



SMA 2019 ANNUAL MEETING

October 8-12, 2019
Norfolk, Virginia
Hilton Norfolk The Main

THE FUTURE OF WORK IS YOU!



#SMA2019NFK

S·M·A
SOUTHERN MANAGEMENT ASSOCIATION

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WELCOME TO THE 2019 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION

Welcome to Norfolk (pronounced **Nor-folk**, or **Naw-fok**)! Nestled between the picturesque Chesapeake Bay and the Atlantic Ocean, Norfolk is a vibrant port city and an ideal new and innovative location for SMA's 2019 conference. Norfolk is a quintessential southern town known for 144 miles of shoreline and activities such as kayaking, sailing, crabbing, fishing and sailing. The city is steeped in naval history – explore the Nauticus museum and Battleship Wisconsin, which is the largest and last battleship ever built by the US Navy. Or walk the Cannonball Trail which connects the historic sights to downtown Norfolk. Or simply relax on the boardwalk with fresh seafood and award winning craft beers as you watch the ships sail into the sunset. Filled with a vibrant mix of chefs, brewers, winemakers and bakers, Norfolk has blossomed into one of the South's most dynamic foodie destinations with over 100 chef-owned restaurants ranging in flavors from traditional to international. There are several great restaurants near the conference hotel, including Todd Jurich's Bistro, Stripers, Freemason Abbey, Luce, Saltine, Norfolk Tap Room and 219 Bistro. Looking for a quick and great lunch? Try Stockpot, Grilled Cheese Bistro or Green House Kitchen. Last but not least, don't forget to take a moment to wander through the world class art collection at our hotel–Hilton Norfolk, the Main, billed as a destination hotel for its art and culinary offerings. We want you to be fully engaged in SMA 2019 as well as enjoy all that Norfolk has to offer.

Our conference kicks off on Wednesday with our signature doctoral consortia (chaired by **Robyn Brouer**) that are designated specifically for early stage (1st and 2nd year, coordinated by **Donald Klumper**) and late stage (3rd and 4th year, coordinated by **Melissa Carsten**) doctoral students. Our pre-conference activities also include a consortium (coordinated by **Gary Castrogiovanni**) designed for students who have not yet begun their doctoral studies. SMA is proud of its continuing commitment to develop and foster our doctoral students via consortia, scholarly programming and other professional development opportunities throughout the conference. Wednesday will also feature our SMA All-stars – Join us at **5:45pm - 6:15pm at Main Ballroom Salon D – SMA Crown Hall and Award Winners Recognition Ceremony** as we honor and celebrate all of this year's award winners from best papers to best reviewers! SMA's Welcome Reception immediately follows the Crown Hall, and it will be held at **Main Ballroom Salon E**. SMA is built on a long and illustrious history of service – On Thursday, we'll be honoring this year's Hunt/SOSA Award Winner, **Tim Barnett**. Celebrate Tim's exemplary service to SMA on **Thursday, 6:30pm-7:30pm, in the Third Floor Pre Function**, immediately after the **SMA Business Meeting, 5:30pm-6:30pm, in Granby D**. Don't miss our signature SMA Bash, **"Enjoy the Journey!" Friday, 6:30pm-10:00 in the Main Ballrooms Salons A-H and 4th Floor Prefunction**. At SMA, we work hard and play harder, and this party will live up to that adage – expect fun games (oversized tricycle races anyone?); musical mishaps (karaoke!!) and overall fun fellowship!

Our scholarly program this year reflects the SMA 2019 conference theme, **"The Future of Work is You"**. This theme captures *the simple idea that every single member of our SMA community has a significant and unique contribution to make in crafting a future workplace that is agile in responding to challenges and creating value for all stakeholders*. Some of these highlights include, but are not limited to, sessions on Open Science & Research Credibility, Women in Leadership, Onboarding Veterans in the Workplace, Teaching in a Gig Economy, Leveraging Inclusion and Buffering Stigmas to name a few. All of the substantive contributions in our field are built on a rigorous methodological foundation – We are especially proud of SMA crowd favorites such as our 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**. A sampling of such methods-oriented sessions range from historical favorites such as Construct Development; Evaluating Latent Variable Models and Multilevel Models to new sessions on Experience Sampling Designs; Analyzing Textual Data; and Meta-Sen a new tool for conducting sensitivity analyses in meta-analyses to name a few. In addition to the methods sessions, the PDI's cover a range of topics and interests: on the program this year we have a session led by current and former editors and associate editors at prestigious journals (e.g., JOM, AMJ, JOB) reflecting on the trials and tribulations of being in an editorial position – while yet another focuses on post tenure career paths for example. SMA's commitment to educating the next generation of business leaders is showcased via the Innovative Teaching track sessions on the program and include PDIs on study abroad programs, using technology to create impact in the classroom and managing team projects effectively. Last but not least, SMA is proud of our association with the elite empirical journal in management– **Journal of Management**. The **Journal of Management Editorial Team** will be at SMA 2019 and are presenting across multiple sessions on scholarly impact, publishing in JOM, and the editorial journey to name a few. In summary, SMA 2019 has a little something for everyone across all levels of analyses – Micro (Individuals and Dyads) to Macro (Teams, Firms and Industries); from Qualitative to Quantitative to Mixed methods and sessions designed for diverse career interests (stages of career; teaching; research and administrative tracks)!

SMA is known for its welcoming culture and this year provides a ton of networking opportunities – Take a walk with a SMA Past President (Walking networking break); Start your day off right with yoga on the patio or during networking breaks and grab a coffee at Café SMA and SMA networking breaks. The SMA Solutions Desk is back by popular demand. Here you can find answers to your conference questions. Plus, SMA Ambassadors will be available to assist you throughout the conference—look for their yellow Ambassador shirts. In addition, new this year, look for the SMA 2019 Community Mural and unleash your inner creativity by posting your favorite SMA moment, the most impactful session you attended or a picture taken at the hotel photo booth with your SMA peers! We hope this activity further builds and showcases our community and we will display it at our Friday night bash. Don't forget to get your ribbon for posting/creating on the mural, as SMA will donate a dollar to a local organization serving disabled veterans every time you post to the mural. So get those creative juices flowing for a good cause! Look for more details at SMA, 2019 and on our social media pages.

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 (in order by track: **Josh Daspit, William Gillis, John Kirk Ring, Andrew Loignon, Brad Harris, George Banks, Jane Thomas, Olivia Aronson, Sohrab Soleimanof and Lance Frazier**). They managed the 416 submissions (and innumerable surprises and challenges) in a timely and professional manner. We also want to thank **Hettie Richardson** (President-Elect), who put together the PDI sessions for this conference and **Lisa Lambert** (Program Chair Elect) for her help with the Paper Development Workshop. **Paul Johnson**, SMA's CIO, always provides invaluable service working with our online submission system and the many reports and technology tasks needed to conduct a successful conference. Without **Laura and Tim Madden**, the conference program (and SMA in general) would not be nearly as well publicized on social media. 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 can't imagine making the conference happen without the help of these individuals.

Finally, we offer a big thank you to all 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 in Norfolk for the 2019 SMA conference. We know this will be a memorable experience.

Sincerely,
Janaki Gooty, SMA 2019 Program Chair
Garry Adams, President

PROGRAM HIGHLIGHTS

In addition to the paper session portion of the program, SMA offer a variety of **Professional Development Institute (PDI)** sessions focused on research methods, career stages and teaching innovations scheduled throughout the conference. Some of these are highlighted below, and specific descriptions of all PDI sessions can be found in the program.

Registration/Coffee & Networking Breaks

- **SMA Conference Registration & Solutions Desk** –Tuesday, 5pm–8pm; Wednesday, 1pm–8pm; Thursday, 8am–5:30pm; Friday, 8am–4:45pm; Saturday, 8:30am–9:30am at 3rd Floor Hub and 4th Floor Hub
- **Café SMA Coffee Bar**, Thursday & Friday, 8am – 8:30am; Saturday, 8:30am–9am at 3rd Floor Foyer and Counter Areas (Sponsors: Austin Peay State University College of Business, University of North Florida, Oklahoma State University Spears School of Business)
- **SMA Networking Break**, Thursday & Friday, 2:45pm–3:15pm at 4th Floor Pre-Function and 3rd Floor Foyer and Counter Areas (Sponsors: University of Memphis Department of Management, Florida State University College of Business Center for Human Resource Management)
- **Yoga on the Patio**, Thursday & Friday, 8am–8:30am and 2.45 – 3.15pm at 4th Floor Patio
- **Walking Networking Break with a SMA Past President**, Thursday & Friday, 8am–8:30am and 2:45pm–3:15pm meet at 4th Floor Solutions Desk
- **SMA Late Night Networking: An Academic Trivia Challenge**, Thursday, 7:45pm–10pm at Main Ballroom Salon D (Sponsor: John Chambers College of Business and Economics, West Virginia University)

Wednesday (October 9)

- **8am – 8:30am at 4th Floor Hub–SMA Consortia Registration**
- **8am–1:30pm meet at Hotel Lobby–Second Annual Southern Scramble Golf Event at Cypress Point Country Club** (pre-registration is required)
- **8:30am–4:30pm at Main Ballroom Salons A - C–SMA Doctoral Student Consortia**
- **1pm–4pm meet at Hotel Lobby–1) Naval Station Norfolk Tour and Talk and 2) Chesapeake Bay Foundation Oyster Experience** (pre-registration is required)
- **5pm–5:45pm at Main Ballroom Salon E–SMA Red Carpet Photo Session**–All award winners will receive their plaques and take photos during this session.
- **5:45pm – 6:15pm at Main Ballroom Salon D–SMA Crown Hall and Award Winners Recognition Ceremony**–Join us for the SMA Awards Ceremony! All SMA award recipients will receive their acknowledgements during this meeting.
- **6:15pm – 7:15pm at Main Ballroom Salon E–SMA Welcome Reception**–Enjoy light snacks and network with colleagues as we continue celebrating our award winners and officially welcome all conference attendees. (Sponsor: McCoy College of Business, Texas State University)

Thursday (October 10)

- **8:30am–10am at Granby E–Track 5: Diversity and Inclusion in Organizations**
- **10:15am–11:45am at Main Ballroom Salon E–PDI: Multilevel Concepts and Principles**
- **10:15am–11:45am at Main Ballroom Salon B–Track 1 - Exploring Strategic and HR Issues in the Family Business**
- **10:15am–11:45am at Main Ballroom Salon D–PDI: Teaching Management** (Sponsor: Spears School of Business, Department of Management, Oklahoma State University).
- **1:15pm–2:45pm at Paul Fraim Auditorium–PDI: The Biggest Mistake I Made in My Career: Candid Thoughts from SMA Fellows**
- **1:15pm–2:45pm at Main Ballroom Salon E–PDI: Dealing with Endogeneity**
- **1:15pm–2:45pm at Granby E–Track 5: Leveraging Inclusion and Buffering Stigmas in Organizations**
- **3:15pm–4:45pm at Main Ballroom Salon G–Track 6: A New Take on Helping Behavior at Work** (session featuring the SMA Best Overall Doctoral Student Conference Paper)
- **3:15pm–4:45pm at Main Ballroom Salon C–PDI: Contributing to the Field: The Journey to an Editorial Panel** (Sponsor: University of North Texas Department of Management)
- **5:30pm–6:30pm at Granby D–SMA Business Meeting**
- **6:30pm–7:30pm at 3rd Floor Pre-Function–SMA Presidential and Hunt/SOSA Award Reception** (Sponsor: Harbert College of Business, Auburn University)
- **SMA Late Night Networking: An Academic Trivia Challenge**, Thursday, 7:45pm–10pm at Main Ballroom Salon D (Sponsor: John Chambers College of Business and Economics, West Virginia University)

Friday (October 11)

- **8:30am–10am at Granby A–Track 6: Exploring the Effects of Abusive Supervision** (session featuring the SMA Best Overall Conference Paper)
- **8:30am–10am at Granby C –Track 7: Organizational Engagement in Corporate Social Responsibility: The Role of Corporate Governance**
- **10:15am–11:45am at Main Ballroom Salon E–PDI: Lean In? Advancing Women in Leadership Theory and Practice with Global Insights**
- **10:15am–11:45am at Main Ballroom Salon C –PDI: Ask the Experts: The Future of Strategic Leadership and Governance**
- **1:15pm–2:45pm at Paul Fraim Auditorium–PDI: Ask the Experts: Data Transparency and Research Credibility**
- **1:15pm–2:45pm at Main Ballroom Salon D–PDI: Veteran Onboarding and Inclusion: Developing Theory and Practice to Respond to Transition Challenges**
- **6:30pm–9:30pm at Main Ballroom Salons A-H and 4th Floor Pre-Function–SMA Party 2019 “Enjoy the Journey!”**–“Second star to the right and straight on ‘til morning!”–Sail into the sunset of SMA 2019 as you enjoy food and drink with colleagues. Chart your own course with creative activities! (Sponsor: SAGE Publishing)

Saturday (October 12)

- **9:30am–11:30am meet at Hotel Lobby–Walking Tour of Norfolk’s NEON District** (pre-registration is required)

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SOUTHERN MANAGEMENT ASSOCIATION

SMA Mission Statement

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.

SMA STRUCTURE

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2017-2020 Term

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Mary Beth Rousseau, Georgia Southern University

2018-2021 Term

Frankie Weinberg, Loyola University New Orleans
Kincy Madison, Oklahoma State University
Emilija Djurdjevic, University of Rhode Island

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Tim Madden, East Carolina University

Conference Coordinator

Joy Karriker, East Carolina University

Sponsorship Chair

Bart Debicki, Towson University

Chief Information Officer/ Website Administrator

Paul Johnson, University of Mississippi

Conference Photographer

Jessica Van Nest

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Editor

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Fred Oswald, Rice University
Taco Reus, RSM Erasmus University

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Tyge Payne, Texas Tech University

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James G. Combs, University of Central Florida
T. Russell Crook, University of Tennessee
Russell Cropanzano, University of Colorado
Angelo DeNisi, Tulane University
Gerald R. Ferris, Florida State University
Robert C. Ford, University of Central Florida
William L. Gardner, Texas Tech University
Mark B. Gavin, West Virginia University
Lucy L. Gilson, University of Connecticut
Wayne Hochwarter, Florida State University
K. Michele (Micki) Kacmar, Texas State University
Dave Ketchen, Auburn University
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Bruce Lamont, Florida State University
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Kevin W. Mossholder, Auburn University
Tyge Payne, Texas Tech University
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Hettie A. Richardson, Texas Christian University

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Chester Schriesheim, University of Miami
Chris Shook, University of West Kentucky
Jeremy C. Short, University of Oklahoma
Sherry Sullivan, Bowling Green State University

Bennett Tepper, Ohio State University
Robert Vandenberg, University of Georgia
David D. Van Fleet, Arizona State University
Larry Williams, Texas Tech University
Margaret "Peg" Williams, Texas Tech University
David J. Woehr, University of North Carolina at Charlotte
Shaker A. Zahra, University of Minnesota

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William Fox
Ricky W. Griffin, Texas A&M University
Robert Fulmer, Pepperdine University
J. Bernard Keys
Dennis Ray
Vida Scarpello, Georgia State University

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*

2018 Tim Barnett, Mississippi State University
2017 William Gardner, Texas Tech University
2016 Archie B. Carroll, University of Georgia
2015 Charles R. (Bob) Greer, Texas Christian University
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 at 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*

| | | |
|---------------------------|---------------------------------------------|-------------|
| Kevin B. Lowe, | The University of Sydney | (2018-2019) |
| K. Michele (Micki) Kacmar | Texas State University | (2017-2018) |
| **James G. Combs | University of Central Florida | (2016-2017) |
| **Christopher L. Shook | University of Montana | (2015-2016) |
| James G. Combs | University of Central | (2014-2015) |
| Christopher L. Shook | Florida Auburn University | (2013-2014) |
| Tim Barnett | Mississippi State University | (2012-2013) |
| Bennett Tepper | Georgia State University | (2011-2012) |
| Mark B. Gavin | Oklahoma State University | (2010-2011) |
| Margaret L. Williams | Wayne State University | (2009-2010) |
| Allen C. Amason | University of Georgia | (2008-2009) |
| Charlotte D. Sutton | Auburn University | (2007-2008) |
| William L. Gardner | Texas Tech University | (2006-2007) |
| Anson K. Seers | Virginia Commonwealth University | (2005-2006) |
| Christine M. Riordan | Texas Christian University | (2004-2005) |
| Terri A. Scandura | University of Miami | (2003-2004) |
| Kevin W. Mossholder | Louisiana State University | (2002-2003) |
| Donna E. Ledgerwood | University of North Texas | (2001-2002) |
| Tammy G. Hunt | University of North Carolina Wilmington | (2000-2001) |
| Pamela L. Perrewé | Florida State University | (1999-2000) |
| Vida G. Scarpello | Georgia State University | (1998-1999) |
| Chester A. Schriesheim | University of Miami | (1997-1998) |
| Mark J. Martinko | Florida State University | (1996-1997) |
| Rose L. Knotts | University of North Texas | (1995-1996) |
| David D. Van Fleet | Arizona State University West | (1994-1995) |
| Robert C. Ford | University of Central Florida | (1993-1994) |
| J. Bernard Keys | Georgia Southern University | (1992-1993) |
| Charles R. Greer | Texas Christian University | (1991-1992) |
| Daniel S. Cochran | Mississippi State University | (1990-1991) |
| John A. Pearce II | George Mason University | (1989-1990) |
| James G. Hunt | Texas Tech University | (1988-1989) |
| W. Alan Randolph | University of South Carolina | (1987-1988) |
| B. Wayne Kemp | University of Tennessee Martin | (1986-1987) |
| 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 at 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 at Austin | (1967-1968) |
| Claude S. George, Jr. | University of North Carolina at 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 at 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.*

2019 SMA CONFERENCE COMMITTEE

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Lisa Schurer Lambert, Oklahoma State University

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When the Past and Present Collide: Interactive Effects of Dual Psychological Contract Breaches on Employee Outcomes

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Mitigating Superprincipal Agency Conflicts in Family Firms: The Role of Shareholder Agreements

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Focused Organizational Identity or Multiple Organizational Identities Among Nonprofits: Which Works Better in Complex Environments

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Does Perceived Overqualification Help in Getting I-deals? Role of Department Climate

Satvir Singh, Angelo State University
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Are Business Students Less Ethical? The Impact of Personal Values and Justifications on Academic Cheating

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 Vitaliy Skorodzyevskiy, Mississippi State University
 Sally Sledge,
 Jarvis Smallfield, University of Illinois at Chicago

Anne Smith, The University of Tennessee
 Natalie Smith, East Tennessee State University
 Richard Smith, Keller Graduate School of Management Devry University
 Caitlin Sockbeson, Millsaps College
 Stephanie Solansky, Texas State University
 Shelby Solomon, University of West Florida
 Xiaochuan Song, University of Alabama
 Paul Spector, University of South Florida
 Curtis Sproul, Georgia Southern University
 Madelynn Stackhouse, University of North Carolina at Greensboro
 Clarissa Steele, University of Missouri
 Logan Steele, University of South Florida
 Sarah Stephen, University of Lausanne
 Tatiana Stettler, Kent State University
 Thomas Stone, Oklahoma State University- Tulsa
 Adam Stoverink, University of Arkansas
 sherry sullivan, BGSU
 Binod Sundararajan, Dalhousie University
 Gabby Swab, Towson University
 William Tabor,
 Erik Taylor, East Carolina University
 Jonathan Temple, Liberty University
 Darrin Theriault, Kennesaw State University
 Barbara-Leigh Tonelli, Colorado State University - Global Campus
 Nathan Tong, University of Hartford
 Mariana Toniolo Barrios, Simon Fraser University
 Allison Toth, University of North Carolina at Charlotte
 Lori Tribble, Texas Tech University
 Barbara Turner, Walden University

Kyle Turner, USC Upstate
 Adaora Ubaka, University of Illinois at Chicago
 John Upson, University of West Georgia
 Mit Vachhrajani,
 Alexandra van der Berg, University of Münster
 Chantal van Esch, California State Polytechnic University, Pomona
 Elise Van Zandt,
 Robert Vandenberg, University of Georgia
 Manisha Vaswani, UT Arlington
 Sebastien Vendette, Central Michigan University
 Jacob Waddingham, Auburn University
 Bruce Walters, Louisiana Tech University
 Lei Wang,
 Yi-Ren Wang, University of Alabama
 Brian Waterwall, East Carolina University
 Tera Webb, University of Alabama at Birmi
 Thomas Weber, University of Southern Indiana
 Hongguo Wei, University of Central Oklahoma
 Frankie Weinberg, Loyola University New Orleans
 Laurence Weinzimmer, Bradley University
 Theresa Welbourne, The University of Alabama
 Miranda Welbourne Eleazar, UT Dallas
 Janelle Wells, University of South Florida
 Joshua White, University of Alabama
 Jacob Whitmore, University of South Alabama
 Todd Wiggen, Southwestern Oklahoma State University
 Gia Wiggins, University of South Alabama
 James Wilkerson, The Pennsylvania State University

Courtney Williams, UNC Charlotte
 Ethlyn Williams, Florida Atlantic University
 Jaime Williams, The University of Mississippi
 Kent Williams, Dalhousie University
 Larry Williams, University of Nebraska
 Margaret Williams, Texas Tech University
 Bradley Winton, University of Dallas
 David Witt, University of Tennessee Chattanooga
 Simona Womack, Kennesaw State University
 Juanita Woods, University of North Georgia
 Haley Woznyj, Longwood University
 Meghan Wright, Texas Wesleyan University
 Rihan Wu, X-CD X-CD,
 Jing Xu, University of North Florida
 Justin Yan, University of Tennessee
 Jun Yang, University of North Carolina at Greensboro
 Lei Yao,
 Shaker A. Zahra, Carlson School of Management at University of Minnesota
 Robert Zajkowski, Maria Curie-Skłodowska University in Lublin
 Memoona Zareen, University of Management and Technology
 Guilin Zhang, Troy University
 Liwen Zhang, Florida State University
 Yejun Zhang,
 Meng Zhong, University of Illinois at Chicago
 Angelina Zubac, Australian Institute of Management

PAPER DEVELOPMENT WORKSHOP MENTORS

Adelle Bish, North Carolina
 A&T State University

Jerry Schoenfeld, Florida Gulf
 Coast University

Stacey Kessler, Kennesaw
 State University

Bruce Lamont, Florida State
 University

Liam Maher, Boise State
 University

Tom Stone, Oklahoma State
 University

Corey Fox, Texas State
 University

Matt Quade, Baylor University

Walter Davis, University of
 Mississippi

Geoffrey Silvera, Auburn
 University

Michael Cummings,
 University of Arkansas

William Carter, University of
 Baltimore

Orhun Guldiken, Florida
 International University

CONFERENCE SESSIONS

SMA Program Tracks

**Track 1: Entrepreneurship and Family Business
Technology and Innovation**

**Track 2: Health Care, Hospitality Management, Public
Administration**

**Track 3: Organization Theory, International Management,
Management History**

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: Professional Development Institute (PDI) Sessions,
Symposia, Local Engagement Sessions****

TUESDAY, OCTOBER 8

1. SMA Pre-Conference/Consortia Registration

Tuesday, 5:00 to 8:00 PM

4th Floor Hub

Session Coordinator:

Jennifer Sexton, *West Virginia University*

2. SMA Pre-Conference and Consortia Reception

Tuesday, 7:00 to 8:00 PM

4th Floor Pre-Function

Session Coordinator:

Joy Karriker, *East Carolina University*

By invitation only.

