tennessee-Knoxville, tcrook@utk.edu

Croom, Randall, Stetson University, rcroom@stetson.edu

Crowe, Remle, National Registry of EMTs, rcrowe@nremt.org

Cruz, Kevin, University of Richmond, kevinscruz@yahoo.com

Cullen-Lester, Kristin, University of Houston, klcullen-lester@uh.edu

Cunningham, Quinn, Rider University, qcunningham@rider.edu

D'Oria, Laura, Iowa State University, Idoria@iastate.edu

Dadanlar, Hazel, University of Texas-Rio Grande Valley,  
husne.dadanlar01@utrgv.edu

Daniels, Shanna, Florida State University, srdaniels@business.fsu.edu

Darden, Tanja, Georgia State University, tdarden6@gsu.edu

Dasborough, Marie, University of Miami,  
mdasborough@bus.miami.edu

Daspit, Josh, Mississippi State University, josh.daspit@msstate.edu

Davey, Kim, Samford University, kdavey@samford.edu

Davis, Daniel, UNC-Charlotte, ddavi132@unc.edu

Davis, Justin, University of West Florida, davis@uwf.edu

Davis, Shelley, Troy University, sadavis@troy.edu

Davis, Walter, University of Mississippi, wdavis@bus.olemiss.edu

Dawley, David, West Virginia University,  
David.Dawley@mail.wvu.edu

DeBode, Jason, Missouri St. University,  
jasondebode@missouristate.edu

Debicki, Bart, Towson University, bdebicki@towson.edu

Deephouse, David, University of Alberta, davidd@ualberta.ca

DeMarie, Sam, Iowa State University, demarie@iastate.edu

Deng, Yingli, yingli.deng10@okstate.edu

Denney, Dina, New Mexico State University, ddenney@nmsu.edu

Devine, Richard, Florida State University, rad13d@my.fsu.edu

Dhaenens, Andrew, Mississippi State University, ajd341@msstate.edu

Dietl, Erik, Hohenheim University, erik.dietl@uni-hohenheim.de

Dimotakis, Nikolaos, Georgia State University, ndimotakis@gsu.edu

Djurdjevic, Emilija, University of Rhode Island, edjurdjevic@uri.edu

Douglas Fernandez, Whitney, San Diego State University,  
wfernandez@mail.sdsu.edu

Dulebohn, James, Michigan State University, dulebohn@msu.edu

Dunn, Alexandra, University of Mary Washington,  
alexandra.dunn3@gmail.com

Eddleston, Kimberly, Northeastern University, k.eddleston@neu.edu

Edwards, Bryan, Oklahoma State University,  
bryan.edwards@okstate.edu

Eisenberger, Robert, University of Houston, reisenberger2@uh.edu

Ellen, B. Parker, Northeastern University, p.ellen@northeastern.edu

Ellis, Kimberly, Florida Atlantic University, kellis15@fau.edu

Erwin, Cathleen, Auburn University, coe0001@auburn.edu

Evert, Robert, United States Air Force Academy,  
robert.evert@gmail.com

Fabian, Frances, The University of Memphis, ffabian@memphis.edu

Faifman, Leon, Florida Atlantic University, lfaifman2013@fau.edu

Fainshmidt, Stav, Florida International University, sfainshm@fiu.edu

Ferris, Gerald, Florida State University, gferris@business.fsu.edu

Field, James, West Virginia University, j.g.field@hotmail.com

Finney, Treana, University of South Alabama,  
tgillespie@southalabama.edu

Fletcher, Keaton, University of South Florida, fletcherk@mail.usf.edu

Flynn, Brian, University of North Florida, brian.flynn@unf.edu

Foege, J. Nils, University of Muenster, nils.foege@wiwi.uni-muenster.de

Ford, Eric, Johns Hopkins University, ewford@gmail.com

Ford, Robert C., Rollins College, rford@rollins.edu

Ford-Eickhoff, Karen, UNC-Charlotte, Karen.Ford-Eickhoff@unc.edu

Forray, Jeanie, Western New England University, jforray@wne.edu

Fretwell, Cherie, Troy University, cfret@troy.edu

Fried, Yitzhak, Texas Tech University, yitzhak.fried@ttu.edu

Fuad, Mohammad, Indian Institute of Management,  
fuad10@gmail.com

Fuller, Bryan, Louisiana Tech University, bfuller@latech.edu

Fulton, Richard, Troy Univrsity, rfulton33574@troy.edu

Gajendran, Ravi, Florida International University,  
dr.ravigajendran@gmail.com

Galdino, Katia, Florida State University, kdg15c@my.fsu.edu

Gallagher, Vickie, Cleveland State University,  
v.c.gallagher@csuohio.edu

Gangadharan, Ashwini, Kutztown University-Pennsylvania,  
gangadharan@kutztown.edu

Gangloff, K. Ashley, University of Missouri, gangloffk@missouri.edu

Gao, Zhonghua, Capital University of Economics and Business,  
gzhruc@gmail.com

Gardner, William, Texas Tech University, William.gardner@ttu.edu

Gaur, Ajai, Rutgers Business School-Newark,  
gaur@business.rutgers.edu

Gavin, Mark, West Virginia University, Mark.Gavin@mail.wvu.edu

Gazica, Michele, Embry-Riddle Aeronautical University,  
Michele.Gazica@erau.edu

Ghehremani, Hamed, SUNY-University at Buffalo,  
hamedgha@buffalo.edu

Gill, Grandon, University of South Florida, grandon@usf.edu

Gillis, William, University of South Alabama,  
gillis@southalabama.edu

Gilson, Lucy, University of Connecticut, lgilson@uconn.edu

Goldberg, Caren, Bowie State University, caren.goldberg@yahoo.com

Golden, Timothy, Rensselaer Polytechnic Institute, goldent@rpi.edu

González, Carlos, California State Polytechnic University, Pomona,  
cbgonzalez@cpp.edu