WEDNESDAY, OCTOBER 9

2A. Consortia Registration

Wednesday, 8:00 to 8:30 AM

4th Floor Hub

Session Coordinator:

Jennifer Sexton, *West Virginia University*

3. All Consortia Continental Breakfast

Wednesday, 8:00 to 8:30 AM

4th Floor Pre-Function

Session Coordinator:

Joy Karriker, *East Carolina University*

By invitation only

4. Second Annual Southern Scramble Golf Event

Wednesday, 8:00 to 1:30 PM

Downstairs Hotel Lobby

Would you like another networking opportunity to meet other SMA members? If so, think about playing in SMA's Second Annual SOUTHERN SCRAMBLE golf event. The event is geared toward allowing members to play golf in a scramble (some say best ball)

format where foursomes compete against each other for a prize. The SOUTHERN SCRAMBLE will take place at 8am on October 9th (Wed) at the Cypress Point Country Club about 15 minutes from the conference hotel. If you don't play golf often or play poorly (like Jon and Russell), don't worry. We don't expect it to be really competitive—just FUN—LIKE SMA! If you don't know anyone else who plays, don't worry. That will allow us to pair you up and allow you to meet other SMA members. The cost is \$60 per person. Rental clubs will be available as well. There are a very limited number of rental sets, so those people who have a need for rentals should contact us quickly. If you have any questions, feel free to reach out to Jon Carr (jccarr@ncsu.edu) or Russell Crook (trc@utk.edu).

Pre-registration required.

Meet in the hotel lobby across from the registration desk to connect with other scramblers and to taxi or Uber to the golf course.

Session Coordinator:

Jon Carr, *North Carolina State University*

Thomas Crook, *University of Tennessee*

5. SMA Early Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 PM

Main Ballroom Salon A

Session Facilitator:

Don Klumper, *University of Illinois at Chicago*

Panelists:

Garry Adams, *Auburn University*

Neal Ashkanasy, *University of Queensland*

Andrew Bennett, *Old Dominion University*

Emilija Djurdjevic, *University of Rhode Island*

Carla Jones, *Sam Houston State University*

Micki Kacmar,

Malayka Klimchak, *Winthrop University*

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

Stephanie Seitz, *California State University, East Bay*

Adam Stoverink, *University of Arkansas*

James Summers, *Iowa State University*

By invitation only

5A. SMA Pre-Doctoral Student Consortium

Wednesday, 8:30 to 4:30 PM

Main Ballroom Salon C

Session Coordinator:

Gary Castrogiovanni, *Florida Atlantic University*

Panelists:

Wm. Bowler, *Oklahoma State University*

Joel Carnevale, *Syracuse University*

James Combs, *University of Central Florida*

Thomas Crook, *University of Tennessee*

Laura D'Oria, *Iowa State University*

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

William Gardner, *Texas Tech University*

Parisa Haim Faridian, *Florida Atlantic University*

Joyce Heames, *Berry College*

Bruce Lamont, *Florida State University*

Karen Landay, *University of Alabama*

Timothy Madden, *East Carolina University*

Liam Maher, Boise State University
Laura Marler, Mississippi State University
Benjamin McLarty, Mississippi State University
Devalina Nag, University of Memphis
Jonathan Freedom, Radford University
Joseph Schaefer, The University of Mississippi
Kulraj Singh, Mississippi State University
Laurence Weinzimmer, Bradley University

By invitation only

6. SMA Late Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 PM
Main Ballroom Salon B

Session Coordinator:

Melissa Carsten, Winthrop University

Panelists:

Andrew Bennett, Old Dominion University
Brian Connelly, Auburn University
Vickie Gallagher, Cleveland State University
William Gardner, Texas Tech University
Brad Harris, Texas Christian University
Aaron Hill, University of Florida
Malayka Klimchak, Winthrop University
G. James Lemoine, SUNY - University at Buffalo
Cindy Muir (Zapata), University of Notre Dame
Timothy Munyon, The University of Tennessee
Tyge Payne, Texas Tech University
Stephanie Seitz, California State University, East Bay

By invitation only

7. SMA Executive Board Meeting

Wednesday, 9:00 to 11:00 AM
Energy 1 and 2

Session Coordinator:

Garry Adams, Auburn University

By invitation only

8. New Board Member Orientation

Wednesday, 11:15 to 11:45 AM
Energy 1 and 2

Session Coordinator:

Garry Adams, Auburn University

By invitation only.

9. SMA Doctoral Consortia & Board Member Luncheon

Wednesday, 12:00 to 1:15 PM
Main Ballroom Salon E

Session Coordinator:

Joy Karriker, East Carolina University

By invitation only.

4A. Naval Station Norfolk Tour and Talk

Wednesday, 1:00 to 4:00 PM
Downstairs Hotel Lobby

Take a guided tour of **Naval Station Norfolk**, the largest naval installation in the world. Home port to 59 ships, ranging in size from aircraft carriers to submarines, 18 aircraft squadrons and headquarters of the Atlantic Fleet, this naval complex occupies over 8,000 acres of land and is home to more than 70,000 military personnel. Navy personnel will take you past the 14 piers, through the Naval Air Station, and the historic homes built for the 1907 Jamestown Exposition on “Admiral’s Row,” which now house the flag officers. Following the tour, you will have the unique opportunity to hear from one of the leaders of the base, who will share first-hand details on managing and leading the world’s largest naval base. Please meet in the downstairs lobby of the hotel a few minutes before the start of the tour.

Note: Pre-registration required

Session Coordinator:

Hettie Richardson, Texas Christian University

4B. Chesapeake Bay Foundation Oyster Experience

Wednesday, 1:00 to 4:00 PM
Hotel Lobby

Visit the **Chesapeake Bay Foundation**, where you will tour the Brock Environmental Center, one of the world’s greenest living buildings. Take an in-depth look at the first commercial building in the U.S. to capture and treat rainwater for drinking (and take a taste of the water!). Then, learn about the magical world of the oyster, one of the Chesapeake Bay’s most important natural filters, as you build an oyster cage that will be suspended in local waters. You will play a crucial role in providing a habitat for aquatic life, and will also have the opportunity to sample an oyster! Please meet in the downstairs lobby of the hotel a few minutes before the start of the tour.

Note: Pre-registration required

Session Coordinator:

Hettie Richardson, Texas Christian University

10. SMA Registration & Solutions Desk

Wednesday, 1:00 to 8:00 PM
3rd Floor Hub

Session Coordinator:

Jennifer Sexton, West Virginia University

11. SMA Solutions Desk

Wednesday, 1:00 to 8:00 PM
4th Floor Hub

Session Coordinator:

Jennifer Sexton, West Virginia University

12. SMA Outgoing Board Meeting

Wednesday, 1:30 to 4:30 PM
Energy 1 and 2

Session Coordinator:

Garry Adams, Auburn University

By invitation only

13. SMA Exhibits

Wednesday, 3:00 to 5:45 PM
3rd Floor Pre-Function

Session Coordinator:

Joy Karriker, East Carolina University

14. SMA Red Carpet Photo Session

Wednesday, 5:00 to 5:45 PM
Main Ballroom Salon E

All award winners will receive their plaques and take photos during this slot. Contact track chairs for details.

Session Coordinator:

Janaki Gooty, UNCC

By invitation only

15. SMA Crown Hall and Award Winners Recognition Ceremony

Wednesday, 5:45 to 6:15 PM
Main Ballroom Salon D

Session Coordinator:

Janaki Gooty, UNCC

16. SMA Welcome Reception

Wednesday, 6:15 to 7:15 PM
Main Ballroom Salon E

Session Coordinator:

Joy Karriker, East Carolina University

THURSDAY, OCTOBER 10

17. Cafe SMA Coffee Bar

Thursday, 8:00 to 8:30 AM
3rd Floor Foyer and Counter areas

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

Sponsor: Austin Peay State University, College of Business

Session Coordinator:

Joy Karriker, East Carolina University

18. Yoga on the Patio

Thursday, 8:00 to 8:30 AM
4th floor patio

Led by RYT-500: Zoe O'Dea

Take an active break! Move your body and clear your mind in 30 minutes with some light stretching and breath work in order to regain focus between sessions. No special yoga attire or gear required. Mats will be provided.

19. Walking Networking Break

Thursday, 8:00 to 8:30 AM
4th Floor Solutions Desk

Session Coordinator:

Kevin Lowe, University of Sydney

Meet at Solutions Desk to take a walking networking break led by a SMA Past President. Learn about the history of SMA along the way and enjoy fellowship with other SMA members!

20. SMA Exhibits

Thursday, 8:00 to 5:00 PM
3rd Floor Pre-Function

20A. SMA Registration & Solutions Desk

Thursday, 8:00 to 5:30 PM
3rd Floor Hub

Session Coordinator:

Jennifer Sexton, West Virginia University

20B. SMA Solutions Desk

Thursday, 8:00 to 5:30 PM
4th Floor Hub

Session Coordinator:

Jennifer Sexton, West Virginia University

21. Track 6: A Fresh Perspective on Work and Family

Thursday, 8:30 to 10:00 AM
Granby A

Session Facilitator:

Kate Frear, Southern Methodist University

It Takes a Village: How Organizational Support for Adoption Positively Affects Employees and Their Families

Matthew Quade, Baylor University
Kaylee Hackney, Baylor University
Dawn Carlson, Baylor University

Drawing on conservation of resources theory and incorporating the spillover-crossover model, we examined the impact of organizational support for adoption as a work resource that could benefit not only the job incumbent but also the spouse. Specifically, we examined how this resource of organizational support for adoption contributes to job incumbent work-family enrichment and directly to work outcomes (performance, affective commitment) as well as spills over to family outcomes (attachment, relationship tension, family functioning). Further, we examined the crossover to the spouse through positive crossover transmission to his/her family outcomes as well as his/her commitment to the job incumbent's organization. Using a matched sample of 380 couples that had recently adopted a child we found that the resource of organizational support for adoption played a role for the job incumbent at work and spilled over to impact family outcomes as expected. Further, we found organizational support for adoption flowed through enrichment and positive crossover transmission to relate to spouse's commitment to the incumbent's organization and family outcomes of relationship tension and family functioning, but not to the attachment to the child. Implications, both theoretical and practical, as well as suggestions for future research are discussed.

Paternalistic Leadership and Employee Experience of Work-Family Conflict: Moderated Mediation of Emotion Regulation and Power Distance Orientation

Lei Yao

Hongguo Wei, University of Central Oklahoma

Xiao-Ping Chen, University of Washington

Based on the process model of emotion regulation, we propose a moderated mediation model to explain how and when authoritarian leadership and benevolent leadership—two representative components of paternalistic leadership—influence employee experience of work-family conflicts. Specifically, we hypothesize that employee emotion regulation (either suppression or regulating through engaging in extra work) mediates the relationships between the two types of leadership and employee experience work-family conflict, but the relationship strength differs for employees with different levels of power distance orientation. Results from multi-source multi-sample data across two field studies provide consistent support for our theoretical model. First, authoritarian leadership was positively related to employee emotion regulation through suppression, which led to their experience of work-family conflict. Second, benevolent leadership was positively related to employee emotion regulation through putting extra time and effort to work, which in turn exacerbated their experience of work-family conflict. Third, the positive relationship between authoritarian leadership and employee emotion regulation was stronger for those higher on power distance orientation, whereas the positive relationship between benevolent leadership and employee emotion regulation was stronger for those with a weaker power distance orientation. We discuss the theoretical and practical implications of our findings in Chinese organizations and beyond.

Job Insecurity and the Prioritizing Work Over Family: Evidence From Representative National Samples

Yi-Ren Wang, University of Alabama

Lisa Brady, The University of Alabama

Youjeong Huh, University of Alabama

Michael Ford, University of Alabama

As the prevalence of automation and non-standard contingent employment arrangements continues to rise, job insecurity has become an emerging concern of today's workforce. Past research has suggested that balancing work and family are more difficult for insecure workers; however, a clear understanding is lacking. Drawing on the theoretical perspective of resource scarcity (e.g., Shah, Mullainathan, & Shafir, 2012), we contend that job insecurity, representing a type of resource scarcity, may reinforce a narrow-focus on goals with direct implications onto the experience of scarcity, at the expense of goals with delayed implications. Specifically, we posit that job insecurity shapes one's tendency to prioritize work over family, and is further related to work overload. To test the hypotheses, we analyzed two large representative datasets (National Study of Changing Workforce and National Survey of Midlife Development). Results based on simple mediation and autoregressive analyses largely supported our hypotheses, such that job insecurity was positively related to the tendency of prioritizing work over family, which was related to an increasing work overload. Our findings provide insights on the motives of job insecure workers in the face of work-family tradeoffs.

What Is Restorative Justice? A Proposal of the Victim-Offender Parallel Process Model

Jaewoo Kim, University of Houston

Christine Jackson, Wayne State University

Integrating Positive Organizational Scholarship (POS) literature and fairness theory, this paper contributes to the restorative justice literature by proposing the victim-offender parallel process model. This model illustrates the process through which justice is restored when a transgression has occurred between a victim and an offender. Consistent with the restorative justice literature, the model outlines the important role that the community plays in the reintegration process. The community members' compassion towards the victim encourages the victim's forgiveness towards the offender, while the community members' facilitation of the offender's responsibility in the transgression encourages the offender's compassionate behavior towards the victim. Theoretical implications and directions for future research are discussed.

A Follower Centric View on How Interactional Justice Predicts Organization-Directed Citizenship: Followers' Leader-Referenced Relational-Self

Jie Li

This study takes a follower centric view to shed light on the mixed findings in the extant literature about the relationship between supervisor-focused interactional justice (SIJ) and citizenship behavior directed at the organization (OCBO). Using multi-source data, this study shows that the focal cross-foci effect can be either direct (SIJ-OCBO) or indirect through leader-member exchange (SIJ-LMX-OCBO), among followers with different leader-referenced relational-self (LRRS). When some followers' LRRS-based needs can be well satisfied by SIJ, they perform OCBO in direct reaction to SIJ. When SIJ cannot directly satisfy certain followers' LRRS-based needs, such followers' OCBO respond to SIJ indirectly via LMX. Yet, for some other followers, neither SIJ nor LMX stimulates more OCBO from them. This study suggests that the explanations for the relationship between SIJ and OCBO are more complex when followers' characteristics such as LRRS are considered. Limitations and implications for research and practice are discussed.

What About Me?: An Empirical Analysis Of The Effects Of Leader Motivating Language On Employee Perceived Interactional Justice

Albi Alikaj, Jacksonville State University

Doreen Hanke, Texas A&M International University

The study provides a model of the link between a leader's use of motivating language and an employee's perceived interactional justice, specifically interpersonal and informational justice. The study also examined the influence of a worker's individually perceived level of power distance and uncertainty avoidance on these relationships. To test the proposed model, we conducted structural equation modelling using data from a sample of 505 participants. The findings show a positive relationship between a leader's use of motivating language and an employee's perceived interpersonal and informational justice. Furthermore, the study confirmed our hypothesis that uncertainty avoidance negatively moderates the relationship between motivating language and perceived informational justice. Contrary to our prediction, the study found that power distance negatively moderates the relationship between motivating language and perceived interpersonal justice. Theoretical and practical implications as well as directions for future research are discussed.

22. Track 6: The Critical Role of Justice

Thursday, 8:30 to 10:00 AM

Granby B

Session Facilitator:

Ronald Humphrey, Lancaster University

23. Track 5: Diversity and Inclusion in Organizations

Thursday, 8:30 to 10:00 AM

Granby E

Session Facilitator:

Arjun Mitra, University of Illinois at Chicago

When Is a Pro-Diversity Climate Actually Pro-Diversity? A Theory of (Potentially Specious) Etiology

AK Ward, Virginia Tech

Elizabeth Ravlin, University of South Carolina

Jieun Park, University of South Carolina

Research supports the notion that *diversity climate* (employees' shared perceptions of unit value for difference and fairness) can help the unit attain benefits—rather than detriments—from workforce diversity, yet the literature provides little guidance on how such environments develop. Moreover, the means by which the construct is typically operationalized (i.e., unit mean perceptions) fail to account for the potential of distinctive experiences for unit leader in-versus outgroup members. We introduce a theory of diversity climate etiology to address how individual employee diversity climate perceptions develop and aggregate to reflect an overall unit climate. This theory calls attention to specious diversity climates, in which a homogeneous population of leader ingroup employees agrees in their climate perceptions despite exclusion and/or otherwise unfair treatment of outgroup members. We introduce the notion of diversity climate *breadth* to examine the range of demographic groups to which the unit's value for difference and fairness applies. We explore the effect of a leader's inclusion mentality (i.e., exclusive, utilitarian, blind, or inclusive) on the control behaviors s/he uses with employees, to whom these behaviors extend, and the individual diversity climate perceptions that result. These individual employee perceptions aggregate to form a unit diversity climate that falls into one of various categories, from speciously pro-diversity to authentically anti-diversity. We conclude with implications for research and managerial practice in creating, adapting, and maintaining an authentically pro-diversity climate.

The TAEC Model of Diversity for Organizational Effectiveness

Binod Sundararajan, Dalhousie University

Roshni Das, Goa Institute of Management

Sarah Vela, Dalhousie University

Kent Williams, Dalhousie University

The issue of managing diversity in most societies of the world, which are rapidly becoming multicultural, is an urgent one and one that requires prolonged deliberation and advanced implementation. Even as the rate of diversity is rising, change in attitudes in society may not be keeping up with it at the same pace. This creates a gap for the societal unit under analysis, in terms of gaining the desired level of productivity and of reaping the economic benefits attributed to having diverse workforces. We conceptualize this problem at both the individual and organizational level and propose a model for diversity adoption and training that takes into consideration a combined cognitive and affective-based attitude shift approach. We advance the TAEC model which posits that a diverse society must shift progressively through four attitudes, starting from Tolerance to Acceptance and then onto Embracing and Celebrating diversity. We outline the variables that will help explicate how this model can serve as a useful tool for diversity training and organizational effectiveness. Understanding these mechanisms will help us decipher how diversity may be utilized to achieve the desirable degree, as well as, quality of collaboration cosmopolitanism required to achieve organizational objectives.

Family Characteristics and Work-Family Decisions: Moderating Role of Racial Variation

Preeti Wadhwa, Cal Poly Pomona

Xuguang Guo, Cal Poly Pomona

Drawing on gender role ideology and structuralism perspectives, this study examines the role of racial variation in the relationship between family characteristics (married and raising young children) and work-family decisions. Using data collected by the U.S. Current Population Survey (CPS), we specifically compare African Americans and Hispanic households with Whites families. Based on a sample size of 1,258,430 individuals, our findings confirm that when it comes to making work-family decisions, African American and Hispanic households do not subscribe to traditional gender role stereotypes as strongly as their White counterparts. Implication for theory and practice are discussed.

24. Track 5: How Firms Shape, and Are Shaped by, Environments

Thursday, 8:30 to 10:00 AM

Momentum 1/2/3

Session Facilitator:

Frances Fabian, The University of Memphis

The Role of Corporations in Achieving the Sustainable Development Approach: An Aristotelian Approach

Sridevi Shivarajan, Ramapo College of New Jersey

Although the UN acknowledges that corporations will play a critical role in achieving the Sustainable Development Goals (SDGs), the specifics of this role are not clear. Currently, sustainability reports are the best way to assess how corporations are helping in accomplishing the SDGs. But a reporting focused approach to sustainability, although laudable, results in a short-term outlook and even greenwashing because it is primarily intended for external stakeholders. I propose that an Aristotelian virtues-based approach to achieving the SDGs can complement the reporting focused approach by ensuring a long-term outlook to sustainability and through increased creativity. I first make a philosophical argument for why achieving the SDGs should be inherent to a corporation's activities. I then discuss how a corporation can accomplish both the SDGs and also create sustainable value for itself if the Aristotelian virtues guide its triple bottom line performance. I also illustrate how the corporate actions resulting from this virtues-based approach exceeds the current standards of sustainability reporting..

Corporate Social Activity: Firms' Effort to Influence Social Institutions

Ronei Leonel, University of Memphis

Frances Fabian, The University of Memphis

Michael Nalick, University of Memphis

The nonmarket arena comprises the legal, political and social arrangements that structure market interactions. Thus far, the nonmarket literature has focused on how firms influence political and legal arrangements (corporate political activity) and on how firms conform to social norms to gain legitimacy (corporate social responsibility). In this paper, we develop theory arguing that firms also deploy a hybrid strategy, *corporate social activity*, to gain leverage for favorable nonmarket and market conditions by influencing social institutions – i.e. to either change normative legitimacy standards or to influence societal shared beliefs and meanings. Finally, we discuss how corporate social activity contributes to nonmarket research.

Camping Businesses and Climate Change in Moab, Utah and Gatlinburg, Tennessee

Christopher Craig, Murray State University

Climate change, local weather conditions, extreme weather events, and shifting weather trends continue to threaten the success of businesses around the world. Yet, many businesses do not understand how changing short- and long-term climatic conditions impact important

business outcomes. Camping businesses represent a form of nature-based tourism that are particularly susceptible to short- and long-term climatic conditions. Accordingly, a case study of two camping businesses located in popular tourist destinations, Moab, Utah and Gatlinburg, Tennessee, is presented as an empirical framework that businesses, tourism or otherwise, can use to build adaptive capacity to changing climatic conditions. The paper starts with an introduction, then will provide a weather and climate section, a nature-based tourism and camping section, a materials and methods section, a results and discussion section, and lastly a conclusion section.

25. Track 7: The Bottom Line: Strategies for Performance

Thursday, 8:30 to 10:00 AM

Granby C

Session Facilitator:

Miranda Welbourne Eleazar, *UT Dallas*

The Impact of Strategic Aggressiveness on Firm Performance: Does Firm Size Matter?

Laurence Weinzimmer, *Bradley University*

Candace Esken, *Bradley University*

Eric Michel, *Northern Illinois University*

Strategic aggressiveness is a central construct to numerous research streams in the strategic management and entrepreneurship literatures, including strategic positioning, innovation, and competitive dynamics. While numerous scholars have considered antecedents to strategic aggressiveness, this area of research lacks empirical studies to test the impact of strategic aggressiveness on firm-level outcomes. Moreover, the majority of research examining strategic aggressiveness limits empirical studies to large organizations. This paper draws on the resource-based view, institutional theory, and the entrepreneurship literature to examine whether strategic aggressiveness impacts firm performance similarly in large firms and small firms. Using a two-sample design comprising a total of 773 firms from 74 industries, this study finds the relationship between strategic aggressiveness and firm-level performance is stronger in small firms compared to large firms.

Divergent and Convergent Effects of Business Group Affiliation on Firm Performance in International Strategic Alliances

Divya Mishra, *Indian Institute Of Management Lucknow*

Amita Mital, *Indian Institute of Management, Lucknow, India*

Business groups (BGs), a prevalent organizational form in many economies are exhibiting evolutionary fitness and are no longer considered an organizational anomaly. We extend the traditional debate around strategy-structure-performance paradigm by assessing differential performance effects of BG affiliation in dichotomous international strategic alliance (ISA) formation choices. This study integrates the resource-based view and institutional perspective to explore the performance consequences of a firm's alliance formation choices: alliance scope, alliance governance structure, and alliance orientation by examining the interactions of BG affiliation, partner complementarity, and institution evolution. The integrative framework suggests a shift from divergence to convergence in the performance of BG and non-BG firms forming ISAs when partner complementarity and institutional evolution shifts from lower to the higher end of the spectrum. Contrasting the effect of different ISA choices on firm's performance the hypotheses were developed and tested on a panel dataset of 1816 ISAs formed by both BG and non-BG firms over a span of 19 years. Findings suggest that the influence of BG affiliation on firm's performance is more pronounced when alliance scope is broader, the alliance governance structure is contractual and alliance orientation is exploratory and that this divergence of BG effect weakens as the alliance partner's complementarity increases and institutions evolve in the economy.

Best Doctoral Paper in Track

Making Your Mark: New CEOs and Firm Performance Following Major Strategic Changes

Ying Schwarte, *Auburn University*

Manjot Bhussar, *Iowa State University*

Michelle Zorn, *Auburn University*

Aaron Hill, *University of Florida*

Extant research suggests that new CEOs often try to prove their worth through engaging in major strategic changes early in their tenures. Yet, not all CEOs are equally equipped with firm-specific knowledge that enables such changes. Focusing on this dilemma, which we term new CEOs' liability of newness, we examine how CEOs' origin influences firms' performance following major strategic changes. Further, we examine how the temporal distance between a new CEO's appointment and strategic changes, subsequent TMT turnover, and CEOs' prior strategic change experience shape this relationship. Based on data from 729 M&A deals and 553 divestitures, we find that outside CEOs are negatively associated with firms' performance. Additionally, this relationship weakens as temporal distance increases, but strengthens as subsequent TMT turnover increases.

26. Track 8: Teaching Management Through Play

Thursday, 8:30 to 10:00 AM

Granby D

Session Facilitator:

Adelle Bish, *North Carolina Agricultural and Technical State University*

Werewolf: Teaching Power and Politics Through Play

Stephanie Seitz, *California State University, East Bay*

Games may be used as effective and engaging ways of teaching management concepts. This paper describes a game used in an Organizational Behavior course to apply the topics of Power and Politics. The game, Werewolf, is a fairly popular party game that has been adapted for the purpose of management education. It exemplifies a microcosm of power and influence tactics and provides the basis for rich discussion and application. A full description of the game and example discussion questions is followed by observations of student learning and specific challenges. A condensed version of the activity is proposed for an SMA audience.

Best Paper in Track

Can Your Students Save the World? Utilizing Pandemic, a Cooperative Board Game, to Teach Management

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

Todd Wiggen, *Southwestern Oklahoma State University*

The focus for this article is on the use of a cooperative board game to facilitate the teaching of management, organizational behavior, and leadership through the play of the board game *Pandemic™* in class. *Pandemic™* is a cooperative board game in which players must work together to cure four diseases and save humanity. Its use helps students to learn how to reflect and put into practice leadership, teamwork, goal setting, decision making, and ethical theories presented during many management courses. *Pandemic™* is a useful experiential teaching tool that engages students in a way that more traditional pedagogical tools may not.

Best Doctoral Paper in Track

Organizational Fluxx: Adapting the Card Game Fluxx to Teach Business Management

Christy Goodnight, *University of South Alabama*

Teaching business management theories and concepts using the card game *Fluxx* gets students engaged and motivates them to learn. *Fluxx*

is similar to the world of business in that the rules of the game, goals, and objectives are dynamic and uncertain. In *Fluxx* rules change, much like our laws can change. Goals or outcomes can also change. Applying business theories to the game's design gives students the opportunity to sit in the seat of creator and innovator. Students create the playing cards based on management theory getting them more engaged than any final or paper. This paper explains the game and how to turn it into an unforgettable final project.

27. Track 9: SMA Research and Teaching (SMART) Talks

Thursday, 8:30 to 10:00 AM

Imagination

Panelists:

David Allen, *Texas Christian University*

LaKami Baker, *Auburn University*

Tim Barnett, *Mississippi State University*

Christopher Shook, *Western Kentucky University*

Timothy Madden, *East Carolina University*

Garry Adams, *Auburn University*

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 encore of last year's innovative initiative—SMA Research and Teaching (SMART) Talks. This session is comprised of four leading scholars who will present on topics related to their own career path in strategic management, organizational behavior, management education, and academic administration. 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.

28. SMA Spotlight Session: Track 9: Grading Team Projects: You Get What You Reward

Thursday, 8:30 to 10:00 AM

Main Ballroom Salon F

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

Daryl Kerr, *The University of North Carolina Charlotte*

Vijay Patel, *University of North Carolina Charlotte*

Natasha Randle, *The University of North Carolina at Charlotte*

This symposium focuses on grading team projects effectively. Given the increasing use of teams in organizations, college graduates must be better prepared to perform well in teams. Incorporating team assignments in courses brought challenges in designing grading systems that students perceive to be fair. We present four major goals of and techniques for grading team assignments that we have successfully implemented over many years with thousands of students in many contexts. Symposium attendees will leave with well tested, "plug-and-play" grading techniques they can incorporate in their syllabi based on their own ultimate goals for team assignments in their courses.

29. Track 9: Getting Access to Field Data

Thursday, 8:30 to 10:00 AM

Main Ballroom Salon A

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

Organizational researchers generally receive training on many aspects of the research process, but resources to better build relationships with organizations and obtain field data are limited. In this interactive workshop, participants will learn how to build effective long-term research relationships with organizational

partners, with an emphasis on building 'win-win' research programs that make management excited to be involved. We will build a framework of actionable steps for establishing relationships and getting started with data collection, and create action plans and role-play organizational communications. Participants will receive several resources, including templates for organizational messages, survey invitations, and results presentations.

30. Track 1: Exploring the Entrepreneurial Individual

Thursday, 8:30 to 10:00 AM

Main Ballroom Salon B

Session Facilitator:

Ileana Maldonado Bautista, *Baylor University*

Entrepreneurs' Recovery from Work Demands: The Role of Recovery Experiences

Andrew Bennett, *Old Dominion University*

Steve Lanivich, *Old Dominion University*

Laci Lyons, *University of Central Arkansas*

Entrepreneurs benefit from having non-work experiences that help them recover the psychological resources depleted from work tasks. Using the Effort Recovery Model as a basis for understanding how recovery occurs, we used a cross-sectional survey of 247 entrepreneurs to examine new relationships between non-work recovery experiences (i.e., psychological detachment, relaxation, mastery, and control) and entrepreneurial well-being (i.e., work engagement, emotional exhaustion, and sleep quality). Our findings show that mastery and control experiences have a positive relationship with work engagement and psychological detachment experiences have a positive relationship with sleep quality. These results, coupled with an exploration of work demands as antecedents, suggest that entrepreneurs are a unique population in which to understand the nuances of non-work recovery experiences and its consequences.

The Dark Triad's Influence on Entrepreneurial Intentions

Benjamin McLarty, *Mississippi State University*

Jeffrey Muldoon, *Emporia State University*

Utilizing a theory of planned behavior framework, our purpose was to test whether the Dark Triad (Machiavellianism, narcissism, and psychopathy) could predict entrepreneurial intentions above and beyond the typical variables found in that model. Building on previous research, we also controlled for the Big Five personality framework using a sample of working adults from many different professions, jobs, and industries to see if these working adults had proclivities toward entrepreneurial action. Our findings demonstrate that both Machiavellianism and psychopathy predict entrepreneurial intentions above and beyond entrepreneurial attitude, perceived behavioral control, and subjective norms—which indicates that dark personality is a potentially important factor in the formation of new ventures.

The Stimulation of Entrepreneurship Through Cross-Cultural Experience: Getting to the How and Why

Robert Pidduck, *University of Oklahoma*

Abhisekh Ghosh Moulick, *University of Oklahoma*

Lowell Busenitz, *University of Oklahoma*

It is increasingly being recognized that there is a meaningful link between overseas experience and entrepreneurial activity. However, we currently have a very limited understanding of how and why cross-cultural exposure leads to enhanced proclivities to engage in entrepreneurship. Drawing from Schema Theory, we argue that breadth, yet not depth, of cross-cultural experience cultivates entrepreneurial intentions when mediated by alertness—a set of schematic aptitudes for spotting commercial potential. Using a

sample of working adults (n=605) with diverse entrepreneurial and overseas experience from around the U.S., we find support for our model. Our findings contribute to the growing entrepreneurship literature on individual-level international dynamics by delineating a mechanism that explains why cross-cultural experiences can be so impactful for entrepreneurial activity. We find that the greater the diversity of cultural exposure one attains, the greater it expands scanning and search, association and connection, and evaluation and judgment schemata essential for pursuing new venture opportunities.

31. Track 9: Current Developments in Leader Member Exchange (LMX): An Interactive Incubator

Thursday, 8:30 to 10:00 AM

Main Ballroom Salon D

Jeremy Meuser, University of Mississippi (Ole Miss)

Claudia Coglisier, Texas Tech University

Caren Goldberg, Bowie State University

Robert Liden, The University of Illinois at Chicago

Hock-Peng Sin, Florida International University

Andrea Blakely, University of Mississippi (Ole Miss)

This interactive panel symposium will provide a forum for scholars to discuss several promising areas of inquiry for future LMX research and spark new ideas to help us better understand the leader-follower relationship. Panelists are LMX researchers who will discuss innovative topics in the area of LMX research in which they are presently engaged. Participants will be able to network with these scholars in order to advance LMX research, and perhaps develop collaborator relationships. Question and answer periods, and breakout sessions with these scholars will give opportunities for small group interaction with them.

32. Track 6: Investigations Into Deviance and Unethical Behavior

Thursday, 8:30 to 10:00 AM

Main Ballroom Salon G

Session Facilitator:

Sheila List, Old Dominion University

When Do Overqualified Employees Misbehave? Perceived Overqualification to Counterproductive Work Behaviors Relationship in the Context of Workgroup Fairness

Farid Jahantab, University of Texas at El Paso

Prajya Vidyarthi, University of Texas at El Paso

Smriti Anand, Illinois Institute of Technology

Drawing upon equity theory and integrating with two contrasting perspectives on overqualification, we propose a curvilinear relationship between perceived overqualification (POQ) and counterproductive work behaviors (CWBs) with the highest level of CWBs occurring at the intermediate level of POQ. Further, we extend overqualification research to employees' social context of workgroup membership and propose a cross-level effect of workgroup justice climate on employees' counterproductive work behaviors. Finally, we assert that the perceptions of workgroups justice climate moderate the curvilinear relationship between POQ and CWBs. Results of multi-level analyses of data from 209 employees nested in 39 workgroups in an Iranian organization showed an inverted U-shaped relationship between POQ and CWBs, and a negative relationship between workgroup justice climate and CWBs. Moreover, moderation analyses revealed that workgroup justice climate influences the relationship between POQ and CWBs.

Cracking Under Pressure: External Performance Expectations, Initial Performance, and Unethical Behavior

Thomas Kelemen, University of Oklahoma

Samuel Matthews, University of Northern Iowa

Mark Bolino, University of Oklahoma

Yejun Zhang,

William Turnley, Kansas State University

Employees, managers, and organizations all face external expectations about how they should perform. Recent work has found that high-performance expectations can lead to negative behavior and reduced persistence when actors have poor initial performance. Building on this line of work, we investigate how external expectations and poor initial performance can lead actors to engage in unethical behavior. Using a sample of professional soccer players in England and Wales and 1,520 match-level events, we specifically explore how external expectations and poor initial performance can induce increases in aggressive, unethical behavior. We find that the more a team is favored to win the match, the more likely they are to engage in unethical behavior when they are losing at half-time. Underdogs do not increase their unethical behavior when they are losing at halftime.

The Relationship Between Customer Mistreatment and Workplace Deviance: Mediating and Moderating Effects

Cindy Wu, Baylor University

Yen-chun Chen, Associate Professor

Customer mistreatment is common in service interaction and past research has demonstrated its detrimental effects on employee well-beings and work outcomes. Using cognitive-motivation-relational theory (CMR, Lazarus, 1991, 2001) and affect event theory (Weiss & Cropanzano, 1996) as our theoretical lens, we proposed a dual moderated mediation model to examine employee deviance behavior, both toward the customer (service sabotage) and the organization (organizational deviance), in reaction to customer mistreatment through employee anger. We further examined the cognitive (self accountability attribution) and affective (coworker emotional support) moderators in this mediation process. Data were collected from 292 service employee-coworker dyads from Taiwan and analyzed with PROCESS (Hayes, 2012). The results indicated that employee anger mediated the relationship between customer mistreatment and employee organizational deviant behavior. And, although self accountability attribution interacted with customer mistreatment in influencing employee anger, and coworker emotional support interacted with employee anger in influencing service sabotage, the mediation effect of customer mistreatment on service sabotage via employee anger was only significant when self-accountability was low. We discussed the theoretical and practical implications of these findings.

33. Creativity Break

Thursday, 8:30 to 6:30 PM

Collaboration Room

Unleash your inner creativity in the Collaboration room by working on projects with new and old colleagues.

34. Track 6: The Roles of Job and Work Engagement in the 21st Century

Thursday, 10:15 to 11:45 AM

Granby A

Session Facilitator:

Hailey Woznyj, Longwood University

What Are Friends For? The Impact of Friend Support on Job Engagement for Married Couples

Dawn Carlson, Baylor

Ryan Vogel, Temple University

Merideth Thompson, Utah State University
Kaylee Hackney, Baylor University

The notion that social support from friends can provide beneficial effects for employees has largely been neglected in the work-family literature. In this study, we consider the idea that an employee's social support received from friends is beneficial not only for that employee, but also for their spouse. Using conservation of resources as a theoretical framework, we theorize that social support from friends insulates employees from the negative loss spiral of high work engagement that leads to job burnout and depression due to its effects on work-family conflict. Integrating insights from crossover theory, we also predict that a spouse's negative loss spiral will be reduced in strength when the focal employee enjoys strong social support from friends. The results of a field study of 175 dual-career married couples supported our predictions only for a wife's social support from friends; husbands' social support from friends did not show these effects, suggesting that these processes operate differently for men and women. We conclude by discussing implications of these results for theory and practice.

Parallel Mediation Effect of Interpersonal Commitment and Job Engagement on Directed Performance

Edward Akoto, Henderson State University
Eunice Akoto, Henderson State University
Nathan Campbell, Henderson State University
Lonnie Jackson, Henderson State University
Brandon Horvath, Henderson State University

This study contributes to the attitude- and engagement-outcome research by examining the parallel mediating effect of engagement and interpersonal commitment on targeted performance outcomes. The proposed model was evaluated using data from 162 supervisor-employee dyads in small-sized firms from varied industries. Structural equation modeling (SEM) procedure in STATA 15 was used to test the proposed structural model, and the Hayes PROCESS procedure was used to examine the pattern of the mediation. Contrarily to our hypothesized model, a serial mediation effect is observed. Organizational commitment affects task performance through supervisor commitment and supervisor citizenship or organizational citizenship. Job engagement did not mediate the relationships. The outcome contributes to the multi-foci perspective of commitment and the attitude-performance causal link. The theoretical and practical implications of the findings are discussed.

Less Engaged Over Time? The Effect of Self-Efficacy on Work Engagement Trajectory

Lu Zuo, University of Alabama
Daniel Bachrach, University of Alabama
Graham Lowman, University of Alabama
Ning Hou, St. Cloud State University
Wei Xiao, Peking University

Despite substantial evidence supporting the positive effect of work engagement on organizational outcomes, it remains unclear how employee work engagement changes over time in a demanding work setting. Drawing on job demands-resources theory, we identify the weekly dynamic patterns of vigor, dedication, and absorption and explore the effect of self-efficacy on these trajectories. In Study 1, we predicted that vigor, dedication, and absorption decline over time and that self-efficacy, as a time-invariant personality trait, buffer against these declines. Using a sample of 113 entrepreneurs in a demanding four-day long hike in the Gobi Desert, aimed at building network and enhancing professional development, results from growth curve modeling analyses revealed that vigor, dedication, and absorption declined over time. Further, we found that self-efficacy was positively associated with initial vigor, dedication, and absorption. However, we did not find the buffering effect of self-efficacy on engagement trajectories. In Study 2, to replicate the findings in Study 1 and to explore the nature of daily self-efficacy, we collected data

from 106 employees in various industries using a daily diary survey across 5 consecutive workdays. We found support for the consistent decrease in dedication and absorption and confirmed the effect of daily self-efficacy on daily engagement.

35. Track 6: Explorations of Culture, Communities, and Climate *Thursday, 10:15 to 11:45 AM* *Granby B*

Session Facilitator:
Chao Miao, Salisbury University

Outcomes of Organizational and Community Embeddedness: A Conservation of Resources Perspective

Barjinder Singh, Elon University
T.T. Selvarajan, California State University-East Bay

Drawing on conservation of resources (COR) and spillover theories, we empirically examine work and community outcomes of both organizational and community embeddedness and also the underlying mechanism whereby the two forms of embeddedness influence both domain-specific and cross-domain outcomes. With data from 165 matched pairs of employees and their colleagues from a Midwestern US organization, we found that organizational and community embeddedness influence specific individual behaviors both within and across their respective domains. Additionally, we found support for the mediating role of *psychological flourishing* in the relationships between embeddedness and various organizational and community outcomes. We also discuss the theoretical contributions and practical implications of our findings.

Climate Denial: A Critique of Organizational Climate Measures

Heath Gregg, University of Miami
Changmeng Xu, University of Miami
Marie Dasborough, University of Miami
Yuanmei Qu, Rowan University

For over half a century, scholars have pursued a better understanding of the antecedents and consequences of organizational climate. However, this pursuit has proved to be difficult, as the extant research in this area is fragmented, and some of the measures used to assess climates within organizational settings are poorly constructed. We identify best practices in the measurement of facet specific organizational climates. To illustrate our concerns with the measurement of specific climates, we empirically investigate two existing climate measures (the team climate of authenticity scale and the team climate of hostility scale). Following our analysis, challenging measurement issues are identified, and we suggest guidelines for measuring specific organizational climates in future research.

Transactional Leadership and National Culture: A Meta-Analysis Across Cultural Configurations

James Dulebohn, Michigan State University
Dongyuan Wu, Michigan State University
Julia Hoch, California State University
Chenwei Liao, Michigan State University

This study meta-analyzes the role of national culture in moderating relationships between transactional leadership and 16 correlates. Results are based on 167 independent samples from a total of 153 studies (N = 54,598) from 28 countries. In the analysis we controlled for extreme response style. Results indicate that contingent reward has stronger relationships with interactional justice and satisfaction with supervisor in horizontal-individualistic cultures and stronger relationships with affective commitment, continuance commitment and task performance in vertical-collectivistic cultures. Management by exception-active demonstrated more positive relationships with affective commitment, normative

commitment, LMX, trust in leader, leader effectiveness, and task performance in vertical-collectivistic cultures. No differences were found for management by exception-passive and the outcome correlates between the two cultural configurations. Implications for management are discussed.

36. Track 5: Understanding Ethical and Unethical Behavior

Thursday, 10:15 to 11:45 AM

Granby E

Session Facilitator:

John Harris, Georgia Southern University

Best Paper in Track

Are Business Students Less Ethical? The Impact of Personal Values and Justifications on Academic Cheating

Leigh Mulligan, n/a

Laura Parks-Leduc, James Madison University

Russell Guay, University of Northern Iowa

In this study we examine college cheating behaviors and the influence that personal values, justifications, and college major (business or non-business) have on these behaviors. Specifically, we investigate the relationship that power values play in this framework. Results support our proposed hypotheses in that power values were positively related to cheating, and both justification and business major mediate the relationship between power values and cheating. We also show that the underlying values of those who major in business differ from non-business students. These differing values make business students more likely to justify their cheating behaviors as acceptable. As a result, it is more likely that values impact the decisions to become a business major, to justify cheating, and to cheat than it is for business courses to increase students' propensity to be unethical. Only 10% of participants reported never engaging in any of the cheating behaviors we examined.

Predicting the Good, the Bad and the Expected Work Behaviors: The Role of Calculative Mindset in Shaping OCB, CWB, and In-Role Performance

Joongseo Kim, Penn State Erie, The Behrend College

Brigitte Steinheider, University of Oklahoma

Thomas Stone, Oklahoma State University- Tulsa

I.M. Jawahar, Illinois State University

Brandon Ferrel, Hogan Assessments

A calculative mindset (CM), "one's tendency to analyze and convert qualitative social values into numeric or monetary metrics (Wang, Zhong, & Murnighan, 2014)," is a predisposition that shapes behaviors and actions of employees. In Study 1, we followed Hinkin's (1995, 1998) scale development protocol to conceptualize, develop, and validate a measure of CM. In Study 2, we examined incremental validity of the new CM measure over established personality measures in predicting counterproductive work behavior (CWB), organizational citizenship behaviors (OCB), and in role-performance (IRP). Results from a path-analysis showed that CM was associated with CWB, OCB, and IRP. Results of this study have implications for employee selection and help create an ethical workplace.