Gonzalez, Claudia, NIH, clau.p.gonzal@gmail.com

Gonzalez, Katerina, Baruch College,  
katerina.gonzalez@baruch.cuny.edu

Goo, Wongun, Indiana University East, wgoo@iu.edu

Goodman, Jodi, West Virginia University,  
Jodi.goodman@mail.wvu.edu

Gooty, Janaki, UNC-Charlotte, jgooty@unc.edu

Gorman, C. Allen, East Tennessee State University,  
gormanc@etsu.edu

Graffin, Scott, University of Georgia, sgraffin@uga.edu

Greco, Lindsey, Oklahoma State University,  
lindsey.greco@okstate.edu

Green, Kim, University of West Georgia, kgreen@westga.edu

Greenbaum, Rebecca, Oklahoma State University,  
rebecca.greenbaum@okstate.edu

Grenier, Kelcie, UNC-Charlotte, kgrenier@unc.edu

Griffin, Mark, University of Western Australia,  
mark.griffin@uwa.edu.au

Griffith, Jakari, Bridgewater State University,  
jakari.griffith@bridgew.edu

Gullifor, Daniel, Texas Tech University, daniel.gullifor@ttu.edu

Guo, Wenjuan, Wenjuan.Guo@unt.edu

Gupta, Shivani, Saint Louis University, shivanigupta@slu.edu

Gupta, Vishal, vgupta@bus.olemiss.edu

Haber, Julita, Fordham University, jhaber7@fordham.edu

Hackney, Kaylee, Baylor University, kjhackney7@gmail.com

Hall, Alison, Agnes Scott College, ahall@agnesscott.edu

Hall, Kelly, krhall@stetson.edu

Hall, Wolfgang, ESRI, whall@esri.com

Halliday, Cynthia, Florida International University, chall061@fiu.edu

Hamadi, Hanadi, University of North Florida, h.hamadi@unf.edu

Hammon, Shelia, Athens State University, diannhammon@gmail.com

Han, Karen, Ball State University, jhan@bsu.edu

Han, Seonghee, Frostburg State University, seonghee.han@gmail.com

Hancock, Julie, University of North Texas, julie.hancock@unt.edu

Hanna, Andrew, University of Nebraska-Lincoln,  
andrew.a.hanna@huskers.unl.edu

Harms, Peter D., University of Alabama, pdharms@cba.ua.edu

Harris, Brad, Texas Christian University, brad.harris@tcu.edu

Harris, John, Georgia Southern University,  
jharris@georgiasouthern.edu

Harris, Keith, Tampa Bay Lightning, KHarris@amaliearena.com

Harris, Todd, Bridgewater State University, T3Harris@Bridgew.Edu

Harrolle, Michelle, University of South Florida,  
mharrolle@mail.usf.edu

Hartman, Nathan, Illinois State University, nathan.hartman@ilstu.edu

Harvey, Paul, University of New Hampshire, Paul.Harvey@unh.edu  
Haun, Courtney, Auburn University, cnh0028@auburn.edu  
Hayes, Tyson, University of Warwick, Tyson.Hayes@wbs.ac.uk  
He, Mengying, Texas A&M-San Antonio, Mengying.He@tamusa.edu  
Heames, Joyce, Berry College, jheames@berry.edu  
Hearld, Kristine Ria, University of Alabama-Birmingham, khearld@uab.edu  
Heggestad, Eric, UNC-Charlotte, edhegges@unc.edu  
Henley, Amy, Kennesaw State University, ahenley5@kennesaw.edu  
Herrmann, Pol, Iowa State University, pol@iastate.edu  
Hersel, Matt, Auburn University, mhersel@gmail.com  
Hill, Aaron, Oklahoma State University, aaron.hill@okstate.edu  
Ho, Foo Nin, San Francisco State University, fho@sfsu.edu  
Hochwarter, Wayne, Florida State University, whochwar@business.fsu.edu  
Holmes, Jeanne J., North Carolina A & T State University, jjholmes@ncat.edu  
Holmes, R. Michael, Florida State University, mholmes@fsu.edu  
Holt, Daniel, Mississippi State University, daniel.holt@msstate.edu  
Horn, Dewaynna, Texas Woman's University, dhorn@twu.edu  
Howard, David, University of South Florida, davidhoward@mail.usf.edu  
Howard, Matt C., University of South Alabama, mhoward@southalabama.edu  
Howe, Michael, Iowa State University, howe@iastate.edu  
Huang, Chin-wei, Kainan University, davy641126@yahoo.com.tw  
Huang, Jason, Michigan State University, huanglg@msu.edu  
Hudyma, Christopher, University of Muenster, christopher.hudyma@wiwi.uni-muenster.de  
Huerta, Timothy, Ohio State University, timothy.huerta@osumc.edu  
Humphrey, Ronald, Lancaster University Management School, r.humphrey@lancaster.ac.uk  
Icenogle, Marjorie, University of South Alabama, micenogle@southalabama.edu  
Jackson, Mary, Stetson University, mjackson1@stetson.edu  
James, Matrecia, St Bonaventure University, mjames@sbu.edu  
Jaskiewicz, Peter, University of Ottawa, peter.jas@uottawa.ca  
Jennings, Jennifer, University of Alberta, jennifer.jennings@ualberta.ca  
Jex, Steve, Bowling Green State University, sjex@bgsu.edu  
Johnson, C. Douglas, Georgia Gwinnett College, cjohnson@ggc.edu  
Johnson, Paul, University of Mississippi, pjohnson@bus.olemiss.edu  
Johnson, Russell, Michigan State University, johnsonr@broad.msu.edu  
Jones, Carla, Sam Houston State University, cdjones@shsu.edu  
Joo, Min-Kyu, University of Houston, mjoo@bauer.uh.edu  
Jordan, Samantha, Florida State University, slj16@my.fsu.edu  
Judge, William, Old Dominion University, wjudge@odu.edu  
Kacmar, Micki, Texas State University, micki.kacmar@gmail.com  
Kang, Tong Hyouk, University of Memphis, tkang1@memphis.edu  
Karriker, Joy, East Carolina University, karrikerj@ecu.edu  
Katell, Leah, Virginia Commonwealth University, katellla@vcu.edu  
Kefallonitis, Efstathios, SUNY-Oswego, efstathios.kefallonitis@oswego.edu  
Kepes, Sven, Virginia Commonwealth University, skepes@vcu.edu  
Kessler, Stacey, Montclair State University  
Kidwell, Roland, Florida Atlantic University, kidwellr@fau.edu  
Kiffin-Petersen, Sandra, University of Western Australia, sandra.kiffin-petersen@uwa.edu.au  
Kim, Jaemin, Stockton University, jaemin.kim@stockton.edu  
Kim, Kwoon, Florida International University, kkim021@fiu.edu  
Kim, Phil, Babson College, pkim1@babson.edu  
Kim, Yun Chung, Oklahoma State University, yunck@okstate.edu  
Kimakwa, Sarah, University of Texas-Rio Grande Valley, sarah.kimakwa01@utrgv.edu  
Kindy, Mark S., University of South Florida, kindym@health.usf.edu  
Kiss, Andreea, Iowa State University, akiss@iastate.edu  
Kizildag, Murat, University of Central Florida, murat.kizildag@ucf.edu  
Kleffner, Anne, University of Calgary, anne.kleffner@haskayne.ucalgary.ca  
Klein, Klemens, University of Cologne, klemens.klein@wiso.uni-koeln.de  
Klimchak, Malayka, Winthrop University, klimchakm@winthrop.edu  
Kloepfer, Kathryn, Florida Atlantic University, kkloepfer2016@fau.edu  
Kluemper, Don, University of Illinois-Chicago, kluemper@uic.edu  
Koopman, Joel, University of Cincinnati, joel.koopman@uc.edu  
Koseoglu, Gamze, University of Melbourne, gamze.koseoglu@unimelb.edu.au  
Kotik, Jan, Bradley University, jkotik@mail.bradley.edu  
Kraft, Ellen, Stockton University, ellen.kraft@stockton.edu  
Krajcevska, Alexandra, University of South Florida, krajcevska@mail.usf.edu  
Kusch, Andrea, Edited, kusch.andrea@googlemail.com  
Ladge, Jamie, Northeastern University, j.ladge@neu.edu  
Laginess, Andrew, Florida International University, alagi001@fiu.edu  
Laird, Mary Dana, University of Tulsa, mary-laird@utulsa.edu  
Lakshman, C, University of Texas Rio Grande Valley, lakshman.chandrashekar@utrgv.edu  
Lambert, Jason, Texas Woman's University, jlambertphd@gmail.com  
Lamont, Bruce, Florida State University, blamont@business.fsu.edu  
Landay, Karen, University of Alabama-Tuscaloosa, karenmichellelanday@gmail.com  
Lanier, Patricia, University of Louisiana-Lafayette, planier@louisiana.edu  
Lanivich, Steve, Old Dominion University, SELanivi@ODU.edu  
Lawong, Diane, Florida State University, danielawong@yahoo.fr  
Lee, Jeong-Yeon, Seoul National University, jaytalks@snu.ac.kr  
Lemoine, G. James, SUNY-University at Buffalo  
Lerman, Michael, University of Tennessee-Knoxville, mlerman@vols.utk.edu  
LeVan, Ben, Charleston Southern University, klevan@csuniv.edu  
Lewis, Alexander, University of Texas-San Antonio, alexander.lewis@utsa.edu  
Li, Mingxiang, Florida Atlantic University, lim@fau.edu  
Li, Qian, Beijing Foreign Studies University, liq@bfsu.edu.cn  
Li, Shaobing, Miami University, lis18@miamioh.edu  
Liguori, Eric, Rowan University, ericliguori@gmail.com  
Little, Laura, University of Georgia, lmlittle@uga.edu  
Liu, Jing, Baruch College, jing.liu@baruch.cuny.edu  
Liu, Yonghong, University of North Carolina-Greensboro, y\_liu24@uncg.edu  
Locklear, Lauren, University of Central Florida, lauren.locklear@ucf.edu  
Loignon, Andrew, NEOMA Business School, andrew.loignon@neoma-bs.fr  
Loncarich, Holly, University of Arkansas, hloncari@uark.edu  
Lorinkova, Natalia, Georgetown University, nataly.lorinkova@georgetown.edu  
Lortie, Jason, University of Mississippi, jlortie@bus.olemiss.edu  
Loughry, Misty L., Rollins College, mloughry@rollins.edu  
Lovett, Matt, University of Louisiana-Monroe, lovett@ulm.edu  
Lovett, Myra, University of Louisiana-Monroe, mlovett@ulm.edu  
Lowe, Kevin, University of Auckland & University of Sydney, k.lowe@auckland.ac.nz  
Lowman, Graham, University of Alabama-Tuscaloosa, ghloman@gmail.com  
Lu, Hao, University of Calgary, hao.lu@ucalgary.ca  
Lubojacky, Connor, University of Houston, clubojacky@gmail.com  
Lux, Sean, seanluxphd@gmail.com  
MacAulay, Doreen, University of South Florida, macaulay1@usf.edu  
MacKenzie, William I., University of Alabama-Huntsville, william.mackenzie@uah.edu  
Mackey, Jeremy, Auburn University, jmackey@auburn.edu