The Effect of Ethical Leadership on Black Employee Identity Asymmetry, Diversity Climate and CWB

Douglas Franklin, University of St. Thomas-Houston

Darryl Rice, Miami University

We explored the effects of ethical leadership on the indirect relationship of identity asymmetry and counterproductive work behavior (CWB) through diversity climate. In a sample of 198 Black employees, we hypothesized that ethical leadership (1) moderates the relationship between identity asymmetry and diversity climate, (2)

moderates the relationship between diversity climate and CWB, and (3) moderates the indirect relationship between identity asymmetry and CWB through diversity climate. We found evidence that ethical leadership moderates the relationship between diversity climate and CWB, as well as for the indirect relationship between identity asymmetry and CWB through diversity climate. The implications of our findings and future directions for research are discussed.

37. Track 7: Relationship Management and Performance: The Advantage of Power

Thursday, 10:15 to 11:45 AM

Granby C

Session Facilitator:

Ying Schwarte, Auburn University

The Rich-Get-Richer Effect in Alliance Networks: The Contingency of Preferential Attachment

Oliver Rossmannek, University of Freiburg

Olaf Rank, University of Freiburg

We study preferential attachment in alliance networks. Thereby, we argue that various levels (firm, firm group, country) influence the strength of preferential attachment. To test our hypotheses, we take a sample of 117 airlines from 74 countries in the time from 2001 to 2011. For the estimation, we use stochastic actor-oriented models, a method for analyzing longitudinal network data. As a result, we find that preferential attachment is stronger for firms that have fewer resources and are located in a less-developed country.

Too Powerful? The Impact of a Firm Power on Benefits from a Firm CPA

Mirzokhidjon Abdurakhmonov, University of Arkansas

While corporate political activity (CPA) researchers universally acknowledge the dyadic nature of the exchange in the political market for influence between firms and policy suppliers, they largely overlook the need of policy suppliers to manage their dependence or power in this exchange. We draw from research on power to suggest that like firms that manage their dependence on their environment, policy suppliers seek to maximize the aggregate power benefits they receive from the market for political influence. Thus, a focal firm and its competition in the non-market arena benefit differently from their CPA activities depending on the two dimensions of power – power imbalance and mutual dependence. We argue that power imbalance and mutual dependence have a diametrically opposed influence on benefits from CPA for a focal firm and competition and are important in understanding when and how firms benefit from CPA. Our research contributes to resolving extant tension in the literature on the elusive link between a firm CPA and performance and introduces power considerations into the CPA literature to extend more fine-grained understanding of the market for political influence.

Pendulum of Power: The Dependent Resource Power Relationship Between Governments and Firms

Justin Pepe, Florida State University

R. Michael Holmes, Florida State University

Even though governments possess significant power over firms, both governments and firms derive power in their relationship via points of resource dependency. Whereas scholars have focused primarily on how firms attempt to strategically balance their power disadvantage with governments via corporate political activity (CPA), governments' dependence on firms and the ramifications of that dependence have received less attention. Based on resource dependence theory, firms (e.g., firm or firm industry group) can possess as much or more power than governments by possessing political (e.g., campaign contributions and lobbying) and economic

(e.g., economic output and job creation) resources which governments are dependent. The more governments depend on resources possessed by firms within a governmental jurisdiction, the more power the firm should have within that jurisdiction. We develop an organizing framework and propositions to explain how power is derived from resource dependence and how that power is directly affected by environmental and contextual conditions that are either more favorable to the government or the firm. When either governments or firms become less powerful, they can correct the power imbalance by leveraging their resources the other is dependent upon. We conclude that when governments and firms leverage their resources to gain power, they face an asset specificity paradox, which is the trade-off between investing more in a specific jurisdiction (in an effort to increase government's dependence) vs. investing in other jurisdictions (in an effort to reduce the firm's own dependence). Contributions to theory and research, directions for future research, and managerial implications are discussed.

38. Track 4: From the Top Down: Contextual Constraints on HRM Practices

Thursday, 10:15 to 11:45 AM
Momentum 1/2/3

Session Facilitator:

David Arena, *University of Memphis*

Best Paper in Track

Does Perceived Overqualification Help in Getting I-deals? Role of Department Climate

Satvir Singh, *Angelo State University*

Sarah Villanueva, *University of Texas at El Paso*

Farid Jahantab, *University of Texas at El Paso*

Perceived Overqualification (POQ) research has been unable to consistently explain how an employee's belief that their education, experience, knowledge, skills, or abilities exceed the requirements of their position relates to attitudinal and behavioral workplace outcomes. This paper uses social identity theory and referent cognitions theory to test a moderated-mediation model of POQ, group climate, idiosyncratic deals (i-deals), and organizational citizenship behaviors (OCBs). Specifically, we find that i-deals, individualized features of employment that employees negotiate with their employers, provide amelioration of unfavorable comparisons for individuals with high levels of POQ and mediate the relationship between POQ and OCBs. We further assess how group climate impacts the relationship between POQ and i-deals, theorizing that strong affective climate increases group salience for high POQ individuals, reducing the desirability of individually-oriented i-deals, and that strong instrumental climate decreases the group salience in a three-way interaction among POQ, affective climate, instrumental climate, and i-deals. This paper significantly contributes to our understanding of POQ boundary conditions by testing how an exchange behavior, i-deals, and group-level climate affect behavioral outcomes for individuals with high POQ.

Best Doctoral Paper in Track

The Impact of Cultural Congruence and Intergroup Trust on Inclusion: Evidence from a Chinese MNC Doing Business in Kenya

Cheng Huang, *Tsinghua University*

Lei Wang, *Tsinghua University*

Mingzheng Qi, *Tsinghua University*

Yue Ren, *Tsinghua University*

Many multinational corporations (MNCs) hiring high proportion of host-country employees are interested in understanding how local employees can feel more included in the MNC. Drawing on the literature about Person-Environment fit (P-E fit), we proposed a model of how cultural value congruence between local individuals and their perception of the MNC's home-country culture values leads to trust in

expatriates by local employees, enhancing the inclusion they experience in the firm, which further contributes to voicing behavior and decreases the actual turnover. Based on the theoretical lens of self-identity theory (Tajfel & Turner, 1986) and self-categorization theory (Turner, 1987), we also tested how trust in local peers moderates the effect of trust in expatriates on inclusion. We collected data from a Chinese media firm running business in Kenya. 113 local Kenyan employees completed two waves of surveys, with supervisor-rated and archival turnover data collected as well. The results showed that when a local individual's cultural values were compatible with his/her perception of Chinese people's cultural values, especially when the achievement-orientated working values were matched, the local Kenyan employees trusted more in their Chinese colleagues. The more trust in Chinese employees, the more they felt included in the firm, which is even stronger when the local employees also highly trusted their African peers. Inclusion in the Chinese firm also led to lower turnover probability and more voicing behavior.

Conditional Trickle-down Effects on Employee Service Performance

Haolin Fu, *University of Nebraska-Lincoln*

Qiang Fu, *University of Nebraska-Lincoln*

Jia Yu, *University of Nebraska-Lincoln*

Wansi Chen, *East China University of Science and Technology*

Mengxi Yang, *Tsinghua University*

We proposed and tested a conditional trickle-down model, underpinned by social exchange theory and goal-setting theory, which examines how and why employee service performance is influenced by service-oriented high-performance work systems (HPWSs) and social exchange within leader-leader dyads (LLX) through the interaction between service leadership and group competition climate. Using a sample of 1473 employees in 433 retail stores supervised by 61 leaders, we found that LLX was positively related to service leadership, and service-oriented HPWSs was positively related to group competition climate. Additionally, we found that service leadership and group competition climate enhanced the positive influences of each other on employee service performance. We then demonstrated the conditional trickle-down effects of LLX and service-oriented HPWSs on employee service performance transmitted through the interaction between service leadership and group competition climate. Theoretical and practical implications are discussed.

39. Track 8: Enriching the Course Experience

Thursday, 10:15 to 11:45 AM
Granby D

Session Facilitator:

Robert Bonner, *San Francisco State University*

Designing Cross-Disciplinary Coursework in Entrepreneurship and Rapid Prototyping

Laura Madden, *East Carolina University*

Dennis Barber, *East Carolina University*

David Mayo, *East Carolina University*

Ranjeet Agarwala, *East Carolina University*

The increasing complexity of the business world necessitates classroom experiences that extend beyond the traditional pedagogical cloisters of higher education. Entrepreneurship education often leads the way in advancing cross-disciplinary education through partnerships across collegiate lines. In this manuscript, we describe the efforts of a program at a large, public Southeastern university to create undergraduate coursework that combines competencies from engineering pedagogy with the skills-based training of entrepreneurship education. We offer details of the design of the coursework and discuss the pitfalls and successes of this program for other universities interested in developing their own cross-disciplinary courses.

STEM and Sustainability in Business Curriculum: A Case Study Approach

Christopher Craig, Murray State University

Elizabeth Petrun Sayers, RAND

Song Feng, Univ. of Arkansas

Susan Gilbertz, MSUB

Rita Karam, RAND

Environmentally and sustainability focused content are largely missing from business curricula. The explicit integration of STEM into business curricula is even rarer. To address this salient gap we developed, implemented, and evaluated STEM-based sustainability curriculum across disciplines using a case-based approach. The integration of STEM and sustainability into management curriculum is a new “twist,” and evaluation of the integration indicated that student engagement as well as STEM and sustainability knowledge improved. The proposed presentation would discuss how a case-based approach was used to integrate STEM and sustainability into a management course, into business curriculum, and by extension across the University curriculum. The presentation would be broken into four sections to demonstrate how engagement and knowledge improvement were accomplished: (1) module overview, (2) teaching manual overview, (3) case study synopsis, and (4) evaluation. Materials would be provided to participants, (e.g., case study, syllabus, teaching manual) and implementations and interpretations would be discussed.

Student Workforce Readiness: Developing a Soft Skills Course That Utilizes Experiential and Immersion Learning Techniques

Amy Scott, Florida Gulf Coast University

Jennifer Manegold, Florida Gulf Coast University

Bob Whitehead, Florida Gulf Coast University

Preparing students to be successful in the workforce is a primary goal of higher education, yet a paradox exists where some of the most valued skills for employers are the same skills that are often neglected in the management curriculum. This paper describes a curricular innovation intended to develop soft skills and professionalism among business students. Utilizing the flipped classroom teaching method, students are exposed to both experiential and immersive learning techniques meant to improve their workforce readiness and employability. Rationale for offering this soft skills course and details related to course design are discussed.

40. Track 3: Leadership Concerns: Culture, Aggression, and Bias

Thursday, 10:15 to 11:45 AM

Fusion

Session Facilitator:

Abdulah Bajaba, Louisiana Tech University

Best Paper in Track

Knowledge Leadership and Ambidexterity: Cultural Desirability in Three Countries

C Lakshman, University of Texas Rio Grande Valley

Edith Galy, University of Texas Rio Grande Valley

Sumita Rai, Management Development Institute

Christophe Estay, Ecole de Management de Normandie

Leadership of organizational learning (knowledge leadership) has grown in importance, and has become increasingly researched in the context of innovation. The desirability of knowledge leadership across cultures, however, has yet to be examined. We contribute to the international management literature by examining the degree to which knowledge leadership is culturally endorsed in three cultures, viz., France, India, and Mexico. Additionally, we examine the influence of knowledge leadership on business unit performance through knowledge sharing and ambidexterity. Results of a theoretical model using structural equation modeling suggest that

knowledge leadership has a significant influence on organizational ambidexterity, which is partially mediated by knowledge sharing. We also find that ambidexterity completely mediates the relationship between knowledge leadership and business unit performance. These results hold while controlling for cultural desirability of knowledge leadership, and shows convergence across these three countries belonging to different culture clusters. We discuss findings, limitations, and future directions.

Best Doctoral Paper in Track

Who's Leading Whom? A Case Study to Extend Reciprocal Determinism

Ronald Tsang, University of South Alabama

Philip Holmes, University of South Alabama

This study uses the catastrophic oil spill in 2010 to expand the triadic relationships central to reciprocal determinism in a social learning theory into a model that reflects leadership and stakeholder triadic reciprocity. We show how each individual/entity has its own triadic reciprocations based on their perceptions of events and actions. Each individual/entity's triadic model then reciprocally interacts with other's perceptions-based triad. Contributions of this paper are three-fold. First, our model is the first to incorporate non-networked external stakeholders into a leadership framework. Second, our model is scalable and adaptable to multi-level studies. Third, we contribute to a growing body of leadership literature that leadership influence is not necessarily top-down or hierarchical. We also offer future research opportunities to empirically examine this new framework.

A House Divided: Exploring the Nature and Causes of Interfunctional Bias at Work

William Powell, Shippensburg University

Timothy Munyon, The University of Tennessee

Interfunctional cooperation is often sought in modern organizations, but many companies continue to struggle with barriers to cooperation which hamper interfunctional relationships and harm operational efficiency and effectiveness. In this paper, we evaluate the causes of one potential impediment to coordination: interfunctional bias. Drawing on the pervasive social problem of intergroup bias, this paper explores the nature and antecedents of interfunctional bias at work. In Study 1, we find that status differences drive interfunctional stereotype strength and resulting interfunctional prejudice. In Study 2, we incorporate identity theory, finding that functional identification antecedes interfunctional stereotype strength, and that organizational identification attenuates the indirect effects of interfunctional stereotype strength in the relationship between status equality and interfunctional prejudice. Collectively, these findings demonstrate that both status inequalities and functional identification affect the emergence of interfunctional stereotypes and interfunctional prejudice. These findings offer potential insights into mitigation strategies intended to lessen the prevalence of these beliefs, and we discuss contributions to theory and practice.

Self-Certainty and Workplace Aggression: Modelling State, Situations, and Culture

Neal Ashkanasy, University of Queensland

Hamidreza Harati, University of Queensland

Andre Pekerti, University of Queensland

Soroush Aslani, University of Wisconsin

We propose a new framework for understanding the antecedents of workplace aggression. We argue that workplace aggression varies across different psychological states, situations, and cultures. In this regard, we develop propositions regarding causal relationships between self-certainty and workplace aggression in the context of workplace conflict (e.g. insult and disagreement) across three different culture types: dignity, face, and honor. In doing so, we seek to explain how and why different psychological states and situations

might have different effects on emotion, cognition, and behavior of individuals across cultures. We propose a specific mediator set for each culture in order to demonstrate how culturally-determined notions of self-worth and social order mediate the relationship between self-certainty and aggressive behavior in an organization. Our theory sheds light in particular on simultaneous effects of psychological states, situations, and cultures on workplace aggression. This in turn enables us to better understand the antecedents of workplace aggression. We conclude by discussing the implications of our model for theory, research, and practice.

41. Track 9: Multilevel Concepts and Principles

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon E

Session Coordinator:

Nikolaos Dimotakis, *Oklahoma State University*

This workshop focuses on the conceptual underpinnings of multilevel models. We will discuss how dependence within a dataset can be a nuisance or a phenomenon of interest, and how theory-derived processes can be homologous or heterologous across levels. We'll go over foundational models in multilevel approaches, and discuss how these can be used to answer various types of research questions. We will also have an overview of data analytical options and the decisions these involve.

42. Track 9: What Keeps Deans Up at Night? Context Matters

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon H

Christopher Shook, *Western Kentucky University*

Joyce Heames, *Berry College*

Amy Henley, *University of North Dakota*

Annette Ranft, *North Carolina State University*

Margaret Williams, *Texas Tech University*

Have you ever wondered what it is really like to be the Dean? A panel of sitting deans will discuss what keeps them up at night. Deans from varied institutions will highlight the role of contextual issues, such as size, type and scope of institution, geographic location, budget model, fund raising environment, and culture, on their jobs and concerns. A free-wheeling conversation about things you may never think about as a faculty member will be the highlight of this session.

43. Track 9: You've Got Questions, We've Got Answers: A Board-Led Discussion of SMA's Roles and Survey Responses

Thursday, 10:15 to 11:45 AM

Paul Fraim Auditorium

Timothy Madden, *East Carolina University*

Laura Madden, *East Carolina University*

In contrast to the reporting-out function of the business meeting, this session employs a panel of board members who would respond to attendee questions about SMA's roles, goals, policies, and structures. The first portion of the session would focus on some of the recurring topics from the post-conference survey, similar to the "We Hear You" report that goes out via email. Presenters would know in advance which topics are going to be addressed and will respond to those survey-based comments and questions with prepared remarks. The second portion of the session would be a "town hall" style opportunity to open the floor to attendees, answering their questions and shedding light on topics that they care about.

44. SMA Spotlight Session: Track 9: Management Teaching PDI

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon D

Sponsor: Oklahoma State University, Spears School of Business

Robert Davis, *Oklahoma State University*

Sam Holloway, *University of Portland*

The Teaching Symposium is designed to allow attendees to share ideas regarding pedagogical approaches and delivery methods in the classroom, as well as interact with scholars that are currently implementing various methods in their own curriculum. Interested individuals can explore flipped and hybrid classrooms, engagement methods using new classroom technologies, and best practices for online learning environments.

45. Track 9: Developing a University Entrepreneurial Ecosystem and Assessing Its Effectiveness

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon F

John Ring, *Louisiana Tech University*

Jerry Fuller, *Louisiana Tech University*

Paul Drnevich, *University of Alabama*

Jon Carr, *North Carolina State University*

Paul Johnson, *University of Mississippi*

Anthony Hood, *University of Alabama at Birmingham*

Bao Hoang, *Louisiana Tech University*

Erin Treon, *Louisiana Tech University*

Numerous SMA member institutions offer an assortment of educational activities related to entrepreneurship. Yet surprisingly, many of these same institutions do not assess the effectiveness of their efforts, nor do they have clearly defined objectives. In this symposium, we give a broad perspective on the varying ways to develop a university entrepreneurial ecosystem and, more importantly, how to assess the effectiveness of an ecosystem via the growth of an entrepreneurial mindset, venture creation, and graduate career success. We expect that those in attendance will have the opportunity to learn about their peers' entrepreneurship programs and to provide insight regarding their own programs' effectiveness.

46. Track 9: Analyzing Round-Robin Dyadic Data: The Social Relations Model in the Organizational Sciences

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon A

Andrew Loignon, *Louisiana State University*

David Woehr, *University of North Carolina at Charlotte*

Jane Shumski Thomas, *Purdue University Northwest*

In this workshop, we review the Social Relations Model (SRM), an important analytical framework for examining interpersonal perceptions and behaviors that is underutilized in the organizational sciences. The SRM originated in social psychology, where it has been used to study a wide range of phenomenon (e.g., personality, helping behavior, and interpersonal power). The goal of this workshop is to formally introduce the SRM to management scholars, discuss how it differs from other forms of dyadic data analysis (e.g., actor-partner interdependence models, one-with-many models), and review recent advances associated with this approach (i.e., predictive and bivariate SRM). We will also provide a demonstration of the SRM using open-source software and data based on a study of project teams.

47. Track 1: Exploring Strategic and HR Issues in the Family Business

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon B

Session Facilitator:

Benjamin McLarty, *Mississippi State University*

Economic and Non-Economic Goal Interdependence: Towards an Organizational Goal Systems Theory of Family Firm Strategy

Benjamin Alexander, *California Polytechnic State University*

Bart Debicki, *Towson University*

Robert Randolph, *Kennesaw State University*

Family firm goal systems are a complex architecture of objectives and the means to pursue them. Family business research focuses on the presence of non-economic objectives that serve the controlling family alongside the competitive goals of the firm. In this paper, we develop a model of family firm goal systems that accounts for the presence of multiple goals, as well as different modes of their interdependence, in firms with varying levels of family influence. Further, we argue that these modes of goal interdependence will interact with family influence to inform the selection of different means of goal achievement. We discuss the implications of this perspective for future research and practice.

Family Firm Attraction: Is Perceived Bifurcation Bias an Obstacle to Recruitment

Brian Waterwall, *East Carolina University*

Drawing from the justice and recruiting literatures, this paper addresses the relationship between perceptions of treatment and attraction to family firms. While there is a clear connection between justice and organizational attraction in the broader literature, the relationship is more complex in family firms due to the existence of a family social group not found in other organizations. This paper explores the perceptions that nonfamily members have about personal and family member treatment in family firms, and how these perceptions affect organizational attraction and intentions to pursue a job with a family firm. Hypotheses are tested with data collected through an online survey (N = 173). Results indicate that perceptions of personal treatment but not perceptions of family member treatment are related to family firm attractiveness. The results help family firms with recruiting nonfamily employees and indicate that bifurcation bias may not be an obstacle to recruiting efforts.

Family Firm Recruitment: A Theoretical Model

William Tabor, *Mississippi State University*

James Vardaman, *Mississippi State University*

James Chrisman, *Mississippi State University*

This study focuses on the hiring of nonfamily employees in family firms. Research to date has emphasized the challenges family firms confront in attracting and selecting quality nonfamily human capital. This literature has emphasized the limitations these firms face due to the information asymmetries likely to result in the hiring process. However, this research has not considered the advantages available to family firms through their social capital. Drawing on agency theory, we propose that referral utilization mediates the relationship between family essence and firm performance because their use lessens the agency conflicts between owners and nonfamily members. Further, we propose this mediated relationship will be moderated by both the internal and external social capital of these firms.

48. Track 9: Lessons Learned: Developing, Administrating, and Delivering World-Class Study Abroad Programs

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon C

Garry Adams, *Auburn University*

Internationalization of business students is no longer an option, especially as they learn to actively participate in today's global business environment. There are a range of options available to universities to engage students to learn about international business. Historically, Study Abroad has been seen as a viable route to helping students learn about cultures and business abroad. However, there are many nuances and caveats that are unique to each university's Study Abroad programs. This session will be presented in a round table format. Panelists will address major and minor issues which influence an institution's ability to present successful Study Abroad programs. The panelists have over 50 years of accumulated experience at public universities and with undergraduate and masters programs.

The biggest issue that all panelists will address is the management of expectations across the numerous constituents that have a vested interest in the success of Study Abroad programs. Following a chronological flow panelists will provide insight into: program development, course development, program budgeting, program promotion, program administration, program safety, facilities, group movement and logistics, program follow-up and evaluation. The panelists will provide a handout take-away of suggested lessons learned to help participants develop/improve their Study Abroad programs.

49. Track 1: Entrepreneurial Effects on IPOs

Thursday, 10:15 to 11:45 AM

Imagination

Session Facilitator:

Lori Tribble, *Texas Tech University*

Founders' Prior Entrepreneurial Experience and Young Firms' IPO Performance

Son Le, *Louisiana Tech University*

Mark Kroll, *The University of Texas Rio Grande Valley*

Bao Hoang, *Louisiana Tech University*

Drawing upon learning theory, entrepreneurial cognition research, and work experience models, we develop a framework for identifying different types of entrepreneurial cognitive knowledge resulting from different types of prior entrepreneurial experiences. We argue that prior entrepreneurial experiences are heterogeneous and include three essential dimensions: the length of entrepreneurial experiences, the number of startups, and the qualitative nature such as the industry variety of prior startups. These three dimensions should be considered together to capture the value of prior entrepreneurial experiences fully. Using a sample of 261 young IPO firms, we find that the length of founder CEOs' entrepreneurial experiences negatively affects IPO performance. However, the interaction between the length of founder CEOs' entrepreneurial experiences and the number of their prior startups has a positive impact on IPO performance, and such impact is greater when the industry variety of their prior startups is higher. We discuss our study's theoretical and practical implications.

Winner's Curse in Foreign IPO: The Moderating Effects of CEO Ownership Stakes

Qiongrui Yao, *Auburn University*

LaKami Baker, *Auburn University*

Garry Adams, *Auburn University*

The extant literature has focused on foreign IPOs in the United States and the United Kingdom. As the most internationalized capital market, the Singapore Exchange has received little attention within foreign IPO research. Drawing on institutional theory and the concept of information asymmetry, this study empirically tests the home country economic freedom-foreign IPO underpricing relationship in Singapore and the moderating effects of CEO's ownership stakes. We obtained an inconsistent result that IPOs of firms based in countries with high economic freedom are more underpriced than IPOs of firms from low economic freedom countries. The Singapore's offerings market is characterized by rationing and information asymmetry that investors are more informed than the issuer. Uninformed investors that receive full allocations are subject to a winner's curse in which subjects fear that they are too optimistic to have a bargain. Therefore, different offering prices have different combinations of informed investment and uninformed investment. Foreign IPO underpricing is not reduced simply through high CEO ownership stakes. We found that investors perceive that non-founder CEO status, CEO equity ownership, and CEO stock options are positive signals of a foreign IPO firm's internal governance. Inconsistent findings in different countries motivate scholars to investigate other institutional settings to increase the generalizability of foreign IPO research.

The Roles of Opportunities Between Founding Team Knowledge and IPO Firm's Performance

KyungMoon Kim, *West Virginia University Institute of Technology*
Angela McCaskill, *West Virginia University Institute of Technology*

This research investigates the roles of the entrepreneurial opportunities on the relationship between founding teams' knowledge and firm performance in IPO firms. The empirical results show that founding teams' educational background is positively related to firm performance. The relationship between founding teams' related industry experience and firm performance represents an inverted U-shape. The entrepreneurial opportunities moderate the relationship between founding teams' educational areas and firm performance and the relationship between founding teams' related industry experience and firm performance. This research contributes to adding new insight the moderating roles of the opportunities on the relationship between founding teams' knowledge and firm performance.

50. Track 6: The Dynamics of Leader-Follower Relationships

Thursday, 10:15 to 11:45 AM

Main Ballroom Salon G

Session Facilitator:

William Gardner, *Texas Tech University*

Past, Present, or Future: The Role of Temporal Focus on Reciprocity in Social Exchange Relationships

Eric Michel, *Northern Illinois University*

Sandy Wayne, *University of Illinois at Chicago*

Meng Zhong, *University of Illinois at Chicago*

How does one's subjective perception of time impact one's propensity to reciprocate within social exchange relationships? In this study, we integrate social exchange theory (Blau, 1964) with temporal focus theory and research (Bluedorn, 2002; Shipp, Edwards, & Lambert, 2009) and argue that one's subjective perception of time impacts one's reciprocation behaviors in a meaningful way. Integrating the multi-foci perspective of social exchange (Lavelle, Rupp, & Brockner, 2007) with construal level theory (CLT; Trope & Liberman, 2003), we contend differential effects of past, present, and future temporal foci on citizenship behavior directed toward two exchange partners: the employing organization, characterized by perceived organizational support (POS), and the direct supervisor, characterized by leader-member exchange (LMX). Consistent with CLT, findings from a time-lagged sample of 241 working adults suggest past and future focus significantly influences the relationship between POS

and citizenship behavior directed toward the organization (i.e., OCBO) while present focus significantly influences the relationship between LMX and citizenship behavior directed toward individual organizational members (i.e., OCBI). We offer theoretical implications of our findings, which suggest temporal foci serve as an important boundary condition of the social exchange-reciprocation behavior relationship. In sum, we illuminate how subjective perceptions of time impact social exchange processes.

Risk-Adjusted Performance Returns and Follower Satisfaction: The Mediating Role of Leader-Rated LMX

Jason Marshall, *Binghamton University*

San-Fu Kao, *National Tsing Hua University*

Chou-Yu Tsai, *Binghamton University, State University of New York*

Drawing on social capital theory (Coleman, 1988), we examine leader-member exchange from the leader's perspective. Specifically, we posit that risk-adjusted follower performance, which is a relative performance index based on longitudinal objective data, is an antecedent of leader-rated LMX. Additionally, we explore the mediating role of leader-rated LMX on the relationship between risk-adjusted follower performance and follower satisfaction with (a) individual performance, (b) personal treatment, and (c) training and instruction. Based on the analysis of 363 leader-follower dyads, our results indicate that (1) risk-adjusted follower performance is an antecedent to leader-rated LMX, (2) leader-rated LMX is positively related to follower satisfaction with individual performance and personal treatment, and (3) leader-rated LMX has an indirect effect on the relationship between risk-adjusted follower performance and follower satisfaction with personal treatment.

Cooperation Leads Change: Subordinate Moqi, Leader-Member Exchange, and Change-Oriented Behaviors

Bingqing Wu, *University of Illinois Chicago*

Xingshan Zheng, *Shanghai Jiao Tong University*

Albi Alikaj, *Jacksonville State University*

Li Lan, *Shanghai Jiao Tong University*

Ningyu Tang, *Shanghai Jiao Tong University*

This paper built and tested a theoretical model linking subordinates' *moqi* with their supervisor with change-oriented behaviors including creativity and taking charge via leader-member exchange. Using a sample of 202 matched subordinate-supervisor dyads from 22 firms in China; we conducted a multilevel modeling analysis and found that, as hypothesized, subordinate *moqi* with the supervisor positively affected employees' creativity and taking charge. LMX mediated the relationship between subordinate *moqi* with the supervisor and employees' creativity and taking charge. These results expanded the current understanding of different domains of leadership theories and change-oriented behaviors.

51. SMA Track Chair Luncheon

Thursday, 11:45 to 1:15 PM

Energy 1 and 2

Session Coordinator:

Lisa Schurer Lambert, *Oklahoma State University*

By invitation only

52. Track 6: Studies of Leaders' Effects on Followers

Thursday, 1:15 to 2:45 PM

Main Ballroom Salon G

Session Facilitator:

Erzhao Wang, *SUNY Buffalo*

Paradoxical Leader Behaviors: Leader Personality and Follower Outcomes

Erum Ishaq, *Capital University of Science and Technology*

Abdul Karim Khan, *UAE University*

Sajid Bashir, *Capital University of Science and Technology*

We examined leaders' Big Five personality traits as antecedents and followers' in-role and innovative performance as outcomes of paradoxical leader behavior (PLB) in people management construct. We also examined the moderating role of follower psychological capital on PLB and the follower outcomes relationship. Our predictions were based on the trait theory of leadership, social learning theory, and conservation of resource theory. We tested our predictions with a sample of 131 managers and 609 followers. By and large we found support for our predictions. More specifically, high levels of leaders Extraversion and Openness to experience were positively related to subordinate ratings of PLB. On the other hand high levels of leaders Agreeableness, Conscientiousness and Neuroticism are negatively related to PLB. PLB in turn is positively related to subordinates both in-role and innovative performance. Subordinates psychological capital is found to moderate the relationship between PLB and subordinates in-role performance such that relationship is stronger when subordinates psychological capital is high than when it is low. Implications for these findings are discussed.

Follower's Sense of Leader's Power and Job Performance: A Dual-Process Mediating Model of Job Stress and Leader-Member

Hongguo Wei, *University of Central Oklahoma*

Angela Passarelli, *College of Charleston*

Karlygash Assylkhan, *Case Western Reserve University*

This paper introduces the follower's perspective in examining leader's sense of power and its impact on followers. Drawing on illusory power transference and the approach and inhibition theory of power, we build a theoretical framework linking followers' perceptions of their leaders' power and follower job performance, as mediated by follower job stress and follower LMX. With a pilot study, we found a leader's sense of power to be conceptually and empirically distinct from his or her followers' sense of the leader's power. We then collected multisource data from followers and their supervisors in work teams in a Chinese real estate company at two separate time points and found that 1) a follower's sense of leader's power reduced follower job stress and increased follower LMX, 2) follower job stress and follower LMX mediated the relationship between the follower's sense of leader's power and follower job performance.

Follower Behavior as a Response to Leader Behavior

Lei Wang, *University of Texas Rio Grande Valley*

Jorge Gonzalez, *University of Texas, Rio Grande Valley*

The study examines the relationship between leader behavior and follower behavior as well as the role of followers' perception of leader competence and group efficacy in such relationship. An analysis of the responses from 392 employees with a follower role shows that the presence of effective leader behaviors was related to positive follower behaviors. Further, followers' perception of leader competence mediated the relationship between effective leader behavior and six follower behaviors – voicing/dissenting, obeying, supporting, criticizing and socializing with the leader, and fulfilling responsibilities of the job. In addition, followers' perceptions of group efficacy had additional influence on the follower behaviors of obeying, resisting, criticizing and socializing with the leader and fulfilling work responsibilities. Perceptions of group efficacy also moderates the relationships between leadership behaviors and the follower behaviors of resisting and criticizing the leader, being flexible with changes of the job, and fulfilling work responsibilities. With this study, we contribute to the emerging literature on followership, a recent response to the extensive scholarly focus on leaders in lieu of the important role that followers also have. We discuss important implications for management research.

53. Track 6: The Big Three: Revenge, Cynicism, and Greed

Thursday, 1:15 to 2:45 PM

Granby A

Session Facilitator:

Ludvig Levasseur, *Oklahoma State University*

A Person-Situation Study of Organizational Cynicism: Conditional Responses to Ethical Leadership Based on Conscientiousness

Randy Evans, *University of Tennessee at Chattanooga*

Walter Davis, *University of Mississippi*

Andrea Neely, *University of Tennessee at Chattanooga*

We examined conditional responses to ethical leadership based on the trait of conscientiousness and how this interaction affected the attitude of organizational cynicism. Results from a sample of working adults ($N = 277$) revealed that persons with lower levels of conscientiousness reported higher levels of organizational cynicism when ethical leadership was low. When ethical leadership was high, persons low in conscientiousness reported lower levels of organizational cynicism. Furthermore, results showed a conditional indirect effect on the behavior of organizational deviance, yet not on the outcome of interpersonal deviance. Ethical leadership had the strongest negative relationship with organizational deviance for persons with low levels of conscientiousness. These findings contribute to the calls for organizational cynicism research rooted in the person-situation framework.

Stealing Office Supplies: Does Unforgiveness Toward a Co-worker Result in Displaced Revenge Against the Organization?

Madelynn Stackhouse, *University of North Carolina at Greensboro*

Melanie Paulin, *University of Calgary*

Susan Boon, *University of Calgary*

Although offender-directed revenge is an important outcome of interpersonal offenses, less is known about the processes involved in displaced revenge towards a person or entity other than the offender. In this paper we explore whether and why unforgiveness of a co-worker offender predicts organizationally-targeted displaced revenge. Specifically, we suggest that offender-targeted unforgiveness predicts organizationally-targeted revenge via psychological contract violation. We also suggest that feelings of psychological contract violation are conditional on the level of perceived offender-organization entitativity — the extent to which the offending co-worker and the organization are perceived as a unit. In two studies, participants recalled a past workplace offense. Participants also completed measures of offender-targeted unforgiveness, psychological contract violation, organization-level displaced revenge (Studies 1 and 2) and offender-organization entitativity (Study 2). As predicted, offender-targeted unforgiveness was significantly related to organization-targeted displaced revenge, an effect that was mediated by psychological contract violation (Study 1). Additionally, this indirect effect was found to depend on offender-organization entitativity, such that higher entitativity was associated with higher perceptions that the organization was to blame for the betrayal and deserving of organizationally-targeted revenge (Study 2). Implications for research on workplace transgressions are discussed.

Religious Motivation and Greed: The Mediating Effect of Moral Disengagement

Ian Mercer, *Auburn University*

Alan Walker, *Auburn University*

James Smither, *La Salle University*

Joel Carnevale, *Syracuse University*

Previous research has established links between religion and moral behaviors in general. Yet both greed (a typically immoral behavior), and religion, both appear to be on the rise. No research has examined the relationship between religious motivation and a trait measure of

greed. This paper draws from symbolic interactionism to explore moral disengagement as a potential mediator of the relationship between religious motivation and greed. We found that the negative relationship between intrinsic religious motivation and greed, as well as the positive relationship between extrinsic religious motivation and greed, were both mediated by an individual's propensity to morally disengage. Implications for management research and practice are discussed.

54. Track 5: Leveraging Inclusion and Buffering Stigmas in Organizations

Thursday, 1:15 to 2:45 PM
Granby E

Session Facilitator:

Arlise McKinney, *Coastal Carolina University*

Workplace Integration for Veterans: Applying Fit and Diversity Perspectives

Jorge Gonzalez, *University of Texas, Rio Grande Valley*
Joseph Simpson, *Virginia Tech*

Military veterans are a human capital resource pool, but struggles with workplace and civilian transition limit their ability to fully participate in work organizations. Unlike governmental and institutional initiatives supporting veterans, and despite their use as samples in management research, management scholars have neglected their study. Extending relevant management theories would help scholars and organizations reframe veterans' workplace experience as part of their societal reintegration. Here, we apply and extend relevant management theories to be inclusive of veterans as a social group. First, person-environment fit theory helps us describe veterans' compatibility in work organizations, including how their attributes, perspectives, knowledge, skills and abilities meet organizational demands and how organizational supplies meet veteran needs. Second, an inclusion and diversity standpoint helps us understand their experiences with discrimination, stereotyping, stigma, identity strain and their sense of belonging in organizations. Extending and integrating these theories to encompass military veterans in work organizations can help scholars understand the inclusive organization and help guide managers to increase the inclusion and utilization of veteran employees at work. We present propositions about how this inclusion can improve their utilization in work organizations, as well as veterans' transition into civilian organizations, career development, and personal well-being.

Pregnancy Discrimination is a Family Affair: Examining Crossover Effects in Couples

Samantha Paustian-Underdahl, *Florida State University*
Ashley Mandeville, *Florida Gulf Coast University*
Asia Eaton, *Florida International University*
Samantha Jordan, *Florida State University*

Research suggests that there are harmful consequences of workplace discrimination for employees. Less is known about how these stressful experiences may affect employees' family members. Given the growing number of dual-earner couples in Western societies, the lines between work and home are becoming blurred as couples are increasingly sharing in their roles and responsibilities. As such, we propose that the negative consequences of discrimination may not only affect the individual experiencing negative treatment, but also crossover to their partner. Using a sample of 72 couples and data from four time points throughout pregnancy, we test a conceptual model whereby discrimination relates to women's job satisfaction, career motivation, and emotional exhaustion, through work self-efficacy. Additionally, we draw on crossover research to propose that women's perceived pregnancy discrimination may crossover to affect their partners' work and health-related consequences, via self-efficacy crossover. Implications for theory and practice are discussed.

Stuttering: Challenging Perspectives of (Dis)ability in the Work Force

Stephanie Seitz, *California State University, East Bay*
Ai Leen Choo, *Georgia State University*

There is general consensus among scholars and practitioners alike regarding the essential nature of effective communication in the workforce. Additionally, there is a narrow and specific idea of what communication effectiveness consists of, going above and beyond the ability to deliver information. This narrow idea perpetuates stigma surrounding communication disorders such as stuttering, and helps drive negative employment outcomes for those who stutter. In this paper, we present a new perspective on communication and stuttering, offering organizations and managers strategies and guidance for how they may benefit from leveraging this untapped talent pool.

55. Track 7: Who Knows What: Why Knowledge Matters in Strategic Management

Thursday, 1:15 to 2:45 PM
Granby C

Session Facilitator:

Marwan Al-Shammari, *Savannah State University*

When Knowledge Walks Out the Door, Its Thoughts Remain

Martin Goossen, *Old Dominion University*
Gianluca Carnabuci, *ESMT Berlin*

Existing research has found a clear relationship between inventor mobility and knowledge spillovers, including the creation of new intellectual property at the hiring and departed firm. Yet, less is known about the effect of inventor mobility on the management of existing intellectual property. Building upon prior insights in the innovation literature that patents are not only used to protect a firm's proprietary products and processes, but also as a means to and block competitors' technological developments, we propose that inventor mobility influences whether and how firms preserve their intellectual property. Results from a quantitative analysis in the semiconductor industry reveals that firms are significantly more likely to maintain their patents if its inventors have moved to a competitor or were recruited from another firm. This effect is often stronger when these competitors have actually used the patented technologies in their own inventions and it is weaker when the firm has recombined these technologies in subsequent inventions. These results have implications for studies on inventor mobility and for research on intellectual property rights.

Weaponizing Institutions

Miranda Welbourne Eleazar, *UT Dallas*
Mike Peng, *University of Texas at Dallas*
Brian Pinkham, *Erasmus University*

When faced with the threat of new entrants, firms may react in different ways. We argue that a critical, yet overlooked reaction is the weaponizing of institutions to fight new entrants. Leveraging the context of professional service firms (PSFs)—specifically law firms—we identify two dimensions that determine the effectiveness of weaponization: (1) knowledge about entrant threats, and (2) industry agreement. We then discuss how the use of those weapons affects the legal services industry to demonstrate the importance of the institutional weapons. This article contributes to a relatively underexplored area in institutional theory and competitive dynamics research by showing how PSFs can “weaponize” institutions in competition.

Big Data Analytics and Competitive Advantage: The Role of Firm Specific Knowledge

Son Le, Louisiana Tech University

Rajiv Dahiya, Louisiana Tech University

John Ring, Louisiana Tech University

Jennifer Amyx, Louisiana Tech University

In this study, drawing upon the resource-based view, dynamic capabilities, and absorptive capacity research, we develop a conceptual framework for examining big data analytics (BDA) firm-specific knowledge, and competitive advantage. Our framework is based on two factors, application customization and data proprietorship, which subsequently offers four types of BDA solutions with different levels of knowledge heterogeneity and firm-specificity. From theoretical insights and anecdotal cases, we propose that BDA solutions with vendor-based applications and public data will not result in competitive advantage. BDA solutions with custom applications and public data and BDA solutions with vendor-based applications and proprietary data will at best result in short-term competitive advantage. Finally, BDA solutions with custom applications and proprietary data are likely to result in long-term competitive advantage. We also suggest that a firm in a certain type of BDA development stage should focus on certain absorptive capacities (acquisition, transformation, and exploitation) to keep its BDA effective. We discuss our paper's theoretical and practical contributions concerning the impact of BDA on competitive advantage.

56. Track 4: At the Crossroads: Managers Influence on HRM Practices

Thursday, 1:15 to 2:45 PM

Momentum 1/2/3

Session Facilitator:

Stephanie Castro, Florida Atlantic University

Can We Talk? Why Employees Fail to Report Negative Events to Their Managers

Alex Scrimshire, Xavier University

Marcie Lenses,

Durand Crosby, Oklahoma State University

Our research aims to undercover a lightly researched, though heavily important topic, that of subordinates not sharing bad news with their supervisors. Extant research has referred to this as the hierarchical mum effect. We hypothesized that an important driver of whether or not subordinates would communicate with supervisors was their relationship strength, or their LMX. Additionally we put forth that the subordinates' perception of their supervisor's empowerment played a role in the willingness to share bad news. Also, we hypothesized that having a strong desire to meet financial goals, or having a bottom-line mentality would have an effect on this relationship. Last, we wanted to examine how the level of the subordinate's ethical risk-taking would effect the amount of communication in the relationship. we tested these hypotheses by surveying organization employees over span of eight weeks.

Line Manager's Enactment of HR Practices and Transformational Leadership: Impact on Employee's Perceived Organizational Support

Anwesha Choudhury, State University of New York, Binghamton

Zubin Mulla, Tata Institute of Social Sciences, Mumbai

Line managers have an important role to play in ensuring their subordinates perceive their organization as supportive. We focused on enactment of Human Resource (HR) practices by line managers and its effect on their subordinate's perceived organizational support. Further, we examined the moderating role of transformational leadership behavior in this relationship. The first study ($N = 139$), was a scenario experiment where participants read different versions of a vignette describing fictitious managers and after imagining

themselves as subordinates of that manager, respondents reported their perceived organizational support. The second study ($N = 159$) was a field survey where employees of three large-scale organizations rated their immediate manager's behavior and their own perceived organizational support. Findings from both studies indicated line manager's enactment of HR practices was positively related to perceived organizational support. Also, when controlling for enactment of HR practices in the field survey study, there was no impact of transformational leadership behavior. However, line manager's transformational leadership behavior moderated the effect of enactment of HR practices on perceived organizational support.

Guarding the Exits or Fueling the Search?: An Investigation into the Efficacy of Employee Guarding

Justin Yan, University of Tennessee

Timothy Munyon, The University of Tennessee

Timothy Gardner, Utah State University

Employee guarding is a downward influence strategy used by managers to maintain access to valued employees. As an expression of territorial behavior, employee guarding is intended to maintain access to valued employees over whom managers feel a sense of psychological ownership. However, although research suggests that the practice is widely used, questions remain regarding the efficacy of these territorial expressions. In this investigation, we directly test how employee guarding affects managerial access to subordinates. Using time series analyses in a global dyadic sample of managers and randomly-selected subordinates, our findings suggest that employee guarding *increases*, rather than decreases, the risks of voluntary turnover, reducing managerial access to subordinates. Specifically, both nurturing and persuasion forms of employee guarding increase the hazards of voluntary turnover. We also find that nurturing weakens the positive relationship between job embeddedness and voluntary turnover. Although these findings run contrary to the predictions of territoriality and mate guarding theories, they are consistent with psychological reactance theory, suggesting that employee guarding is a potentially counterproductive influence practice.

57. Track 8: Teaching Teams and Teamwork

Thursday, 1:15 to 2:45 PM

Granby D

Session Facilitator:

Taewoo Kim, Mississippi State University

Strategic Team Building Game: Maximize Your Team Talents

Karen Eagle, Old Dominion University

Mark McNees, Florida State University

Team dynamics and diversity play a critical role in the success of a team. When forming startups, people are commonly drawn to others that are like themselves and often miss the optimizing results obtainable by forming high-performing teams that are founded on diversity of talents, knowledge, skills, and abilities. Additionally, founders may lack insight on the importance of seeking training opportunities to develop the knowledge and skills of their team members, which in turn may hinder maximum growth potential. This activity reveals bias, allows students to practice networking skills and resilience to failure, and demonstrates the power of teamwork to build a high functioning organization.