Madanoglu, Melih, Florida Atlantic University, mmadanog@fau.edu  
Madden, Laura, East Carolina University, maddenl@ecu.edu  
Madden, Timothy, East Carolina University, maddenti16@ecu.edu  
Madison, Kincy, Mississippi State University,  
kincy.madison@msstate.edu  
Mahafza, Zachary, Auburn University,  
zbm0003@tigermail.auburn.edu  
Maher, Liam, Florida State University, Imaher@fsu.edu  
Mallon, Mark, Elon University, mallon87@gmail.com  
Manegold, Jennifer, Florida Gulf Coast University,  
jmanegold@fgcu.edu  
Manor, Kfir, College of Management Academic Studies - Israel,  
kfir.manor@novartis.com  
Markarevich, Alex, ESADE Business School,  
alex.makarevich@esade.edu  
Markowski, Edward, Old Dominion University,  
EMARKOWS@odu.edu  
Marler, Laura, Mississippi State University,  
lmarler@business.msstate.edu  
Marshall, David, University of Mississippi,  
dmarshall@bus.olemiss.edu  
Marshburn, Christopher K., UNC-Charlotte, cmarshburn1@gmail.com  
Martin, Timothy, University of North Florida, n00967492@unf.edu  
Martinez, Luis, The Innova Group,  
luis.martinez@theinnovagroup.com  
Martinko, Mark, Florida A & M University, mmartinko@cob.fsu.edu  
Martynov, Aleksey, University of Houston-Clear Lake,  
martynov@uhcl.edu  
Marvel, Matt, Ball State University, mrm Marvel@bsu.edu  
Massaro, Sebastiano, University of Warwick,  
Sebastiano.Massaro@wbs.ac.uk  
Matthews, Samuel, University of Oklahoma, sammatthews22@ou.edu  
Mattson, Thomas, University of Richmond, tmattson@richmond.edu  
Mazzei, Matt, Samford University, mmazzei@samford.edu  
McAllister, Charn, Northeastern University,  
professormcallister@gmail.com  
McCaughy, Deirdre, University of Calgary,  
deirdre.mccaughy@ucalgary.ca  
McCauley, Pamela, University of Central Florida,  
pamela.mccauley@ucf.edu  
McDaniel, Michael, Virginia Commonwealth University,  
mamcdani@vcu.edu  
McGhan, Gwen, University of Calgary, gwenmcghan@ucalgary.ca  
McIntyre, Nancy, West Virginia University,  
nancy.mcintyre@mail.wvu.edu  
McKelvie, Alexander, Syracuse University, mckelvie@syr.edu  
McKenny, Aaron, University of Central Florida,  
Aaron.McKenny@ucf.edu  
McLain, David, SUNY-Oswego, david.mclain@oswego.edu  
McLarty, Benjamin, Mississippi State University,  
ben.mclarty@msstate.edu  
McLeod, Mike, Wichita State University, mmcLeod60@gmail.com  
McManus, Brandi, University of Oklahoma, brandimcmanus@ou.edu  
Medina, Michele, Middle Tennessee State University,  
michele.medina@mtsu.edu  
Melnik, Steven, Michigan State University, melnyk@msu.edu  
Mercer, Ian, Auburn University, ism0002@tigermail.auburn.edu  
Mesdaghinia, Salar, Eastern Michigan University,  
smesdagh@emich.edu  
Metcalf, Emma, VA Medical Center-Lexington, KY,  
Emma.Metcalf@va.gov  
Mete, Ipek, Middle East Technical University, ipekmete@gmail.com  
Meurs, James, University of Calgary,  
james.meurs@haskayne.ucalgary.ca  
Meuser, Jeremy, University of Illinois, jmeuser@umich.edu  
Miao, Chao, Wilkes University, chao.miao@wilkes.edu  
Michael, Joan, North Carolina State University,  
joanjmic@bellsouth.net  
Michalak, Rebecca, PsychSafe Consulting,  
r.michalak@psychsafeconsulting.com.au  
Michel, Eric, University of Illinois-Chicago, emiche5@uic.edu  
Miles, Angela, North Carolina Central University, akmiles@ncsu.edu  
Miller, Brian, Texas State University, bkmiller@txstate.edu  
Miller, Carliss, Sam Houston State University, carliss.miller@shsu.edu  
Miller, Douglas, Virginia Commonwealth University,  
drmillar@vcu.edu  
Mills, Maura J., University of Alabama-Tuscaloosa,  
mjmills@cba.ua.edu  
Milosevic, Ivana, College of Charleston,  
ivana.a.milosevic@gmail.com  
Miranda, Gerardo, University of Texas-Rio Grande Valley,  
gerardo.miranda01@utrgv.edu  
Mital, Amita, Indian Institute of Management, amita@iiml.ac.in  
Mitchell, Marie, University of Georgia, msmithc@uga.edu  
Mittra, Arjun, University of Illinois at Chicago, amitra6@uic.edu  
Mmbaga, Nick, University of Tennessee-Knoxville,  
nmmmbaga@vols.utk.edu  
Moeini Gharagozloo, M. Mahdi, Old Dominion University,  
mmoei001@odu.edu  
Molina Sieiro, Gonzalo, Florida State University, gm16e@my.fsu.edu  
Moore, Curt, West Virginia University, Curt.Moore@mail.wvu.edu  
Mortal, Sandra, University of Memphis, scmortal@memphis.edu  
Mosley, Donald, University of South Alabama,  
dcmosley@southalabama.edu  
Mourino-Ruiz, Edwin, Rollins College, emourino@rollins.edu  
Mui, Rachel, Oklahoma State University, rachel.mui@okstate.edu  
Mujtaba, Bahaudin, Nova Southeastern University, mujtaba@nova.edu  
Muldoon, Jeffrey, Emporia State University, jmuldoon@emporia.edu  
Mullarkey, Matthew, University of South Florida,  
mmullarkey@usf.edu  
Munyon, Timothy, University of Tennessee-Knoxville,  
tmunyon@utk.edu  
Muslin, Ivan, Marshall University, muslin@marshall.edu  
Nadavulakere, Shiva, Saginaw Valley State University,  
snadavul@svsu.edu  
Nassiff, Edwin, University of Central Florida, enassiff@cs.ucf.edu  
Navis, Chad, Clemson University, chadn@clemson.edu  
Nelson, Millicent, Middle Tennessee State University,  
m.nelson@mtsu.edu  
Netz, Joakim, Stockholm University, joakim.netz@sbs.su.se  
Newbury, William, Florida International University,  
newbury@fiu.edu  
Newman, Christine, Auburn University, cmn0003@auburn.edu  
Ni, John, Miami University, nijz@miamioh.edu  
Nielubowicz, Dan, Clemson University, danielub@g.clemson.edu  
Ning, Wei, Texas A&M International University,  
weining@dusty.tamui.edu  
Noack, Dave, Weber State University, davidnoack@weber.edu  
Nueesch, Stephan, University of Muenster,  
stephan.nueesch@wiwi.uni-muenster.de  
O'Connor, Stephen, University of Alabama-Birmingham, sjo@uab.edu  
Odom, Dustin, Mississippi State University,  
dodom@business.msstate.edu  
Oh, Won-Yong, University of Calgary, won.oh@haskayne.ucalgary.ca  
Ohland, Matthew, Purdue University, ohland@purdue.edu  
Oliver, Richard, New Mexico State University, roliver@nmsu.edu  
Oner, Nurettin, University of Alabama-Birmingham/Ankara  
University, oner@uab.edu  
Ostermeier, Kathryn, University of North Texas,  
kathryn.ostermeier@unt.edu  
Ozdemir, Ozgur, University of Nevada-Las Vegas,  
ozdemiro@gmail.com  
Ozgen-Novelli, Sibel, Florida International University,  
sozgenno@fiu.edu