Integrating the TEAMPLUS Platform Into Courses Requiring Teamwork: A Method to Help Manage Instructor Workload and Increase Student Team Effectiveness

Amanda Hinojosa, Howard University

In this proposal for the innovative teaching track, I provide an overview of the team management online platform that I use in my

course: TeamPlus. The proposal has two main parts; in the first part of the paper, I provide an overview of the TeamPlus online platform for student teams. In the second part of the paper, I describe how I have used it in the introductory management courses that I teach.

Reflecting Upon and Evaluating Teamwork Experiences: A Process Guide

Adelle Bish, North Carolina Agricultural and Technical State University

Management graduates are expected to be capable of working in a range of team environments. As such, typical course curriculum includes opportunities to work with peers on a range of activities and to complete assessment items. However, often there is limited scope for reflection upon the experience and/or explicit instruction or knowledge provided about effective ways to engage in teamwork tasks – to be an effective collaborator. This presentation will highlight the use of an innovative teaching and assessment technique designed to foster engagement in critical reflection and direct self- and peer evaluation of collaboration. This reflection and evaluation tool has been implemented successfully in management courses in the undergraduate and graduate levels with diverse student cohorts here in the US and internationally. This presentation describes the use of the technique, the range of management concepts that the technique reinforces and provides an opportunity for participants to actively engage in using the tool themselves to reflect upon and evaluate their contribution to a team task.

58. Track 2: Workplace Wellness to Job Satisfaction: Studies in Nursing

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

Session Facilitator:
Elise Van Zandt,

Antecedents of Nursing Faculty Organizational Commitment: Exploring Job Satisfaction

*Eric Richardson, University of North Carolina, Wilmington
William Ritchie, James Madison University
Jean Gordon, Davenport University
Sara Golden, Volvo Group Trucks Operations*

As the nursing shortage continues there is an ongoing struggle in both healthcare and higher education to maintain adequate staffing of nurses and nursing faculty. Nursing faculty retention is of critical importance as faculty retention directly impacts educational programs that produce future nurses poised to meet employment demand. The topics of job satisfaction and commitment are of continued interest as researchers examine factors that impact nurses' intent to stay. This research will focus exclusively on constructs of job satisfaction that potentially impact the level of affective organizational commitment in nursing faculty.

Keywords: Nursing Faculty; Retention; Commitment; Job Satisfaction

Perspectives of Nursing Homes Staff on the Nature of Residents-initiated Call lights: A Case Study

*Haneen Ali, Auburn University
Md Monir Hossain, Auburn University
Astin Cole, Auburn University
Adam Sienkiewicz, Auburn University
Tori Ho, Auburn University*

Little research has been conducted to capture the perceptions of nursing home staff when using the call light system, and its effect on their workload and overall satisfaction. Further, there is a lack of

research related to the negative impacts of nursing homes staff perception on the safety and quality of care. This exploratory study aims at capturing nursing home staff experiences while using the call light system, investigating the challenges the staff face when they use the system, and how these challenges affect their workload, performance, and satisfaction. A survey instrument was developed and distributed to all 153 of the nursing staff, CNAs and LPNs in a nursing home in upstate NY. A total of 105 completed surveys were retrieved for an overall response rate of 68.63%. The results showed a significant correlation between the processes of being notified and locating call light alarms, and workload; we also find these correlations to have a significant effect on overall satisfaction. The staff reported many usability challenges that may contribute to a longer response time. Around 78% agreed that responding to a call light can prevent a serious harm, however, 56% of the staff agreed that call light system is not meaningful, and around 78% think that call light system is disruptive in the environment and source for constant noise. The study finds that incorporating the insights provided by nursing home staff will improve the acceptance of new and existing technology, which ultimately ensures a superior delivery of care through

A Comprehensive Framework to Measure the Success of Workplace Wellness Programs

*Dewaynna Horn, Texas Woman's University
Natasha Randle, The University of North Carolina at Charlotte
Stacey McNeil, Mississippi State University-Meridian*

Workplace wellness has emerged as an area of importance in organizations, particularly for human resource management and healthcare administration professionals. As the safety and health human resource function has increasing significance to productivity and profitability, many organizations offer these wellness programs. Most employers believe the programs are mutually beneficial to employees and to organizations, especially in terms of reducing health insurance premiums and ensuring that workers are healthy and productive. Unfortunately, many workers, across organizations, indicate they lack full awareness of these resources thereby not taking advantage. Past literature on this topic remains scant and inconsistent regarding the factors that create success in workplace wellness programs. The objective of this study is to address this gap by infusing information management and adapting a popular model from the MIS literature, the DeLone and McLean Model of Information Systems Success, as an alternative framework to evaluate wellness program success. We offer propositions to explore wellness program success factors in organizations. The importance of this conceptual work lies in its potential value to organizations in understanding the effectiveness of both the overall wellness programs and the information disseminated to employees about the programs. Opportunities for increasing wellness program ROI, next steps, and implications are presented.

59 SMA Spotlight Session: Track 9: The Biggest Mistake I Made in My Career: Candid Thoughts from SMA Fellows.

*Thursday, 1:15 to 2:45 PM
Paul Fraim Auditorium*

*Micki Kacmar,
Neal Ashkanasy, University of Queensland
Thomas Crook, University of Tennessee
Lisa Schurer Lambert, Oklahoma State University
Margaret Williams, Texas Tech University*

Social learning theory (Bandura, 1977) suggests that individuals can learn vicariously. This session is designed to allow SMA attendees to learn from the mistakes of others rather than having to personally make them. Four SMA Fellows will reveal their biggest career mistakes. After describing the situation, they will offer suggestions

for how audience members can avoid making a similar mistake. Time will be left at the end for the audience to ask for advice on problems they currently face.

60. SMA Spotlight Session: Track 9: Dealing with Endogeneity

*Thursday, 1:15 to 2:45 PM
Main Ballroom Salon E*

Aaron Hill, University of Florida

Scott Johnson, Ivy College of Business - Iowa State University

Many predictions in management and related are affected by endogeneity. As endogeneity is pervasive and the effects of biased estimates substantial, it is perhaps foreseeable that, as Semadeni, Withers, and Certo note (2014: 1070), “reviewers and editors in multiple disciplines have increasingly identified endogeneity as an alternative explanation for results presented in papers they evaluate.” This PDI provides an overview of endogeneity and offers recommendations for authors and reviewers for identifying and addressing the issue in research.

61. Track 9: Teaching Financial Ratio Analysis to Improve Student Learning: An Experiential Case Study Using Internet Data Downloads

*Thursday, 1:15 to 2:45 PM
Main Ballroom Salon H*

Sally Sledge

Carl McGowan, Norfolk State University

Thomas Lewis, Norfolk State University

Donald Joyner, Regent University

Financial Analysis is a topic that many college business students shy away from, as its complexities can overwhelm even the most diligent learners. They may take only one finance class, and then are expected to complete advanced financial analysis on actual companies in their Strategic Management capstone courses. Yet new data software, financial computer programs and quantitative methods can assist in making this subject interesting, logical and even fun for college students. This session will use a case study method to demonstrate the basics of corporate financial analysis for management faculty when teaching undergraduate students utilizing some of these techniques.

62. SMA Spotlight Session: Track 9: Career Paths Symposium: Pre-Tenure Career Opportunities

*Thursday, 1:15 to 2:45 PM
Main Ballroom Salon D*

Lance Frazier, Creighton University

Wm. Bowler, Oklahoma State University

While various professional development workshops provide insights on succeeding as doctoral students and navigating early career decisions, comparatively few opportunities exist for scholars to gain insights on various paths as one approaches tenure. This symposium is aimed at providing scholars with insight into different options as they navigate their career path. This session will be a panel discussion on topics related to pre-tenure career paths. Discussion will be organized to allow participants to be involved in the discussions taking place and to pose to the panelists. Moderators will ensure coverage of multiple discussion points.

63. Track 9: Qualitative Comparative Analysis (QCA): A Methodological Primer and Experiential Learning Workshop

*Thursday, 1:15 to 2:45 PM
Main Ballroom Salon A*

Ryan Klinger, Old Dominion University

Nathapon Siangchokyo, Old Dominion University

Matthew Farrell, Old Dominion University

Blending elements of qualitative and quantitative research methods, Qualitative Comparative Analysis (QCA) offers a unique epistemological foundation to address novel research questions (or, address existing research questions more appropriately). Used by sociology and political science researchers for decades, QCA is gaining traction in organizational science domains. This two-part workshop will introduce researchers to ways in which QCA can serve as a theory-building and/or theory-testing methodology. Part I introduces QCA methodologies, concepts, opportunities, challenges, and applications. During Part II, we distribute practice datasets and free QCA software and lead a step-by-step walkthrough of practical techniques.

*Attendees are encouraged to bring a laptop if they wish to follow along with the demonstrations.

64. Track 1: Institutional Effects in Entrepreneurship

*Thursday, 1:15 to 2:45 PM
Main Ballroom Salon B*

Session Facilitator:

William Carter, University of Baltimore

Patenting Strategies of Early-Stage Ventures and the Moderating Influences of Institutional Contexts

Li-Wei Chen, Old Dominion University

Habib Islam, Old Dominion University

Soo-Hoon Lee, Old Dominion University

Given the liabilities of newness and small size, early-stage ventures face limitations in legitimacy and resources. We seek to explore the extent to which such ventures utilize their existing resources by either adopting an advantage-seeking strategy through exploitation, or choosing an opportunity-seeking strategy through exploration to gain competitive advantage. Additionally, we examined the extent to which the institutional context in which the venture is embedded influences its innovation strategy. We analyzed data from 16,612 for-profit early-stage ventures worldwide that have English mission statements in their applications to the Global Accelerator Learning Initiative, established and maintained by the Entrepreneurship Database Program at Emory University. The fixed effect logistic regression models for sector and application year indicate that early-stage ventures are more likely to adopt exploitation strategy associated with patent filings. Additionally, we found that the effect size from the degree of exploitation is larger for early-stage ventures in developed countries compared to those in developing countries, indicating that institutional effects moderate the innovation strategies that early-stage ventures adopt. Our results lend support to the strategic entrepreneurship theory that entrepreneurs orchestrate the best use of their resources as defined by the limitations they face within their organizational and environmental boundaries.

Let's Do Data Analytics: Institutional Pressures, Big Data Analytics Capability, and Investment in the Firm

Jacob Whitmore, University of South Alabama

As big data overtakes the business world, organizations seek to establish their big data analytics capability (BDAC). However, despite the known performance benefits of big data analytics, firms may develop BDAC due to pressures from the external environment

to be seen as legitimate organizations. I use the forces of institutional isomorphism to explain why firms develop BDAC. Signaling theory is used to explain how a firm will signal its BDAC capability to external parties to be perceived as legitimate and to receive strategic benefits. Organizations benefit from signaling their legitimacy due to BDAC by increased investment in the firm. Theoretical and practical implications are discussed.

Entrepreneurial Recovery After Crisis: The Role of Country Institutional Profile

Mehdi Sharifi Khobdeh, Canisius College
Amir Pezeshkan, University of Baltimore
Anil Nair, Old Dominion University

With the onset of the global financial crisis, nearly all countries faced a sharp drop in their rate of entrepreneurship – an entrepreneurial crisis. However, nations were experiencing similar financial hardship during the global financial crisis, some countries managed to recover from entrepreneurial crisis while others did not. Using a sample of 56 countries, we employed a fuzzy-set Qualitative Comparative Analysis to investigate the relationship between distinct configurations of institutional arrangements and countries' recovery from entrepreneurial crisis. Our findings reveal that there is an equifinality in countries' recovery from entrepreneurial crisis. In other words, there are multiple paths for countries to reach entrepreneurial recovery in which either informal institutions (normative and cognitive) or formal institutions (regulatory) can independently lead to entrepreneurial recovery despite financial limitations and uncertainties due to the global financial crisis. More fine-grained findings and implications are discussed.

65. Track 6: Leadership in Organizations: Findings from Multiple Lenses

Thursday, 1:15 to 2:45 PM
Main Ballroom Salon C

Session Facilitator:
Liam Maher, Boise State University

Interruptions in the Workplace: Manager-Subordinate Relationship Impact and Moderating Effects of the Manager's Personality

William Paczkowski, Palm Beach State College
Roberto Bonanomi, Birkbeck, University of London

Pervasive use of information and communications technology has perpetuated the frequency of interpersonal interruptions in workplace organizations. The present study investigates the reasons behind frequent interruptions in the workplace among knowledge workers. A questionnaire was developed to investigate the correlation between interruptions and the dyadic manager-subordinate relationship (i.e., trust and Leader Member Exchange (LMX)) and the moderating effect of managers' personality traits (i.e., proactivity, extraversion, neuroticism). The frequency of interruptions was found to be weakly negatively correlated with LMX, but not with trust. Notably, subordinates perceived the frequency of interruptions as positively connected to their managers' neuroticism and negatively related to the managers' proactivity.

Trust Felt: Expanded View of Subordinate's Assessment and Perceptions of Trust, and its Effects on Subordinate Performance

Greg Hardt, Xavier University
Lisa Schurer Lambert, Oklahoma State University

Trust is a perception developed and held by individuals. Subordinates trust their supervisors and they feel trusted by their supervisors within the workplace relationship. Subordinates trusting and feeling trusted represent different perspectives of trust making it plausible that they are

not equal and could be asymmetrical. Subordinates could trust more than they feel trusted or subordinates could trust less than they feel trusted. This makes it necessary to include both perspectives (trusting and feeling trusted) to fully represent and understand trust. I examine the effects of subordinates trusting supervisors and subordinates feeling trusted by supervisors when trust is equal (symmetry) and when they differ (asymmetry). I expect empirical results will show increasing trust symmetry is associated with moderate increases in job performance, sharp increases in OCB, moderate increases in voice, and sharp decreases in intention to quit. I hypothesize increasing trust asymmetry (with subordinates trusting less than they feel trusted) will be associated with moderate decreases in job performance, strong decreases in OCB and voice, and sharp increases in intentions to quit. I expect increasing trust asymmetry (with subordinates trusting more than they feel trusted) to be associated with very moderate decreases in job performance, moderate decreases in OCB, less strong decreases in voice, and moderate increases in intention to quit. I hypothesize the effects of subordinates' trust in supervisors are stronger than the effects of subordinates' feeling trusted by supervisors.

Servant and Transformational Leadership: A Supply Chain Management Perspective

Tommy Nichols, Texas Wesleyan University
Trisha Anderson, Texas Wesleyan University
Rod Erakovich, University of Liverpool

Various leadership models have been developed to create efficiencies and effectiveness in the organization's production and operations systems. The gap in the literature and research does not consider the leadership influence in the context of supply chain functions. This paper proposes a framework for the application of transformational and servant leadership in supply chain operations. The argument hinges upon the distinction of context and the effectiveness of transformational and servant leadership under which these leadership theories are operated. Context is characterized by the focus of an efficient and responsive supply chain management operation. We propose a model of the implementation of transformational leadership as effective in the efficient supply chains and servant leadership effective in responsive supply chains.

66. Track 1: Entrepreneurial Orientation: A Learning-Centered Perspective

Thursday, 1:15 to 2:45 PM
Imagination

Session Facilitator:
Victor Chen, University of North Texas

Benchmarking Strategic Orientation and Firm Performance: An Analysis of the Dimensions of Entrepreneurial Orientation

Kaushik Mukherjee, University of Mississippi
Yankun Jia, University of Mississippi
Gabby Swab, Towson University
Joshua White, University of Alabama
Erik Markin, Mississippi State University
Duncan Nicol, Union University

Learning from other firms has been identified as an important resource for firm survival. Benchmarking is a learning mechanism that can aid firms in identifying superior organizational capabilities and behaviors among other firms. Firms that possess stronger benchmarking capabilities and are able to align their strategic posture with those of market leaders, are more likely to enjoy greater firm performance. One strategic posture that has been shown to lead to higher performance is a firm's entrepreneurial orientation (EO). Despite this fact, the benchmarking of organizational entrepreneurial postures as a route to enhanced firm performance has received little attention. We empirically examine the firm performance benefits

available from benchmarking the EO of top-performing firms. Results suggest that the alignment of some dimensions of EO with those of top-performers are salient to firm performance, while others identify potential weaknesses in the market-leader's posture. We discuss limitations and potential for future research.

The Power of Posture: Organizational Reputation Following Product Failures and the Role of Entrepreneurial Orientation

Kathryn Kloepfer, Florida Atlantic University

Parisa Haim Faridian, Florida Atlantic University

The purpose of this research is to explore the extent to which an entrepreneurial strategic posture intensifies or restrains the influence of a reputation-damaging event, namely a product failure, on the subsequent organizational reputation. In particular, we argue that signals of an entrepreneurial orientation high in proactiveness, risk-taking, and innovativeness are likely to reduce the negative consumer perceived organizational reputation resulting from a product failure while signals high in competitive aggressiveness and autonomy are likely to trigger more severe negative perceptions of firm reputation. Integrating theories on attribution and signaling contributes to the literature by determining situations in which an entrepreneurial orientation as a strategic posture lessens or intensifies the severity of the link between product failures and organizational reputation.

Rapid Prototyping: Vicarious Learning in Hackathons

Jay O'Toole, Elon University

Adrian Choo, Michigan State University

Yusen Xia, Georgia State University

Firms can develop a competitive advantage vis-à-vis their competitors by testing the feasibility of their new product ideas and seeking feedback faster than their competitors. This rapid prototyping can also help firms overcome uncertainties associated with the fuzzy front-end of new product development projects. In this study, we examine vicarious learning as a process that will influence a team's time to needed to develop a workable prototype. We advance learning theory by distinguishing between two types of vicarious learning: one-to-one vicarious learning and vicarious learning from collective patterns. The theory we develop leads us to predict that one-to-one vicarious learning will speed up rapid prototyping while vicarious learning from collective patterns will slow it down. However, when teams do both, they are able to mitigate the downsides of vicarious learning from collective patterns. We test our theory in a novel dataset of hackathon participants at the 2017 and 2018 Global Game Jam. Our findings support our theory and advance new insights regarding vicarious learning and technology and innovation management.

67. Track 9: The Paradoxical Tensions of Young Teachers

Thursday, 1:15 to 2:45 PM

Main Ballroom Salon F

Chantal van Esch, California State Polytechnic University, Pomona

Robert Bonner, San Francisco State University

Liam Maher, Boise State University

Brittany Buis, University of Illinois at Chicago

This panel symposium introduces the paradoxes that young faculty members and doctoral students face when teaching. Through sharing stories and experiences we hope to introduce the benefits as well as the drawbacks of being seen as a young teacher. The symposium will lead to a discussion to see what can be learned from these experiences and how everyone can use them to increase their relationships in the classroom.

68. SMA Networking Break

Thursday, 2:45 to 3:15 PM

4th Floor Pre-Function

Sponsor: University of Memphis-Department of Management

Session Coordinator:

Joy Karriker, East Carolina University

69. SMA Networking Break

Thursday, 2:45 to 3:15 PM

3rd Floor Foyer and Counter areas

Sponsor: University of Memphis-Department of Management

Session Coordinator:

Joy Karriker, East Carolina University

70. Yoga on the Patio

Thursday, 2:45 to 3:15 PM

4th floor patio

Led by RYT-500: Zoe O'Dea.

Take an active break! Move your body and clear your mind in 30 minutes with some light stretching and breath work in order to regain focus between sessions. No special yoga attire or gear required. Mats will be provided.

71. Walking Networking Break

Thursday, 2:45 to 3:15 PM

4th Floor Solutions Desk

Meet at Solutions Desk to take a walking networking break led by a SMA Past President. Learn about the history of SMA along the way and enjoy fellowship with other SMA members!

Session Coordinator:

Christopher Shook, Western Kentucky University

Margaret Williams, Texas Tech University

72. Track 6: A New Take on Helping Behavior at Work

Thursday, 3:15 to 4:45 PM

Main Ballroom Salon G

Session Facilitator:

Snehal Hora, University at Buffalo

When and How Does Abusive Supervision Negatively Affect Followers' Prosocial Motivation and its Influence on OCB?

Chad A. Hartnell, Georgia State University

Artemis Boulamatsi, Georgia State University

Fred O. Walumbwa, Florida International University

Amanda Christensen-Salem, University of Cincinnati

Flora Chiang, China Europe International Business School

Thomas Birtch, University of South Australia

We build upon a relational theory of prosocial motivation to develop a multilevel framework that examines the role of relational elements in the work unit on prosocial motivation and its effectiveness. Drawing upon the within-domain exacerbation effect, social exchange theory, and the interpersonal justice perspective, we describe why a leader's abusive supervision and charismatic leadership jointly diminish followers' prosocial motivation. Furthermore, we consider abusive

supervision's relational repercussions by investigating its impact on team-member exchange (TMX) and its implications for the strength of the relationship between prosocial motivation and citizenship behavior directed toward the team. Finally, we enumerate the link between leaders' self-rated prosocial motivation as a determinant of their abusive supervision. Results from a field study based upon 296 employees and 44 supervisors in 44 teams across three organizations provided support for the predicted relationships. We discuss theoretical implications for prosocial motivation and abusive supervision research and provide recommendations for practitioners to reduce abusive supervision and cultivate an environment that nurtures employees' prosocial motivation.

Best Overall Doctoral Paper and Best Doctoral Paper in Track
When the Past and Present Collide: Interactive Effects of Dual Psychological Contract Breaches on Employee Outcomes
Meng Zhong, University of Illinois at Chicago
Sandy Wayne, University of Illinois at Chicago
Eric Michel, Northern Illinois University

Despite recent research shedding light on how psychological contract (PC) breach may change over time, questions remain as to how the dynamic nature of PC breach impacts employee behavior. Integrating contrast effect theory (Markman & McMullen, 2003) and conservation of resources (COR, Hobfoll, 1989) theory, this study builds and tests hypotheses concerning why and how dual PC breaches, conceptualized as the interactive effects of two breaches separated by time, influence employee helping behavior toward coworkers. Two studies were conducted to investigate this phenomenon. In Study 1, findings from a two-wave survey of 168 employee-supervisor dyads of a Fortune 1000 building supply company supported hypotheses based on contrast effect theory. Specifically, when past breach was low, present breach had a stronger negative influence on helping behavior. In Study 2, findings from a three-wave survey of 412 full-time employees working in a variety of occupations revealed that burnout mediated the contrast effect of dual breaches on employee helping behavior, such that the negative indirect effect of present breach on helping behavior through burnout was stronger when past breach was low. Providing support for an integration of contrast and COR theories, a low level of past breach followed by present breach taxes psychological resources and, in turn, decreases employee helping behavior.

Getting Help by Giving Help? Helping Motive and Asymmetric Expectations of Help Giving and Receiving
Woonki Hong, Ulsan National Institute of Science and Technology
Lu Zhang, Ulsan National Institute of Science and Technology, S Korea
Ravi Gajendran, Florida International University

A fundamental assumption underlying social exchanges in organizations is that help given is likely to be reciprocated over the long term by recipients. Yet, exchanges in organizations may often be asymmetric as recipients may not always reciprocate in equal measure and help givers may not always seek assistance from those they have helped in the past. Our paper examines these asymmetries in employee expectations of giving and receiving help. We propose that help givers' motives for helping (i.e., instrumentality motive and prosocial motive) moderate the relationship between help giving and reciprocating. We further investigate whether helping motives influence givers' (in)accurate recognition of who is more likely to provide help upon request. Analyzing 1640 observations of dyadic helping from 41 managerial employees in a business unit, we found that help recipients' willingness to reciprocate is weaker when help givers are higher on instrumentality motives. Further, as help givers' prosocial motive increases, the positive relationship between providing help to a focal person and future willingness to seek help from that person is weaker. That is, prosocial helpers care less about the return that help giving can bring. Finally, we found that

instrumental givers overestimate their coworkers' willingness to help while prosocial givers were more accurate in gauging coworkers' willingness to accede to a request for help.

73. Track 9: Construct Development and Validation in Three Practical Steps: Recommendations
Thursday, 3:15 to 4:45 PM
Main Ballroom Salon A

Session Coordinator:
Lisa Schurer Lambert, Oklahoma State University

The focus is on contemporary best practice for developing and validating measures of constructs in the organizational sciences. The basic steps in scale development are: (a) construct definition, (b) choosing operationalizations that match the construct definition, and (c) obtaining empirical evidence to confirm construct validity. Special attention is given to construct conceptualization, acknowledging existing constructs, and improving existing measures.

74. Track 9: So, You Want to Conduct an Experience-Sampling Study. Now What?
Thursday, 3:15 to 4:45 PM
Main Ballroom Salon E

Joel Koopman, Texas A&M University

Scholars are increasingly using an experience-sampling methodology to answer their research questions. However, conducting such a study is quite different than conducting the more familiar cross-sectional or multi-wave study, and involves asking questions such as "How do I get people to stay in the study," "How do I design my surveys," and even "Should I conduct this study at all?" We will explore theoretical, empirical, and practical issues associated with conducting experience-sampling research.

75. Track 3: The Theory of the Firm: Where Do We Go From Here?
Thursday, 3:15 to 4:45 PM
Fusion

Session Facilitator:
Jerry Fuller, Louisiana Tech University

Advancing Theory of the Firm Research: The Humanitarian Aid Example
Angelina Zubac, Australian Institute of Management
Kate Hughes, Stamford University

Contrary to the convention, this paper argues that theory of the firm research can be advanced by studying 'not-for-profit' organizations. Using the typical humanitarian supply chain example to ground this argument, the paper asks whether the question of why some communities fail to recover after a calamity after receiving humanitarian aid could really be a capital transformation problem, similar to the kinds that affect 'for-profit' organizations. Applying a firm theoretic framework, the paper concludes that, just like for-profit organizations, not-for-profit organizations must achieve capital owners' payments objectives through a circular (iterative) resource-investment process as constrained (or not) by the institutional environment. The corollary is that in the first instance financial capital or proxies for it, such as volunteers' time or donations must be transformed into the 'right' kind of capital supported by the 'right' organizational structures.

Linking Organizational Typology to Typologies of Corruption *Esther Jean, University of Texas at Arlington*

Corruption continues to be a pervasive topic both academically in research and practically in organizations. This research links two typologies of corruption explored in research to four typologies of organizational strategy. This paper argues typologies of organizational strategy can be linked to different typologies of corruption. Specifically, defender, prospector, analyzer, and reactor organizational strategies are linked to two different typologies of corruption identified in research. The relationship between organizational strategy and corruption typologies such as corrupt organizations, organizations of corrupt individuals, legal corruption, social corruption, and political corruption is explored using institutional theory, embeddedness theory, and network theory as a framework.

76. Track 9: Career Paths Symposium: Post-Tenure Opportunities

Thursday, 3:15 to 4:45 PM
Main Ballroom Salon D

While various professional development workshops provide insights on succeeding as doctoral students and navigating early career decisions, comparatively few opportunities exist for scholars to gain insights on various paths *after being granted tenure*. This symposium is aimed at providing scholars with insight on topics related to post-tenure career path opportunities. Organized around a panel format, participants will be involved in and ask questions during the session discussions. Moderators will ensure coverage of multiple discussion points.

77. Track 9: Contributing to the Field: The Journey to an Editorial Panel

Thursday, 3:15 to 4:45 PM
Main Ballroom Salon C

Sponsor: University of North Texas, Department of Management

Kathryn Ostermeier, Bryant University
Michele Medina, Mississippi State University
Julie Hancock, University of North Texas
David Allen, Texas Christian University
Neal Ashkanasy, University of Queensland
Frances Fabian, The University of Memphis
Hettie Richardson, Texas Christian University
James Vardaman, Mississippi State University
Cindy Muir (Zapata), University of Notre Dame

The Southern Management Association is one of the most developmental conferences that we have attended, with doctoral consortiums, paper development workshops, and multiple PDIs, with topics ranging from getting tenure to research methods training. We propose that SMA also offer a PDI geared towards scholars who aspire to be on editorial board or to one day become an editor of a journal. While SMA has had several sessions that have allowed scholars the opportunity to match the editors' names to their faces and gain useful suggestions to help move their manuscripts toward publication, the story of how these individuals became part of the editorial panel (i.e., editor, associate editor, or board member) remains untold.

Accordingly, the purpose of this PDI is to afford current and former editors, associate editors, and editorial board members the opportunity to share their journeys to holding these prestigious offices in our field. Additionally, the panel of editors, associate editors, and editorial board members will address different areas of their experience of being in a leadership position of a journal, including the following: the trials and tribulations, the rewards and benefits, balancing editorial panel responsibilities and other

university demands, and balancing editorial panel responsibilities and a research agenda. The panel session will include these editors, associate editors, and editorial board members providing suggestions for doctoral students, tenure-track, and tenured faculty who are contemplating following the path to an editorial panel in the future.

78. Track 9: Maximizing Consumer Experiences and Optimizing Performance in the Lodging and Restaurant Industries: A Look at Current Technologies

Thursday, 3:15 to 4:45 PM
Granby B

Sally Sledge,
Larry Epplein, Norfolk State University
Jim Corprew, Norfolk State University

Technology is impacting the lodging and restaurant industries significantly today, for both customers and providers. Advances in information technology have allowed both industries to operate in real time and thus serve buyers more quickly and efficiently. No longer are third parties required for transactions. Yet with this new landscape comes challenges, such as data breeches and identity theft concerns. Social media plays a big role for these companies, as they must manage their presence online. This workshop will feature experienced hospitality management faculty and professionals to discuss trends in the current use of technology for hotel, lodging and restaurant providers.

79. Track 9: The Struggle is Real: Unfiltered Conversations on Job Loss and Job Change

Thursday, 3:15 to 4:45 PM
Main Ballroom Salon F

Meagan Brock Baskin, University of Tulsa
Micki Kacmar
Margaret Williams, Texas Tech University
Jeff Paul, Oral Roberts University
Anthony Wheeler, West Chester University of Pennsylvania

This panel brings together untenured, tenured and administrative faculty to tackle the tough conversation of job loss and job change pre and post tenure. This panel will not focus on what to do or how to go about job change rather it will focus on the tough conversations, the hard decisions, and the perceptions formed of those who change jobs for one reason or another. The purpose of the symposium is to create both awareness of the struggle of job change and job loss but also to try and remove the stigma associated with such change.

80. Track 1: The Social Aspects of Entrepreneurship

Thursday, 3:15 to 4:45 PM
Main Ballroom Salon B

Session Facilitator:
Taewoo Kim, Mississippi State University

From Committed Employees to Aspiring Entrepreneurs: A Moderated Mediation Analysis

Qinglin Liu, Rensselaer Polytechnic Institute
Hao Zhao, Rensselaer Polytechnic Institute

Previous research finds employees' organizational commitment is positively related to prosocial behaviors and negatively related to turnover intentions (O'Reilly & Chatman, 1986). In this study, we extend this model to study whether organizational commitment is related to a unique form of prosocial behavior, namely prosocial rule-breaking, and if

the latter is further related to employees' intention to start their own companies. Our moderated mediation analysis on time-lagged data from 122 employees shows an indirect relationship between organizational commitment and entrepreneurial intentions that is mediated by prosocial rule-breaking and is moderated by age and entrepreneurial self-efficacy. We discuss the theoretical and practical implications.

Best Doctoral Paper in Track

What Does it Take to Pivot? Exploring Resource Requirements of Entrepreneurial Pivoting

Jared Allen, University of Central Florida

Regan Stevenson, Indiana University

Tang Wang, University of Central Florida

While the commercial appeal of entrepreneurial pivoting is well established, research on the topic is scant. This study moves the field forward by examining the relationship between entrepreneurs' intangible resources (human, social, and psychological capital) with the likelihood of pivoting. Results from a sample of crowdfunding campaigns (n=1595) found that the importance of intangible resources depends on the type of pivoting and that psychological capital influences the extent to which these resources influence pivoting. Human capital was found to influence the time it takes entrepreneurs to pivot, while social capital influences whether a direction pivot occurs. Counterintuitively, results show that for entrepreneurs who possess social capital, having high levels of psychological capital reduced the likelihood of pivoting. These findings extend research on the resource-based view and entrepreneurial pivoting by illustrating that the value and usefulness of human resources is contingent on the type of pivoting that occurs.

It Takes a Village? A Population Analysis of Latino-Owned Businesses in New Destinations

Ace Beorchia, University of Tennessee

David Gras, University of Tennessee

Eric Amarante, University of Tennessee

Although minority-owned businesses are becoming more prevalent in the United States, ethnicity remains a widely unexplored context for new and meaningful knowledge—especially in entrepreneurship. Understanding how social capital impacts business creation and growth, particularly in Latino communities, is important as the Latino population continues to grow in the U.S. Using a population perspective, we utilize a unique dataset combining county population characteristic data from the United States Census Bureau and business ownership data from the U.S. Survey of Business Owners (SBO). We test to what extent a higher proportion of Latinos in a county impacts Latino business ownership and growth rates within the county. We further investigate the extent to which being situated in old or new Latino immigration destinations moderates this relationship. Our results suggest that increased Latino population rates encourage Latino business formation yet, interestingly, seem to discourage growth of Latino businesses. Specifically, counties with higher proportions of Latinos in the population have low proportions of Latino businesses with employees. Interestingly, we also find that these relationships are more positive in new destination states. We argue that an increased Latino population rate indicates an increase in the social network available to Latino entrepreneurs and business owners.

81. SMA Spotlight Session: Track 9: Let's Talk About It: A Formal SMA Debate Session

Thursday, 3:15 to 4:45 PM

Paul Fraim Auditorium

Garry Adams, Auburn University

This session is designed to bring a formal-style topic debate into the 2019 SMA conference. The designated topic for the debate is:

Should the Association to Advance Collegiate Schools of Business (AACSB) require members institutions to apply "The Rooney Rule" for hiring in administrative positions (Department Chair and above)? In form, the rule would require member institutions to interview a female or minority candidate for any open administrative position. The goal would be to alleviate "glass ceiling" effects for female and minority candidates into academic leadership roles. The session will feature two teams taking the Affirmative and Negative debate roles to address the aforementioned question.

82. SMA Business Meeting

Thursday, 5:30 to 6:30 PM

Granby D

Session Coordinator:

Garry Adams, Auburn University

83. Presidential & Hunt/SOSA Award Reception

Thursday, 6:30 to 7:30 PM

3rd Floor Pre-Function

Session Coordinator:

Joy Karriker, East Carolina University

84. SMA Exhibits

Thursday, 6:30 to 7:30 PM

3rd Floor Pre-Function

85. Track 9: SMA Late Night Networking: An Academic Trivia Challenge

Thursday, 7:45 to 10:00 PM

Main Ballroom Salon D

David Allen, Texas Christian University

Paul Johnson, University of Mississippi

Micki Kacmar

One of the many benefits of attending SMA is the chance to meet and network with a variety of individuals. This session is designed to provide a networking opportunity by creating trivia teams of SMA attendees who do not know one another. Newly formed teams will work together to answer trivia questions in a relaxed environment. The top three teams will walk away with prizes. The session, which will be held after the Presidential Reception, will be moderated by David Allen, editor of *JOM*.

FRIDAY, OCTOBER 11

86. Cafe SMA Coffee Bar

Friday, 8:00 to 8:30 AM

3rd Floor Foyer and Counter areas

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

Sponsor: University of North Florida

87. Yoga on the Patio

Friday, 8:00 to 8:30 AM

4th floor patio

Led by RYT-500: Zoe O'Dea

Take an active break! Move your body and clear your mind in 30 minutes with some light stretching and breath work in order to regain focus between sessions. No special yoga attire or gear required. Mats will be provided.

88. Walking Networking Break

*Friday, 8:00 to 8:30 AM
4th Floor Solutions Desk*

Session Coordinator:

James Combs, *University of Central Florida*

Meet at Solutions Desk to take a walking networking break led by a SMA Past President. Learn about the history of SMA along the way and enjoy fellowship with other SMA members!

89. SMA Exhibits

*Friday, 8:00 to 3:15 PM
3rd Floor Pre-Function*

89A. SMA Registration & Solutions Desk

*Friday, 8:00 to 4:45 PM
3rd Floor Hub*

Session Coordinator:

Jennifer Sexton, *West Virginia University*

89B. SMA Solutions Desk

*Friday, 8:00 to 4:45 PM
4th Floor Hub*

Session Coordinator:

Jennifer Sexton, *West Virginia University*

90. Track 6: The Roles of Servant and Empowering Leadership in the 21st Century

*Friday, 8:30 to 10:00 AM
Main Ballroom Salon G*

Session Facilitator:

John Batchelor, *University of West Florida*

Empowering Leadership and Employee Proactive Behavior: The Roles of Leader Effectiveness and Empowerment Expectation

Yejun Zhang,

Kui Yin, *University of Science and Technology Beijing*

Bing Liu, *Shandong University*

Lu Xing, *Renmin University of China*

Min (Maggie) Wan, *Texas State University*

Drawing on social information processing theory, we examined the mechanism as well as the boundary condition between empowering leadership and employee proactive behavior. Moving beyond the perspectives that have been suggested in prior studies, we provided a new account that was based on social information processing perspectives and proposed that empowering leadership would have a curvilinear effect (i.e., inverted U-shaped) on employee proactive behavior via perceived leader effectiveness. In addition, we predicted that employee's empowerment expectation would moderate the effect of empowering leadership on perceived leader effectiveness, as well as the indirect effect of empowering leadership on employees' proactive behavior. The proposed hypotheses were generally supported in a sample of 402 subordinates and their 97 supervisors; however, there was no moderating effect of employees' empowerment expectation. We discussed both theoretical and practical implications and identified the directions for future research.

Serving the Community: The Unique Effect of Servant Leadership on Corporate Social Responsibility Engagement

Allan Grogan, *Concordia University*

While previous research in servant leadership has conceptually differentiated this concept from other forms of leadership, namely that of transformational leadership, there has been an absence of empirical research investigating its unique contribution on organizational outcomes. In particular, relatively few studies within this area have examined the impact of servant leadership on macro-organizational criteria. Using hierarchical regression analysis on a sample of 101 CEOs of S&P 100 organizations, servant leadership was found to explain variance in corporate social responsibility (CSR) engagement over and above transformational leadership on both a general measure of CSR and an individual dimension of community relations. In addition, this relationship is strengthened by greater discretion afforded to the top manager, further establishing the boundary conditions of servant leadership. In particular, these findings lend further empirical support to the construct validity of servant leadership as well as a greater understanding of its unique contribution to organizational criteria relative to other forms of leadership. In particular, the findings from this study reinforce previous research that servant leadership is best suited for influencing sustainable and prosocial outcomes involving numerous stakeholders, notably those who are external to the organization. These findings carry implications for strategic leadership and leadership assessment.

Stronger Together: Conditional Indirect Effect of Servant Leadership on Transactive Memory Systems

Emily David, *China Europe International Business School*

Lars Johnson, *Wayne State University*

Ching-Yuan Meng, *China Europe International Business School*

Tyleen Lopez, *Wayne State University*

The leadership literature suggests that followers are likely to be autonomously motivated when working for servant leaders, leading them to experience greater psychological empowerment. Guided by self-determination theory (SDT), we predicted that this empowerment would then heighten individuals' perceptions of their team's transactive memory systems (TMS). When subordinates perceive that discrimination is occurring in their workgroup, however, their sense of belonging and equality will be interrupted. In such situations, employees working for servant leaders may pull inwards and focus on their individual performance metrics rather than working collectively with their team members (i.e., the empowerment – TMS link will be weakened). This moderated mediation model was tested at multiple timepoints using 211 employees from a variety of industries and job types. The results generally supported our predictions, and the implications for theory and practice are discussed.

91. Track 6: Exploring the Effects of Abusive Supervision

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

Session Facilitator:

Heath Gregg, *University of Miami*

Coping with Demons: Does Abusive Supervision Dispersion Matter?

Neal Ashkanasy, *University of Queensland*

Hieu Nguyen, *University of Queensland*

Tyler Okimoto, *University of Queensland*

Yiqiong Li, *University of Queensland*

Stacey Parker, *University of Queensland*

We examine the consequences of an often-neglected aspect of team-level abusive supervision (TAB) — abusive supervision dispersion (ASD; the variability in team members' perceptions of how much abusive supervision is evidenced in the team)—on abused subordinates' coping behaviors. Two hundred sixty-six Australian undergraduate students nested in 66 teams (led by confederate leaders) participated in a classroom tower building exercise. The

leaders displayed either positive or abusive supervision styles. We asked condition-blind observers to evaluate leader and participant performance. Results show that abused subordinates draw on both emotion-focused and problem-focused coping in TAB dynamics, with the former being harmful for subordinates' performance, job satisfaction and intrinsic motivation (with problem-focused coping having the reverse effect). We also found that high levels of ASD in the team exacerbated the negative effects of TAB on subordinates' intrinsic motivation via emotion-focused coping. These results extend the nascent research on coping with TAB, and importantly, highlight the importance of ASD in abusive supervision.

Speaking up in the Face of an Abusive Boss: Impacts of Psychological Resilience and Moral Disengagement on Victims' Voice Behavior

Jun Yang, University of North Carolina at Greensboro
Darren Treadway, State University of New York at Buffalo
Wei Wang, Carlson School of Management University of Minnesota
Yonghong Liu, University of North Carolina at Greensboro

Research that focuses on the detrimental effect of abusive supervision on organizational outcomes is a rapidly expanding field. However, knowledge on constructive reactions to abusive supervision remains limited. The current study focuses on how abused subordinates may choose to voice their reaction to supervisory abuse via boosted voice self-efficacy. In accordance with theories of moral self-regulation, conservation of resource, and moral disengagement, we argue that high psychological resilience can provide psychological resources for employees to restore psychological loss in their voice behavior. Moreover, this boosting effect of psychological resilience is salient when employees are not morally disengaged from harmful behaviors. We tested the conditional process model with time-lagged and multisource data collected from 656 employees and 99 supervisors. Results support our hypothesis that employees with high psychological resilience and low moral disengagement are likely to speak up in the face of abusive supervision via increased voice self-efficacy.

Best Overall Conference Paper and Best Paper in Track

The Effect of Abusive Supervision on Objective Performance and Customer-Directed Sabotage: Role of Employment Status

Yonghong Liu, University of North Carolina at Greensboro
Chen Zhao, Beijing University of Posts and Telecommunications
Zhonghua Gao, Capital University of Economics and Business
Zhiyong Yang, University of North Carolina at Greensboro

Drawing on the job demand-control model of stress, this research examines whether and when abusive supervision influences employee's objective performance (KPIs) and customer-directed sabotage. We conducted a two-wave field survey study with 1331 customer service representatives from 139 call-center teams. Results suggest an inverted U-shape in the relationship between abusive supervision and job performance: employees have low levels of performance when abusive supervision is high, but high levels of performance when abusive supervision is low to moderate. However, the inverted U-shape is more pronounced among probationary (vs. permanent) employees. Furthermore, abusive supervision has a linear and positive relationship with employee's customer-directed sabotage behavior, and this relationship is weaker for probationary (vs. permanent) employees. The theoretical and practical implications of these findings are discussed.

Do You Mind Your Abusive Supervisor? A Social Information Processing Approach to Abusive Supervision

Ui Young Sun, University of Illinois at Chicago
Haoying Xu, University of Illinois at Chicago
Don Kluepfer, University of Illinois at Chicago
Seokhwa Yun, Seoul National University

Deviating from the traditional retaliation framework, we conceptualize abusive supervision as a salient social information in the workplace and examine the relationship between abusive supervision and taking charge on the framework of social information processing (SIP) theory. We hypothesize that the social signals entailed in abusive supervision has a negative influence on subordinates' cognitive assessment of psychological empowerment, which in turn negatively influences subordinates' engagement in taking charge. Drawing on SIP theory, we further suggest that subordinates' regulatory focus influences the relevance of the social signals from abusive supervision to subordinates. Specifically, we hypothesize that both promotion and prevention focus magnify the negative influence of abusive supervision by heightening the relevance of the social signals entailed in abusive supervision. The analysis of 183 supervisor-subordinate dyads supported our hypotheses in general. We found that abusive supervision has a negative indirect effect on subordinates' taking charge via subordinates' psychological empowerment. We also found that the negative indirect effect is stronger for subordinates high in promotion focus. Contrary to our expectation, we did not find a significant interaction between abusive supervision and subordinates' prevention focus on subordinates' psychological empowerment. In overall, this research illustrates why, how, and when social signals entailed in abusive supervision influences subordinates' taking charge.

92. Track 6: Investigations Into Personalities and Dispositions

Friday, 8:30 to 10:00 AM

Granby B

Session Facilitator:

Elanor Williams, University of North Carolina, Charlotte

The Return of Introversion: The Role of Introversion in Workplaces

Dane Blevins, University of Central Florida
Madelynn Stackhouse, University of North Carolina at Greensboro
Shelley Dionne, Binghamton University-SUNY

Trait extraversion and introversion have undergone an evolution during the last century of scholarly literature. This burgeoning area of research has afforded prolific insight into understanding organizational dynamics. However, it has done so by focusing mainly on the role of extraversion. Accordingly, the purpose of this paper is to spark research that investigates the benefits of trait introversion in the workplace. In doing so, we examine ten commonly used trait extraversion scales to better understand how extraversion and introversion have been studied. Overall, we find that there is a positive bias toward extraversion where introversion is treated as the same as "low extraversion" imbued with negatively valenced characteristics such as social awkwardness and low social self-esteem. This helps explain why our review of five top-management journals shows that the predominant discourse has been one that emphasizes the positive benefits extraversion, largely ignoring the role of introversion. Therefore, we propose a working list of positively valenced characteristics of trait introversion and suggest how these characteristics might be beneficial at the individual, team, and leadership level in organizations. In doing so, we hope our paper generates new scholarship that investigates the role of introversion in positively shaping organizational outcomes.