Pacheco, Desiree, Portland State University, pacheco@pdx.edu  
Paczkowski, William, Palm Beach State College,  
paczkoww@palmbeachstate.edu  
Pahng, Phoebe, Iowa State University, phpahng@iastate.edu  
Paris, Lori, California State University-Bakersfield, lparis@csusb.edu  
Parola, Heather, University of Evansville, hf52@evansville.edu  
Patidar, Nitish, Quinnipiac University, nitish.patidar@qu.edu  
Paustian-Underdahl, Samantha, Florida International University,  
spaustia@fiu.edu  
Payne, G. Tyge, Texas Tech University, tyge.payne@ttu.edu  
Pecchia, Leandro, University of Warwick, L.Pecchia@warwick.ac.uk  
Perrault, Elise, College of Charleston, perrault@cofc.edu  
Perrewé, Pamela, Florida State University, pperewe@fsu.edu  
Perry, Sara, Baylor University, sara\_perry@baylor.edu  
Pervez, Adam, University of Alabama-Tuscaloosa,  
ajpervez@crimson.ua.edu  
Peterson, Lori, Missouri State University,  
LTPeterson@MissouriState.edu  
Peterson, Tim O., North Dakota State University,  
tim.o.peterson@ndsu.edu  
Petricevic, Olga, University of Calgary,  
o.petricevic@haskayne.ucalgary.ca  
Pfarrer, Michael, University of Georgia, mpfarrer@uga.edu  
Philip, Jestine, University of North Texas, jestine.philip@unt.edu  
Pindek, Shani, University of Haifa, pshani@gmail.com  
Pollack, Jeffrey, North Carolina State University, jmpolla3@ncsu.edu  
Ponnappalli, Ajay, Florida International University, aponn002@fiu.edu  
Porter, Tracy, Cleveland State University, t.h.porter@csuohio.edu  
Posey, Clay, University of Central Florida, cposey@cba.ua.edu  
Powell, E. Erin, Clemson University, eepowel@clemson.edu  
Powell, Gary, University of Connecticut, gary.powell@uconn.edu  
Prakash, Rajshree, Concordia University,  
rajshree.prakash@concordia.ca  
Purnell, Justin, University of North Florida, n00948213@unf.edu  
Qian, Shanshan, Towson University, sqian@towson.edu  
Qian, Xiaoye, Sichuan University, qianxiaoyexc@gmail.com  
Qu, Yuanmei, quyuanmei@gmail.com, quyuanmei@gmail.com  
Quinn Trank, Christine, Vanderbilt University,  
chris.quinn.trank@Vanderbilt.Edu  
Quttainah, Majdi, Kuwait University, mquttainah@cba.edu.kw  
Ramachandran, Indu, Texas State University, i\_r38@txstate.edu  
Ranft, Annette, North Carolina State University, alranft@ncsu.edu  
Rathert, Cheryl, Virginia Commonwealth University,  
crathert@vcu.edu  
Ravi, Rahul, Concordia University, rahul.ravi@concordia.ca  
Rawat, Anushri, Eastern Michigan University, arawat@emich.edu  
Reddy, Rama, Indiana University-South Bend, rakreddy@iu.edu  
Reger, Rhonda, University of Missouri, regerr@missouri.edu  
Reid, Shane, University of Oklahoma, sreid@ou.edu  
Ricci, Peter, Florida Atlantic University, pricci1@fau.edu  
Rice, Darryl, Miami University Ohio, ricedb@miamioh.edu  
Richardson, Hettie, Texas Christian University, h.richardson@tcu.edu  
Ritchie, William, James Madison University, ritchiwj@jmu.edu  
Roach, John, University of South Alabama, jgroach@msn.com  
Robin, Jennifer, Bradley University, jrobin@fsmail.bradley.edu  
Robinson, Ashley, Oklahoma State University,  
ashley.robinson10@okstate.edu  
Robinson, Sandra, University of British Columbia,  
sandra.robinson@sauder.ubc.ca  
Rodell, Jennifer, University of Georgia, jrodell@uga.edu  
Roehling, Mark, Michigan State University, roehling@msu.edu  
Rosen, Christopher, University of Arkansas, crosen@uark.edu  
Ross, Roxanne, UNC-Charlotte, rross37@uncc.edu  
Rossi, Ana Maria, Clinica De Stress E Biofeedback,  
stress@ismabrazil.com.br  
Rousseau, Horacio, Florida State University,  
horaciorousseau@gmail.com  
Rua, Tuvana, Sacred Heart University, ruat@sacredhert.edu  
Rubenstein, Alex, University of Memphis, rbnstein@memphis.edu  
Ruggs, Enrica N., UNC-Charlotte, eruggs@uncc.edu  
Ruiz, Michelle, University of Houston-Victoria, ruizml@uhv.edu  
Russell, Zachary, Xavier University, russellz1@xavier.edu  
Rutherford, Matt, Oklahoma State University,  
matthew.rutherford@okstate.edu  
Sanderson, Ian J., Ramkhamhaeng University, ian.2107@hotmail.com  
Sauerwald, Steve, University of Illinois-Chicago, ssauerw@uic.edu  
Sauley, Kerry, Louisiana State University, ksauley@lsu.edu  
Sawant, Rajeev, Baruch College, rajeev.sawant@baruch.cuny.edu  
Scandura, Terri, University of Miami, scandura@miami.edu  
Schaffer, Bryan, Florida Gulf Coast University, bschaffer@fgcu.edu  
Scheibe, Kevin, Iowa State University, kscheibe@iastate.edu  
Schriber, Svante, Stockholm University, svante.schriber@sbs.su.se  
Schriesheim, Chester, University of Miami, chet@miami.edu  
Schurer Lambert, Lisa, Georgia State University, lisalambert@gsu.edu  
Schwarte, Ying, Auburn University, yzs0056@auburn.edu  
Scott, Cliff, UNC-Charlotte, Cliff.Scott@uncc.edu  
Scott, Kristin, Clemson University, kscott3@clemson.edu  
Searcy, Deborah, Florida Atlantic University, dsearcy@fau.edu  
Seers, Anson, Virginia Commonwealth University, aseers@vcu.edu  
Seitz, Stephanie, California State University-East Bay,  
stephanie.seitz@csueastbay.edu  
Semrau, Thorsten, Trier University, semrau@uni-trier.de  
Serban, Andra, Virginia Commonwealth University, aserban@vcu.edu  
Sexton, S. Michael, University of North Texas,  
michael.sexton@unt.edu  
Shaffer, Amanda, University of Missouri, assz7b@mail.missouri.edu  
Shalley, Christina, Georgia Institute of Technology, .  
Christina.shalley@scheller.gatech.edu  
Shanock, Linda, UNC-Charlotte, lshanock@uncc.edu  
Shapiro, Debra, University of Maryland, dshapiro@umd.edu  
Shaver, Kelly G., College of Charleston, shaverk@cofc.edu  
Sheats, Lewis, North Carolina State University, rlsheats@ncsu.edu  
Short, Jeremy, University of Oklahoma, jeremy.short@ou.edu  
Siever, Joshua, North Carolina State University, jksiever@gmail.com  
Sigdyal, Pratigya, University of North Texas,  
Pratigya.Sigdyal@unt.edu  
Silvera, Geoffrey, Auburn University, gsilvera@auburn.edu  
Silveri, Sabatino, University Of Memphis, ssilveri@memphis.edu  
Simmering, Marcia, Louisiana Tech University, marcia@latech.edu  
Simon, Lauren, University of Arkansas, lssimon@walton.uark.edu  
Sin, Hock-Peng, Florida International University, hsin@fiu.edu  
Singh, Kulraj, Mississippi State University, kulraj.singh@msstate.edu  
Sledge, Sally, Norfolk State University, sasledge@nsu.edu  
Smith, Anne, University of Tennessee-Knoxville, asmith51@utk.edu  
Smith, Pamela, University of South Florida, psmith16@mail.usf.edu  
Smulowitz, Stephen, IESE Business School  
Solomon, Shelby, Roger Williams University, ssolom8@gmail.com  
Spaulding, Aaron, Mayo Clinic, Spaulding.Aaron@mayo.edu  
Spector, Paul, University of South Florida, pspector@usf.edu  
Spivack, April, Coastal Carolina University, aspivack@coastal.edu  
Srivastava, Saurabh, University of North Texas,  
saurabh.srivastava@unt.edu  
Steele, Clarissa, University of Missouri, crsbq2@mail.missouri.edu  
Sterling, Christopher, California State University-Fresno,  
csterling@csufresno.edu  
Stone, Christopher, Emporia State University, cstoney6@emporia.edu  
Stone, Jennifer, Wichita State University, jennifer.stone@wichita.edu  
Sullivan, Sherry, Bowling Green State University, ssulliv@bgsu.edu  
Summers, James, Iowa State University, jsummers@iastate.edu  
Sundaramurthy, Chamu, San Diego State University,  
csundara@mail.sdsu.edu  
Sutton, Trey, University of Richmond, asutton@richmond.edu  
Tabor, William, Mississippi State University, wet4@msstate.edu  
Tarpey, Richard, Middle Tennessee State University,



Richard.tarpey@mtsu.edu  
 Taylor, Vicki, Shippensburg University, vltaylor@ship.edu  
 Tesluk, Paul, SUNY-University at Buffalo, ptesluk@buffalo.edu  
 Tesoriero, Robert, Fordham University, rtesoriero1@fordham.edu  
 Thomas, Jane, Purdue University Northwest, janeshumski@gmail.com  
 Thompson, Isaac, thompsonisaacb@gmail.com  
 Tillman, C. Justice, Baruch College, CUNY,  
 justice.tillman@baruch.cuny.edu  
 Tocher, Neil  
 Todorova, Gergana, University of Miami, gtodorova@bus.miami.edu  
 Tribble, Lori, Texas Tech University, loril.tribble@ttu.edu  
 Tripathy, Shovna, University of Memphis, shovnat06@gmail.com  
 Tupper, Christina, North Carolina A&T State University,  
 ctupper@ncat.edu  
 Turban, Daniel, University of Missouri, turban@missouri.edu  
 Uhl-Bien, Mary, Texas Christian University, m.uhl-bien@tcu.edu  
 Unger, Cai, University of South Alabama, cunger@southalabama.edu  
 Upson, John, University of West Georgia, jupson@westga.edu  
 Valcea, Sorin, Cleveland State University, s.valcea@csuohio.edu  
 van Esch, Chantal, California State Polytechnic University, Pomona,  
 cvanesch@cpp.edu  
 Vandenberg, Robert, University of Georgia, rvandenb@uga.edu  
 Vardaman, James, Mississippi State University,  
 jvardaman@business.msstate.edu  
 Varma, Virajanand, Nichols state University,  
 viraj.varma@nicholls.edu  
 Vinaik, Rubal, Strategy Link, vinaikrubal@gmail.com  
 Viswesvaran, Chockalingam, Florida International University,  
 vish@fiu.edu  
 Waddingham, Jacob, Auburn University, jaw0124@auburn.edu  
 Waldron, Theodore, Texas Tech University, tlwaldron@gmail.com  
 Wang, Chen, Florida International University, cwang035@fiu.edu  
 Wang, Cynthia, Oklahoma State University,  
 cynthia.wang@okstate.edu  
 Wang, Siting, University of Illinois-Chicago, swang213@uic.edu  
 Wang, Yingchun, University of Houston-Downtown, wangy@uhd.edu  
 Ward, AK, Virginia Tech, annakward@hotmail.com  
 Washington, Alexis, Oklahoma State University,  
 lex.washington@okstate.edu  
 Webster, Brian, Ball State University, bdwebster2@bsu.edu  
 Weech-Maldonado, Robert, University of Alabama-Birmingham,  
 rweech@uab.edu  
 Wei, Hongguo, Case Western Reserve University, hwx243@case.edu  
 Weinberg, Frankie, Loyola University New Orleans,  
 fweinberg@gmail.com  
 Weinhardt, Justin, University of Calgary,  
 justin.weinhardt@haskayne.ucalgary.ca  
 Weinzimmer, Laurence, Bradley University, lgw@fsmail.bradley.edu

Welbourne, Jennifer, University of Texas-Rio Grande Valley,  
 jennifer.welbourne@utrgv.edu  
 Wells, Janelle, University of South Florida, jwells@usf.edu  
 Wesley, Curtis, University of Houston, cwesley@bauer.uh.edu  
 Wesslen, Ryan, UNC-Charlotte, rwesslen@uncc.edu  
 Wheeler, Anthony, West Chester University, awheeler@wcupa.edu  
 Wilkerson, James, Pennsylvania State University,  
 dr.jim.wilkerson@gmail.com  
 Williams, Ethlyn, Florida Atlantic University, ewilliam@fau.edu  
 Williams, Jaime, University of Mississippi,  
 jwilliams@bus.olemiss.edu  
 Williams, Jessica Hillman, University of Alabama-Birmingham,  
 jhwilliams@uab.edu  
 Williams, Larry, University of Nebraska, larry.williams@unl.edu  
 Williams, Michele, University of Iowa, drmichelewiliams@gmail.com  
 Witt, Alan, University of Houston, witt@uh.edu  
 Witt, David, University of Tennessee-Chattanooga, David@David  
 Witt.com  
 Woehr, David, University of North Carolina at Charlotte,  
 dwoehr@uncc.edu  
 Woods, Juanita, Augusta University, jwoods@augusta.edu  
 Woznyj, Haley, Longwood University, hmyers11@uncc.edu  
 Wu, Jinpei, SUNY at Oswego, jinpei.wu@oswego.edu  
 Xu, Lei, Texas Tech University, lei.xu@ttu.edu  
 Xu, Ning, SUNY-University at Buffalo, ningxu@buffalo.edu  
 Yan, Justin, University of Tennessee-Knoxville, jyan16@vols.utk.edu  
 Yoho, Keenan, Rollins College, kyoho@rollins.edu  
 York, Jeff, University of Colorado, jeffrey.york@colorado.edu  
 Young, Nicole, Franklin & Marshall College, nyoung1@fandm.edu  
 Yu, Jia, University of Houston, jyu@bauer.uh.edu  
 Zachary, Miles, Auburn University, miles.zachary@mail.wvu.edu  
 Zagenczyk, Thomas, Clemson University, thomasj@clemson.edu  
 Zahra, Shaker A., University of Minnesota, zahra004@umn.edu  
 Zajac, Edward, Northwestern University, e-  
 zajac@kellogg.northwestern.edu  
 Zare, Mortaza, Louisiana State University, mzare@lsu.edu  
 Zengul, Ferhat, University of Alabama-Birmingham, ferhat@uab.edu  
 Zhang, John, Florida International University, pzhan005@fiu.edu  
 Zhang, Lei, University of South Florida, leizhang7788@gmail.com  
 Zhao, Chen, Beijing University of Posts and Telecommunications,  
 chenmendrey@qq.com  
 Zhao, Mei, University of North Florida, mzhao@unf.edu  
 Zhao, Wie, UNC-Charlotte, wzhaol@uncc.edu  
 Zhong, Bijuan, Baruch College,  
 Bi-juan.Zhong@baruch.cuny.edu  
 Zorn, Michelle, Auburn University, mlz0004@auburn.edu  
 Zubac, Angelina, Central Queensland University,  
 az@strategylink.com.au

# SUBJECT INDEX

Display listed by Track, Subject Keyword, and Session Number. Subjects are followed by the session number(s) in the program schedule.

## Track 1: Entrepreneurship & Family Business

- Track 1: Entrepreneurship & Family Business - Business Planning: 53, 81
- Track 1: Entrepreneurship & Family Business - Corporate Entrepreneurship: 31, 53, 81, 104
- Track 1: Entrepreneurship & Family Business - Entrepreneurial Cognition/Psychology: 42, 92
- Track 1: Entrepreneurship & Family Business - Entrepreneurship Theory: 92
- Track 1: Entrepreneurship & Family Business - Family Business: 31, 116
- Track 1: Entrepreneurship & Family Business - Nascent Entrepreneurship: 65
- Track 1: Entrepreneurship & Family Business - Opportunity Recognition and Exploitation: 65
- Track 1: Technology & Innovation - Innovation/R&D Process: 31

## Track 2: Health Care/Hospitality Management/Health Care

- Track 2: Health Care - Affordable Care Act/National Health Care Systems: 24, 96
- Track 2: Health Care - Health Care Administration/Leadership: 24, 75, 85
- Track 2: Health Care - Health Care Infrastructure & Processes: 85, 96
- Track 2: Hospitality - Hotel & Resort Management: 75
- Track 2: Public Administration - Governmental Systems – Local: 75

## Track 3: Organization Theory/International Management/Public Administration

- Track 3: Organizational Theory - Institutional Theory: 61, 74
- Track 3: Organizational Theory - Critical Theory: 38
- Track 3: Organizational Theory - Behavioral Theory: 74
- Track 3: International Management - Transnational Strategies: 38
- Track 3: International Management - Internationalization: 61
- Track 3: International Management - Foreign Direct Investment: 61
- Track 3: Specific Management Area - organizational behavior: 46
- Track 3: Specific Management Area - organizational theory: 46
- Track 3: Management and Organizational Domains or Periods - circa 1700 CE to the present: 46
- Track 3: Management and Organizational Domains or Periods - post-1700 CE context or phenomena: 38

## Track 4: Human Resources/Research Methods

- Track 4: Human Resources - Demographics and Composition: 47
- Track 4: Human Resources - Absenteeism/Withdrawal: 35, 59
- Track 4: Human Resources - HR Planning/Forecasting: 86
- Track 4: Human Resources - Job Design: 35, 59
- Track 4: Human Resources - Legal Issues and Employment Law: 86
- Track 4: Human Resources - Performance Assessment/Management: 59, 86
- Track 4: Human Resources - Person-Situation Fit (PJF/POF): 35
- Track 4: Human Resources - Selection/Staffing: 47
- Track 4: Human Resources - Validation: 47

- Track 4: Research Methods - Qualitative Research - Narrative, Content, & Semiotic Analysis: 97
- Track 4: Research Methods - Quantitative Research - Survey Research: 97
- Track 4: Research Methods - Quantitative Research - Validity Generalization: 103

## Track 5: Careers/Social Issues/Diversity Issues/Ethics

- Track 5: Careers - Burnout/Career Change: 51, 113
- Track 5: Careers - Career Development & Management: 27
- Track 5: Social Issues - Corporate Social Responsibility: 39
- Track 5: Social Issues - Corporate Governance: 101
- Track 5: Social Issues - Social Issues: 27, 51, 62, 78, 113
- Track 5: Diversity Issues - Diversity & Inclusion: 51, 78, 89

## Track 6: Organizational Behavior

- Track 6: Methodology - Conceptual/Theoretical: 30, 40
- Track 6: Methodology - Experimental: 41, 115
- Track 6: Methodology - Quantitative/Field Survey/Longitudinal: 28, 29, 41, 64, 80, 90
- Track 6: Methodology - Multi-Level Analysis: 63
- Track 6: Methodology - Social Network Analysis: 91
- Track 6: Methodology - Qualitative: 97
- Track 6: Behavior - Aggression/Anti-Social Behavior/Deviance: 29, 41, 58
- Track 6: Behavior - Individual Performance: 52, 64, 102, 103
- Track 6: Behavior - Motivation: 79, 103, 114
- Track 6: Behavior - Organizational Citizenship Behavior/Pro-Social Behavior: 52, 114, 115
- Track 6: Cognition and Affect - Affect/Emotion/Mood: 115
- Track 6: Cognition and Affect - Perception/Attribution: 79
- Track 6: Cognition and Affect - Stress/Burnout/Well-Being: 58
- Track 6: Groups/Social/Interpersonal - Group or Organizational Climate/Culture: 50
- Track 6: Groups/Social/Interpersonal - Group/Team Development: 102
- Track 6: Groups/Social/Interpersonal - Group/Team Processes: 63
- Track 6: Groups/Social/Interpersonal - Interpersonal/Relational processes: 103
- Track 6: Individual and Social Differences - Personality/Emotional Intelligence: 58
- Track 6: Individual and Social Differences - Other Individual Differences: 103

## Track 7: Strategic Management

- Track 7: Theories & Perspectives - Behavioral Agency theory: 26, 77, 88
- Track 7: Theories & Perspectives - Image, Identity & Reputation: 60, 99
- Track 7: Theories & Perspectives - Institutions and Institutional theory: 99
- Track 7: Theories & Perspectives - Knowledge-based View of the Firm: 111
- Track 7: Theories & Perspectives - Resource-based theory: 37, 49, 99
- Track 7: Theories & Perspectives - Signaling theory: 37

Track 7: Theories & Perspectives - Stakeholder theory: 26  
Track 7: Theories & Perspectives - Upper Echelons theory: 77  
Track 7: Context & Process - Competitive Rivalry/Competitive  
Dynamics: 111  
Track 7: Context & Process - Corporate Governance/CEO, BOD and  
TMT Dynamics: 37, 88  
Track 7: Context & Process - Global Strategy: 49  
Track 7: Context & Process - Joint Ventures & Strategic Alliances: 111

#### **Track 8: Innovative Teaching/Management Education**

Track 8: Innovative Teaching - Team Teaching Arrangements: 25  
Track 8: Innovative Teaching - Teaching Techniques: 36, 76, 98  
Track 8: Innovative Teaching - Alternative Teaching Styles: 25  
Track 8: Management Education - Education Research: 48, 98

# CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2018 MEETING

*November 6 - 10, 2018 – Lexington, KY, Lexington Hilton*

**Submission Deadline: Monday April 23, 2017 11:59 pm EST**

**Submit papers and volunteer to review at: [www.southernmanagement.org/meetings/2018](http://www.southernmanagement.org/meetings/2018)**

Program Chair: Hettie A. Richardson, Texas Christian University ([h.richardson@tcu.edu](mailto:h.richardson@tcu.edu))

SMA invites submissions for its 2018 Annual Meeting. All submissions will be reviewed on the basis of potential theoretical, empirical, and/or methodological contribution. Submissions may take the form of **papers, panel or presenter symposia, professional development sessions, or local engagement sessions**. All accepted submissions will be presented at the meeting, and all accepted papers have the option of being published in the Annual Meeting Proceedings. Please pay particular attention to the new "Rule of 3 + 2" below, which applies to regular paper submissions as well as to professional development sessions, symposia, and local engagement sessions.

## SUBMISSION AREAS AND TRACK CHAIRS

### Track 1

Entrepreneurship and Family Business  
Technology and Innovation

**Chair: David Gras, University of Tennessee**  
[dgras@utk.edu](mailto:dgras@utk.edu)

### Track 2

Health Care  
Hospitality Management  
Public Administration

**Chair: Suzette Caleo, Louisiana State University**  
[scaleo@lsu.edu](mailto:scaleo@lsu.edu)

### Track 3

Organization Theory  
International Management  
Management History

**Chair: Andac Arikan, Florida Atlantic University**  
[aarikan@fau.edu](mailto:aarikan@fau.edu)

### Track 4

Human Resources  
Research Methods

**Chair: Erica Anthony, Morgan State University**  
[Erica.Anthony@morgan.edu](mailto:Erica.Anthony@morgan.edu)

### Track 5

Careers  
Social Issues  
Diversity Issues  
Ethics

**Chair: Tina Thompson, Illinois State University**  
[tinathompson@ilstu.edu](mailto:tinathompson@ilstu.edu)

### Track 6

Organizational Behavior

**Co-Chairs:**

**Bryan Fuller, Louisiana Tech University**  
[bfuller@latech.edu](mailto:bfuller@latech.edu)  
**Laura Marler, Mississippi State University**  
[lmарler@business.msstate.edu](mailto:lmарler@business.msstate.edu)

### Track 7

Strategic Management

**Co-Chairs:**

**Michael Abebe, University of Texas Rio Grande Valley**  
[michael.abebe@utrgv.edu](mailto:michael.abebe@utrgv.edu)  
**Furkan Gur, Northern Illinois University**  
[fgur@niu.edu](mailto:fgur@niu.edu)

### Track 8

Innovative Teaching\*  
Management Education

**Co-Chairs:**

**Julita Haber, Fordham University**  
[jhaber7@fordham.edu](mailto:jhaber7@fordham.edu)  
**Tracey Rockett, Texas Christian University**  
[t.rockett@tcu.edu](mailto:t.rockett@tcu.edu)

### Track 9

-Professional Development Institute (PDI) Sessions  
-Symposia  
-Local Engagement Sessions\*\*

**Chair: Garry Adams, Auburn University**  
[adamsg1@auburn.edu](mailto:adamsg1@auburn.edu)

## OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There also will be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission.

## PAPER DEVELOPMENT WORKSHOP

Up to two papers per track of those accepted in Tracks 1 - 7 will be selected for optional participation in a Paper Development Workshop (PDW) to be held virtually and/or at the 2018 meeting. The purpose of this workshop is for authors to receive feedback from experienced scholars and excellent reviewers with a goal toward enhancing the publication potential of their conference papers. Invitations to participate in the PDW will be based on reviewer recommendations, author interest, and the availability of senior scholars/reviewers with the requisite expertise. Although by invitation only, this workshop is open to scholars at all career stages. In the event we are unable to accommodate all who are eligible and who wish to participate, invitations will be prioritized for junior scholars (i.e., non-tenured assistant professors) and doctoral students. The Paper Development Workshop will be coordinated by Janaki Gooty, University of North Carolina, Charlotte.

## SUBMISSION GUIDELINES

- All submissions must be made online at <https://www.xcdsystem.com/sma/abstract/index.cfm> no later than April 23, 2018 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Incomplete or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at [www.southernmanagement.org/?page=Code](http://www.southernmanagement.org/?page=Code).
- Before entering SMA's blind review process, all submitted papers will be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and will not be entered into the blind review process.
- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2018 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by September 17, 2018, the paper will be removed from the program.
- The maximum length of paper submissions is 30 pages. This limit includes the entire paper (body of the text, notes, appendices, abstract, references, tables, and figures). Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- Paper format should follow the *Journal of Management's* Style Guide found at [http://mc.manuscriptcentral.com/societyimages/jom/JOM%20specific%20style%20guide\\_May%202013%20update.pdf](http://mc.manuscriptcentral.com/societyimages/jom/JOM%20specific%20style%20guide_May%202013%20update.pdf). Nonconforming submissions will be returned without review.
- The entire paper must be in a **single document**, typically created in Microsoft Word and then converted into an Adobe pdf file for final submission. Be sure to remove the paper title page before saving the document as a pdf file. Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Please right click on the final Adobe pdf file, go into "Properties," then "Additional metadata," and delete all author, title and paper metadata information (keyword information can be left in the document). Submitters also must remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and necessary for the submission. Symposia, panel discussions, and PDI submissions can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at <http://mc.manuscriptcentral.com/societyimages/jom/JOM-Paper-Template.pdf>
- **New "Rule of 3 + 2":** No one is allowed to be included as an author, presenter, or session facilitator on more than three submissions to the first eight paper tracks. This rule applies to all session submitters at the submission deadline, to ensure that all SMA members have an equitable opportunity to actively participate in SMA conferences. In addition, SMA members are allowed to submit up to two Track 9 submissions. Track 9 submissions include all of the SMA PDI, symposium, and local engagement sessions. To summarize, SMA members are allowed to submit up to three papers and/or serve as a session author or presenter for up to three papers in the first eight paper tracks, with the initial Rule of Three being applied at the submission deadline. In addition, SMA members can submit up to two additional proposals where they are a panelist or presenter for Track 9 sessions, for a total of five sessions maximum.

**\*INNOVATIVE TEACHING (Track 8)** - SMA sponsors a track focused on innovative teaching and management education to showcase best practices in teaching and curricular design. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 10-15 minute presentation. With the exception of the word limit, which is 2,000 words, proposals are to be prepared according to the paper submission guidelines above.

**\*\*PROFESSIONAL DEVELOPMENT INSTITUTE/SYMPOSIA/LOCAL ENGAGEMENT (Track 9)** - In an initiative first established for the 2017 SMA conference, we have created a Track specifically for the review of Professional Development Institute (PDI), local engagement, and symposia sessions. In the past, PDI sessions have been in the non-competitive portion of the SMA program, symposia have been submitted and reviewed by Track, and Local Engagement sessions (such as 2015's trip to the Tampa Bay Buccaneer facilities) have been vetted and reviewed by the conference committee. Under the present initiative, Track 9 is a competitive track coordinated by Garry Adams, Auburn University.

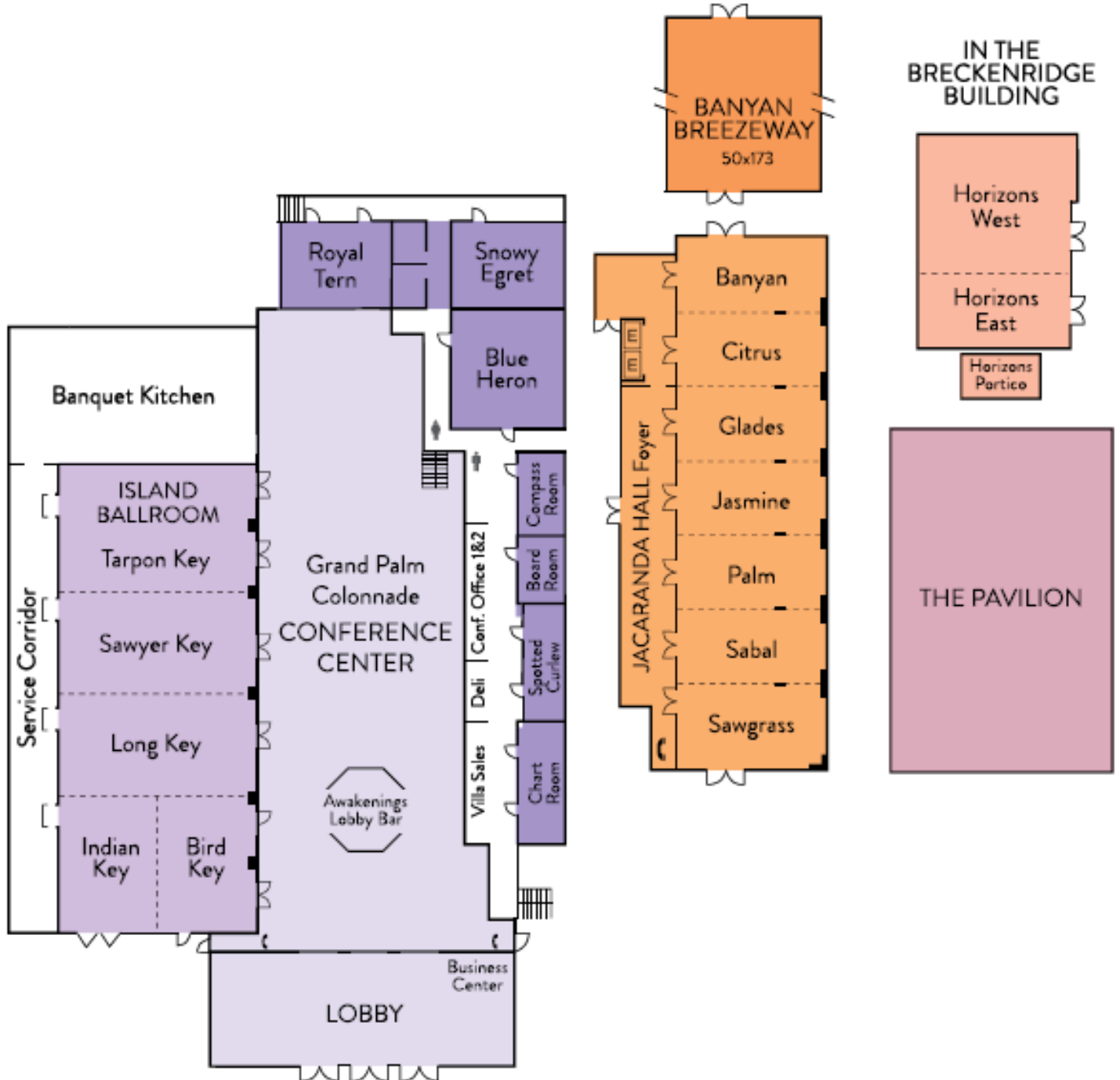
- A *Professional Development Institute (PDI)* session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include research methodology workshops and panels, panels on transitioning into academic administration, and developmental offerings by the SMA Fellows. Alternatively, a *symposium* can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Finally, local engagement sessions should be structured in two parts: (1) a SMA program session where a member of the local organization offers a practice-oriented talk, panel, or workshop on the organization and its relevance to the educational community, and (2) a site visit where SMA members travel to the organization (typically on the Saturday of the conference). Local engagement sessions should be multidimensional in nature, designed to stimulate interest with participants from research, teaching, and/or practice perspectives.
- PDI/symposium/local engagements sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contribution to the SMA membership and program.
- If a PDI/symposium/local engagement session is accepted, all participants must register and present their portion of the session at the conference.
- A PDI/Symposium/Local Engagement submission must include:
  - A title page with the title of the session, the complete formal name and contact information for all participants, and an abstract (100 word maximum) identifying the major subject of the session.
  - A 3-5 page overview of the PDI/Symposium/Local Engagement session. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
  - An explanation of why the PDI/Symposium/Local Engagement session would be of interest to the SMA membership.
  - A 2-5 page synopsis of each presentation (for presenter symposia only). This page limit applies to the body of the text, notes, and appendices, but excludes any abstract, references, tables, or figures.
  - A summary of the panelists' discussion (for panel symposia only).
  - A description of the symposium's format (e.g., who will be presenting first, whether there will a Q & A, roundtables, etc.).
  - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium."
- Nonconforming submissions will be returned without review. Please contact Garry Adams at [adamsg1@auburn.edu](mailto:adamsg1@auburn.edu) with any questions about PDI/Symposium/Local Engagement submissions.

# TRADEWINDS PROPERTY MAP





## TRADEWINDS MEETING ROOMS MAP



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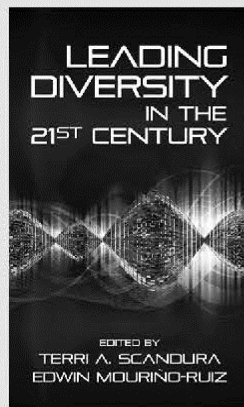


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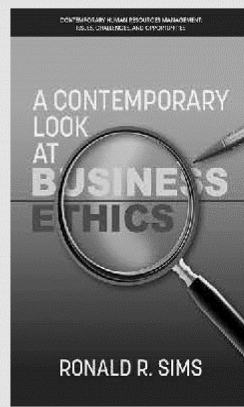
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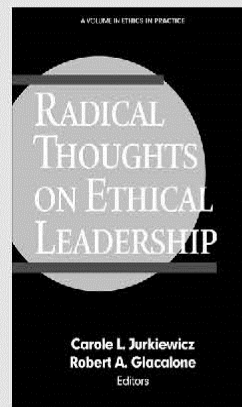
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This book moves the field forward by addressing the 21st century challenges of how diversity may impact the development of effective working relationships. Key trends in the workforce suggest that the impact of diverse employees will challenge a leader's ability to develop effective working relationships with all direct reports. New frameworks are needed to understand how various groups develop effective working relationships with their supervisors. This edited volume will bring together the top scholars in the field to address these segments of the workforce and offer practical advice for managers.  
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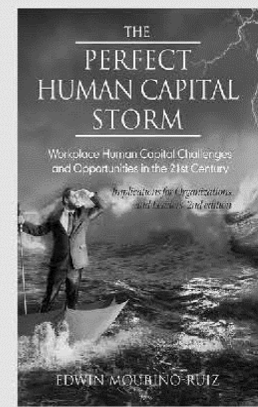
By: Ronald R. Sims, *College of William and Mary*  
*A Volume in the Series: Contemporary Human Resource Management Issues, Challenges and Opportunities*  
Editor: Ronald R. Sims

A Contemporary Look at Business Ethics provides a 'present day' look at business ethics to include the challenges, opportunities and increased need for ethical leadership in today's and tomorrow's organizations. The book discusses current and future business ethics challenges, issues and opportunities which provides the context leaders and their organizations must navigate.  
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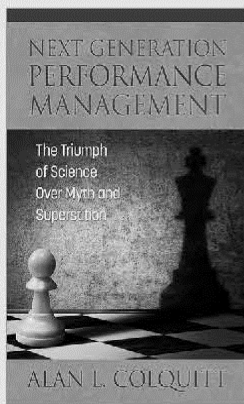
Edited by: Carole L. Jurkiewicz & Robert A. Giacalone  
*A Volume in the Series: Ethics in Practice*  
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Radical Thoughts on Ethical Leadership, provides contributions from established scholars with fresh perspectives on ethical leadership, with challenging viewpoints that have been given little coverage in the literature to date. Radical Thoughts on Ethical Leadership includes theoretical perspectives that are founded on unconventional approaches—radical, "outside the box" ideas that would be difficult to get through the conventional journal review process.  
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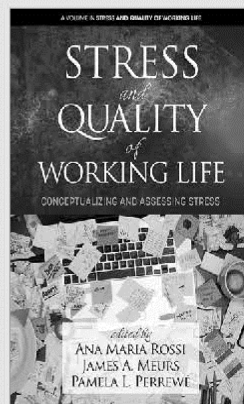
By: Edwin Mourino, *Rollins College*

There are numerous trends taking place around the world and especially in the U.S. with implications for organizations, the workplace, leaders, and supporting organizations like Human Resources. How organizations and their leadership react and proactively address the change will be difference between positioning themselves for success in the future or for disappearing as other organizations have disappeared. This perfect human capital storm addresses these very important and relevant issues in a succinct fashion while also providing some systemic recommendations for organizations and its leadership to consider as they work to differentiate themselves from their competition, to look to reinvent themselves, while also creating a great place to work in the 21st century. In addition, the book provides an assessment to use as a guide and to serve as a starting point for discussion and planning among the organization's leadership team for the organization.  
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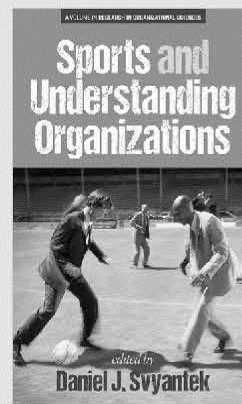
By: Alan L. Colquitt

This book confronts the traditional dogma, paradigms, and practices of PM 1.0 and holds them up to the bright light of scientific scrutiny. It encourages HR professionals and business leaders to abandon PM 1.0 and it offers up a more appropriate purpose for PM, alternative paradigms to guide them, and practical solutions that are better supported by scientific research, referred to as "Next Generation Performance Management" or PM 2.0 for short.  
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Edited by: Ana Maria Rossi,  
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James A. Meurs, *University of Calgary*  
Pamela L. Perrewe, *Florida State University*  
*A Volume in the Series: Stress and Quality of Working Life*  
Editors: Ana Maria Rossi, James A. Meurs, Pamela L. Perrewe

Work-related stress is costly not only to employees, but also to organizations and society. Elevated levels of stress often cannot be changed, and, if demands were not placed on employees, employee learning, organizational innovation, and societal economic growth would be hindered. Consequently, it is vital that occupational health practitioners, employees, employers and researchers strive to better understand and manage workplace stress, such that employee health and well-being can be improved. This book can assist organizations and individuals as they encounter workplace stress. This edition highlights research done by 25 authors across 12 chapters that challenges how work stress is viewed and assessed. We hope that the findings reported in these chapters and the insights of these scholars will provide ways for you and/or your organization to improve the health and well-being of employees.  
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Edited by: Daniel J. Svyantek, *Auburn University*  
*A Volume in the Series: Research in Organizational Science*  
Editor: Daniel J. Svyantek

This volume provides readers with a rich source of sports metaphors for understanding organization and management processes and how to use metaphors to become more effective leaders and managers within their organizations. Each chapter discusses how sports may be used to help improved organizational productivity and effectiveness. These chapters each strive to present new ways of understanding organizational constructs using sports as a metaphor. It is this volume's hope that these chapters may provide insight into the important role sports plays in understanding organizations across the world. Organizational science profits from taking new perspectives that may be found when sports is used as a lens for this study.  
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Edited by: Chester A. Schriesheim, *University of Miami*  
Linda L. Nelder, *University of Miami*  
*A Volume in the Series: Research in Management*  
Editors: Linda L. Nelder and Chester A. Schriesheim

Perhaps the best word to describe the past fifteen or so years of the twenty-first century is "change." Spurred on by the massive lay-offs, and reorganizations that took place during the recessionary period starting in late 2007, to changes in labor demographics, technology, competitiveness and the very nature of work, business transformations have become the norm. Even the most stodgy and inflexible organizations – universities – are beginning to understand the need for radical change if they hope to be sustainable in the future. From our perspective as researchers in management, we became increasingly interested in new trends and ideas in the field of transforming business and non-profit enterprises. What are the variables associated with success? What determinants may mediate whether or not change efforts actually lead to more sustainable systems? And, how do such change efforts differ from strategic planning, which has obviously been around and used for many years? To begin answering such questions, this volume attempts to bring together a number of scholars who present contributions to an in-depth preliminary research insights concerning organizational change, and in two of the chapters, explore the relationship between change efforts and strategy formulation/implementation.  
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ARTICLES David G. Allen, Editor

TED Customers as Good Soldiers: Examining Citizenship  
Behaviors in Internet Service Deliveries  
Markus Gresh

TED Success and Survival of Skill-Based Pay Plans  
James D. Shaw, Nina Gupta, And Miron, and Gerald E. Langford Jr.

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Acquired Firms? The Effects of Organizational Inertia  
Kamukoye Shumway and Michael A. Hitt

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Interdependence on Helping in Work Teams  
Gordon S. Van der Vegt and Evert Van de Vliert

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Alleviate Job-Related Stress  
Mary S. Logsdon and David C. Gossler

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Wei-Chia Tsai, Chien-Cheng Chen, and Su-Fen Chiu

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Gerald R. Ferris, Lillian C. Tinsley, Robert W. Kilduff, and  
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EDITOR: David G. Allen, *Texas Christian University*

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