Dispositions and Situational Strength During Organizational Change: A Meta-Analysis

Katerina Gonzalez, Suffolk University
Florencio Portocarrero, UC-Irvine
Michael Ekema-Agbaw, Baruch College/The Graduate Center, CUNY

In this exploratory systematic review and meta-analysis, we examine psychological resources and individual dispositions as predictors of the proximal (e.g., change reactions) and more distal (e.g., performance,

turnover) outcomes relevant to organizations undergoing a change (e.g., a restructure, new leadership, an internal crisis, etc.) This is the first study to examine the predictive validity of individual differences on change reactions and work outcomes within the *context* of organizational change. Our review yielded 103 studies and 114 independent samples of adults ($N=26,969$) experiencing an organizational change where a disposition or psychological resource was measured. Fifty-eight separate meta-analyses of 106 of those independent samples showed core self-evaluations, psychological capital, the five-factor model meta-traits (plasticity and stability), and several other dispositions are associated with organizational change reactions and work outcomes. We theorize and provide evidence suggesting a situational strength lens is useful for understanding the role of dispositions in organizational change contexts. Transformational and proactive changes relative to incremental and reactive changes appear to provide stronger cues to individuals, weakening dispositional strength. We offer theoretical and empirical directions for organizational change and personality scholars in light of our findings.

A Review Of Work Frame Of Reference Personality Measurement and Introduction of the ORG-B5

Chandra Shekhar Pathki, *University of Illinois at Chicago*
Don Klumper, *University of Illinois at Chicago*
Jeremy Meuser, *University of Mississippi (Ole Miss)*

The literature suggests that personality measures framed toward a specific context yield stronger predictive validity in that context. However, the theoretical background for the frame-of-reference (FOR) is unclear. Existing work FOR personality scales have limitations. Integrating FOR research with the *knowledge-and-appraisal personality architecture* (KAPA, Cervone, 2004) theoretical framework, we developed and tested a new personality measure with a work FOR: the ORG-B5, which overcomes limitations of existing scales. In study 1, we tested the basic psychometric properties of the ORG-B5 using two samples. Study 2 shows that the ORG-B5 has good convergence with existing Big-5 measures, sufficient discriminant validity, adequate reliabilities, acceptable model fit and outperforms the Big-5 mini markers and the mini-IPIP in terms of its base psychometric properties. Study 3 shows that the ORG-B5 scales predict two important outcomes, work engagement and LMX. Study 4 shows incremental validity of the ORG-B5 measure over other personality measures in the prediction of work engagement and LMX. Given these results, we argue that the ORG-B5 is a valid and reliable short personality measure more appropriate for use in organizational research than existing contextual and non-contextual measures.

93. Track 5: Supervisor and Mentor Influences on Career Outcomes

Friday, 8:30 to 10:00 AM
Granby E

Track 5: Advances in Corporate Social Responsibility Research

Friday, 8:30 to 10:00 AM
Granby D

Session Facilitator:

Daryl Kerr, *The University of North Carolina Charlotte*

CSR Breadth or Depth? Exploring the CSR and Firm Performance Linkage in Mandatory CSR Regime

Shaili Singh, *Indian Institute of Management Rohtak*
Mahua Guha, *Indian Institute of Management Rohtak*

In this research, we shed light on the relationship between corporate social responsibility and corporate financial performance using new measures of CSR breadth, depth, and spending in the Indian context.

India is the first country to introduce mandatory CSR thus, the Indian context gives us a rich field to test the economic returns of CSR under the changed regime. We propose to test the influence of these CSR dimensions on firm market-adjusted (Tobin's Q) and accounting performance (ROA) measures. The vast literature linking CSR and firm performance remain ambivalent. And, this study aims to contribute to the existing debate on two grounds. First, it tests the viability of CSR breadth and depth measures to give insights on CSR aspects associated with a firm. And second, it helps understand the intricacies of mandatory CSR. We perform an empirical analysis using a sample of the NIFTY 500 firms (top 500 firms as per market capitalization) during the period 2015-2018. We perform an additional test to check the combined impact of overall spending and CSR breadth. We also examine the effect of interaction between year on year variation of CSR spending and CSR breadth. Results indicate that CSR breadth positively affects the market adjusted measure of performance and CSR spending negatively affects ROA. Further, a positive relationship between Tobin's Q and CSR breadth only exists when CSR spending increases with breadth.

Keywords: Corporate Social Responsibility (CSR), CSR breadth, CSR depth, CSR Spending, Corporate Financial Performance (CFP)

Too Little or Too Much? Exploring the Relationship Between Corporate Social and Financial Performance

Yanni Liang, *New Mexico State University*
William Smith, *New Mexico State University*

CSR overinvestment is a vital issue that strategists and researchers shall pay attention to for more efficient resource allocations which flourishes firm long-term success and overall societal wellbeing. However, less attention has been put in exploring the overinvestment issue in CSR practice. Nor empirical studies have been designed to test the possible negative relationship between firm social and financial performance at an excessively high level of social investment. The purpose of this study is to fill this gap. With integrating Barnett and colleagues (2012) U-shaped model, I propose an S-shaped model to capture the integrated relationship between corporate social and financial performance. The focus of this study is on the dominant of diminishing returns rule in CSR overinvestment based on resource dependency theory and psychological habituation theory. Empirical results support the proposed model with demonstrating returns of social performance is diminishing and the positive CSP-CFP relationship becomes negative at excessive high level of social performance. The S-shaped model suggests strategists and business practitioners that the CSP-CFP relationship curve has a ceiling and additional investment beyond the peak point represents the overinvestment issue in CSR practices. Because of the limitation of scarce resource and the diminishing return rule of social investment, managers shall consider their financial capacity when making a socially related investment decision and try to find a balance between corporate social responsibility and financial responsibility, realize the flourishing of firm profitability and social wellbeing congruently, and thus boost a sustainable long-term business.

Business Model Innovation in Socially Conscious Organizations: A Dynamic Capabilities Perspective

Catherine Helmuth, *Central Michigan University*
Sebastien Vendette, *Central Michigan University*
Jacob Waddingham, *Auburn University*

Social purpose organizations represent a unique business form where for-profit companies pursue socially responsible missions. Research on socially conscious organizations is particularly interesting as these hybrid forms of business bisect traditional for-profit and nonprofit entities. Despite social purpose organizations' unique operational form, growing competition has increased the need for social enterprises to engage in business model innovation. The choice to engage in business model innovation, however, is particularly challenging for social purpose organization because of tensions that arise from their dual social-economic objectives. We used an inductive approach to examine

how a social purpose organization approached business model innovation. Our qualitative analysis revealed that the tensions that emerged from the organization's competing social-economic demands served as a catalyst for business model innovation. We conclude with several practical and theoretical implications in addition to recommending directions for future social issue research.

95. Track 7: Organizational Engagement in Corporate Social Responsibility: The Role of Corporate Governance

Friday, 8:30 to 10:00 AM
Granby C

Session Facilitator:

Oliver Rossmannek, *University of Freiburg*

The Effect of CEO and Board Prior CSR Exposure on their Focal Firm's CSR: The Moderating Effect of CEO Narcissism

Marwan Al-Shammari, *Savannah State University*
Abdul Rasheed, *University of Texas at Arlington*
Mahmut Yasar, *University of Texas at Arlington*
M Ann McFadyen, *University of Texas at Arlington*

We examine how the prior experiences of the chief executive officer (CEO) and board influence the focal firm's Corporate Social Responsibility (CSR) activities. Further, we examine how CEO narcissism influences the diffusion of CSR activities. We theorize that narcissistic CEOs are influenced more by the corporate strategies they experienced on other boards and less by the corporate strategies experienced by other directors. Through longitudinal analyses of the CSR profiles a sample of Fortune 500 companies for the period 2008-2013, we show that CEO and board prior CSR are positively related to the firm's CSR. We find a significant positive moderating effect of CEO narcissism on the relationship between board prior CSR and the focal firm's CSR but a negative moderating effect of CEO narcissism on the relationship between CEO prior CSR experience and focal firm CSR. Our theory and results highlight how CEO and board prior CSR exposure may influence the focal firm's stances towards CSR and that CEO narcissism may have differential effects on these relationships.

Institutional Investors and Firm CSR: An Analysis of Attraction and Impact

Yankun Jia, *University of Mississippi*
John Berns, *The University of Mississippi*

Building on previous research works, this paper examines how firm corporate social responsibility (CSR) impacts institutional investors' decision to invest. Furthermore, this paper also examines how firm CSR is impacted by investment of various types of institutional investors. Together, this paper offers a dynamic perspective regarding the relationship between CSR and institutional investors. In doing so, this paper builds on theory to further our understanding of this phenomenon and offers insights to academics and practitioners in the area.

Corporate Governance and Corporate Social Responsibility Engagement: The Role of Environmental Uncertainty

Sammy Muriithi, *University of Central Oklahoma*
Bruce Walters, *Louisiana Tech University*
Luis Robles, *University of Central Oklahoma*

We employ the behavioral theory of corporate governance to investigate the relationship between governance strength and corporate social responsibility (CSR) engagement. We argue that effective corporate governance reduces managerial entrenchment, thereby increasing CSR engagement. We also consider the role environmental uncertainty as a moderating variable in this relationship, such that increases in uncertainty will diminish the impact of governance strength on CSR engagement. Our findings are supported using a sample of 165 firms in a variety of industries.

96. Track 4: Making The Connection: The Role of Relationships and HRM Practices

Friday, 8:30 to 10:00 AM
Momentum 1/2/3

Session Facilitator:

Michael Johnson, *Louisiana State University*

Impostors and Entitleds: Do Self-Concepts and HR Attributions Change How Co-Workers React to Promotion Decisions?

Robyn Brouer, *Canisius College*
Jeffrey Bentley, *California State Univ., Long Beach*
Rebecca Badawy, *Youngstown State University*

Using an experimental design, this paper explores the HR attributions made about promotion decisions, examining the difference between psychologically entitled co-workers and those with the impostor phenomenon. As employees are influenced not only by the HR practices, but how their managers implement them, we frame HR attributions in light of how employees react to managers' promotion decisions in the context of co-worker self-serving versus other-serving OCBs. We argue that regardless of motive attribution, impostors and entitleds will employ different impression management (IM) tactics in response to being denied a promotion. Further, self-serving motive attributions will violate the co-workers' sense that the HR practices are employee-oriented and equitable, resulting in negative attributions and behaviors. Results were surprising, showing that impostors will refrain from using any impression management in environments where they perceive self-serving motives, and entitleds will be less likely to self-promote and more likely to supplicate.

A Social Network Perspective on the Pluralistic Ignorance of Family-friendly Benefits

Ashley Mandeville, *Florida Gulf Coast University*
Marilyn Whitman, *University of Alabama*
Jonathon Halbesleben, *University of Alabama*
Jennifer Manegold, *Florida Gulf Coast University*

Pluralistic ignorance occurs when individuals inaccurately perceive the attitudes of their peers within their work group to be different from their own and subsequently align their behavior with what they mistakenly believe are the attitudes of their peers. Through the lens of social network theory, this study seeks to examine the drivers of pluralistic ignorance by examining if social contexts influence misperceptions of peers' preferences to utilize family-friendly benefits. Specifically, this study proposes that the role of centrality in a social network impacts the degree to which members misperceive their peers' preferences. Further, this study proposes that the overall network density can suppress the relationship between centrality and misperceptions.

I Brought My Friends with Me: The Role of External Relational Identities in Socialization Processes

Peter Anzollitto, *University of North Texas*
Danielle Cooper, *University of North Texas*

Although research regarding newcomers and socialization processes recognizes the importance of relationships newcomers make during the socialization process, it has yet to consider the impact preexisting relationships have on the newcomer during socialization. Working from an identity perspective, this multi-wave study examines the impact of support and undermining from relational identities external to the organization on the socialization of the newcomer into the organization. We discovered individuals' most important relational identities have a significant impact, through support, on the socialization outcomes of organizational identification, satisfaction, job engagement, and psychological well-being. We also found evidence external relational identities impacted socialization outcomes through the development of internal relational identities

which can also act as resources. Our research suggests that relationships and identities external to an organization are a neglected and important element impacting the socialization process.

How Do You Like Me Now? Improving Public Sector Employee Engagement through Social-identity and Self-categorization

Alex Scrimshire, Xavier University

Bryan Edwards, Oklahoma State University

Durand Crosby, Oklahoma State University

Scott Anderson, Oklahoma State University

To regain the public's confidence and offset the negative image perpetuated over the past few decades, it is our position that public agencies can improve performance by promoting employee engagement in their work. We posit, to motivate employees and improve performance, public managers must recruit individuals with high levels of public service motivation, and then utilize high-involvement management strategies to ensure that their employees fully embrace the agency's mission. In addition, engaged employees have a greater sense of meaningfulness and enhanced commitment to the organization. Further, agency leaders should utilize marketing theories and practices to foster a better image and reputation for their organization, which will increase employee organizational identification and improve overall performance. The present research will test these assumptions in public service organizations.

97. Track 3: Institutions and Strategy: Perspective, Examination, and Evidence

Friday, 8:30 to 10:00 AM

Fusion

Session Facilitator:

Kris Irwin, University of Alabama

How Organizations Propagate Institutional Practices: A Paradox Perspective

Daniel Davis, University of South Carolina Upstate

Prior scholarship finds that an organization's propagation of nascent institutional practices or proto-institutionalization results from two forces: (1) extending the organization's influence through network actions and (2) cultivating a community of participants that adhere to an organization's vision. This paper expands our understanding of proto-institutionalization by arguing that extensive use of digital technology often introduces contradictory tensions – a paradox – for organizations that engage in institutional innovation. Individuals within the organization experience the community paradox through tensions of cohesion and disintegration. Through grounded theory methodology, I explore how members of DiverseCS, a non-profit organization that seeks to increase gender and racial/ethnic representation in computer science education, address cohesion-disintegration tensions. Specifically, DiverseCS members create networks and create narratives that blurs the boundaries between virtual and face-to-face interaction. Taken together, these actions overcome paradoxical tensions and support proto-institutionalization.

Understanding Arbitration in Cross-border Acquisitions: Examining the Role of Host-Country's Formal and Informal Institutions

Rama Krishna Reddy, Indiana University South Bend

Danuta Kawecki, Indiana University South Bend

Mergers and acquisitions (M&As) are dubbed as a market for lemons because of the extent to which information asymmetry is embedded in M&A transactions. A country's institutional environment influences the quality and overall reliability of organizational disclosures, thereby altering the extent of informational asymmetry affiliated with an M&A transaction. In this study, we argue that the

caliber of the host country's institutions affects the *arbitration phase* of M&A transactions – the phase in which organizations attempt to resolve issues related to information asymmetry. This study examines what effect a host country's *market-supporting institutions* and cultural propensity to *avoid uncertainty (uncertainty avoidance)* has on the *duration of the arbitration phase*. We test our hypothesis using a sample of 3,376 foreign acquisitions completed by U.S. firms between 2006 and 2016. Our empirical results demonstrate support to the hypothesized relationships.

CAGE Distance and Organizational Adaptive Capabilities: Evidence from the Philippines

George White, University of Michigan - Flint

Orhun Guldiken, Florida International University

Rosey Bao, Elon University

By relying on institutional theory and the dynamic capabilities perspective, we examine the influence of CAGE distance as a determinant of organizational adaptive capabilities of multinational enterprise (MNE) wholly owned foreign subsidiary (WOFS) in an emerging market. By employing data from 175 WOFSs operating in the Philippines, we find that CAGE distance negatively affects a WOFS's intentions to build organizational adaptive capabilities. In addition, our results reveal that the involvement of WOFSs in a manufacturing-oriented industry diminishes the negative relationship between CAGE distance and a WOFS's propensity to develop organizational adaptive capabilities (OACs). We discuss the theoretical contributions as well as managerial implications of our findings and suggest new avenues for future researchers.

98. Track 9: Strategies to Analyze Textual Data

Friday, 8:30 to 10:00 AM

Main Ballroom Salon A

Session Coordinator:

Anne Smith, The University of Tennessee

So, you have a pile of interview data, now what? How do you begin the process of making sense of your data? In this PDI, I will discuss different ways to approach the coding process using Computer Aided Qualitative Content Analysis Software (CAQDAS). I will share some ways to "get going" in the coding process as well as some tricks and tips (and if time, machine learning to help "see" if large datasets). I will be demonstrating these approaches using Wordstat8 and QDA Miner (both of which can be downloaded independently from Provalis Research www.provalisresearch.com) if you want to follow along.

99. Track 9: Reviewing Reviews, Reviewers, and Reviewing: Seeing Inside the Blind Review System

Friday, 8:30 to 10:00 AM

Main Ballroom Salon F

William Carter, University of Baltimore

Peer review, an essential aspect of scholarly life, is a continual source of gripes, frustrations, conference sessions, and manifestos. A systems perspective sees peer review as having journal and conference levels and involving varied roles and desires of authors, reviewers, associate editors, and conference track chairs. This symposium emphasizes this multi-dimensional, systems perspective and discusses peer review with a panel representing each of the four roles across both levels. Disentangling and addressing these levels and dimensions may enlighten academics and reduce frustrations, inspire greater contributions to the process, and give rise to ideas and actions for system improvement.

100. Track 9: Teach My Students About the Gig Economy, or Stay in Your Lane Bro?

Friday, 8:30 to 10:00 AM

Main Ballroom Salon D

Nathan Hartman, Illinois State University

Thomas Conklin, Georgia State University

Joy Karriker, East Carolina University

Patricia Lanier, University of Louisiana at Lafayette

This workshop is designed to discuss how educators should develop students' skills for work readiness when an increasing portion of jobs available to them are now found in the gig economy. In a round table session a facilitator will introduce the gig economy, gig workers, and facilitate a conversation using Ashford, Caza, and Reid's (2018) model that compares the differences between the 'old' world of work and the new world of work. Participants will then discuss the appropriateness of different course delivery methods used to prepare students for the new world of work and brainstorm better delivery methods during the workshop. In this format, each facilitator presents a delivery method they use and will discuss ideas with participants so they can go back to their courses to improve course outcomes. The workshop facilitators will share materials so participants can easily implement the innovations when they return to their home institutions.

101. Track 9: A Spoonful of Medicine for Meta-Analysis: Introducing Meta-Sen

Friday, 8:30 to 10:00 AM

Main Ballroom Salon H

James Field, West Virginia University

Frank Bosco, Virginia Commonwealth University

Sven Kepes, Virginia Commonwealth University

To assess the robustness of meta-analytic inferences, one should compare results using different statistical techniques and assumptions. Two types of sensitivity analyses concerns examining the effect of outliers and publication bias on the obtained meta-analytic results. However, analyses to examine their independent and combined effects are rarely conducted, calling into question the trustworthiness of meta-analytic results. In this professional development institute, we introduce Meta-Sen (see <https://metasen.shinyapps.io/gen1/>), an open-source software that can be used to conduct a meta-analysis that adheres to recommended standards and best practices. We will demonstrate the tool's functionality and introduce new approaches to reporting sensitivity analysis results.

102. Track 1: Advancing the Entrepreneurial Landscape

Friday, 8:30 to 10:00 AM

Main Ballroom Salon B

Session Facilitator:

LaKami Baker, Auburn University

New Venture Creation through Incubators and Accelerators: What Value Is Created and Who Captures It? Implications for Research, Teaching, and Practice

Paul Drnevic, U. of Alabama

Kris Irwin, University of Alabama

Riley Doyle, University of Alabama

Craig Armstrong, University of Alabama

Incubators and Accelerators are organizations focused on training and mentoring novice entrepreneurs to help them turn ideas into profitable new ventures by providing office space, technology, legal, and administrative support resources, coaching, and other mentoring services needed to launch, capitalize, and grow a venture. Through this early stage multi-method study, we review, integrate, and examine the

current state of academic research on incubators and accelerators. Using a resource and capabilities perspective and applying a value creation and capture logic, our objective is to discern the contributory roles for what type of value is created and who captures it among the key stakeholders including entrepreneurs, institutions, investors, universities, and the ecosystems in which they operate. Through doing so, we provide a typology of the current state of research on these subjects in terms of what questions have been asked, what findings have been supported, and what their implications are for research, teaching, and practice. Key findings indicate that incubators and accelerators may provide more value for novice entrepreneurs than experienced ones, and that in general, when tied to a university, such programs may divert scarce resources away from other types of innovation activity and decrease patentable knowledge generation. We contribute to the ongoing conversations on these topics by concluding with a detailed agenda for future research and practice.

Hearing All of the Voices in the Crowd: A Study of Non-Response Bias and Guidance for Survey-Based Crowdfunding Research

Andrew Loignon, Louisiana State University

David Scheaf, Baylor University

Justin Webb, UNC Charlotte

Eric Heggestad, University of North Carolina at Charlotte

Editorial boards and methods experts have called for crowdfunding researchers to adopt survey-based research designs to ensure that crowdfunding research does not become an academic fad and continues to meet the field's standards of quality. However, attempting to survey nascent entrepreneurs during a crowdfunding campaign poses news and unique challenges. A principal concern for survey-based crowdfunding research is the potential for non-response bias. Non-response bias occurs when respondents differ from the intended population, and these differences alter the magnitude of the relationship between constructs of interest. Herein, we undertake a systematic approach to examine the magnitude of non-response bias among a population of crowdfunding entrepreneurs. Additionally, we identify factors that influence whether entrepreneurs passively or actively non-respond to surveys. Our results suggest that the entrepreneurs who respond to surveys systematically differ from those who do not based on characteristics of their venture and their own personal attributes, but these differences between respondents and non-respondents are enhanced when distinguishing passive and active non-respondents. We offer a researcher checklist and recommendations on how to address non-response bias prior to and after data collection. Importantly, our results have significant implications for how scholars can address concerns of non-response in their own survey-based studies.

The Role of Time Perspective in Entrepreneurship

Ludvig Levasseur, Oklahoma State University

Jeffery McMullen, Indiana University

Dean Shepherd, University of Notre Dame

In this theoretical paper, we show that psychological time and its implications remain understudied and undertheorized in entrepreneurship. We specifically argue that the field has much to gain from recognizing and theorizing on the affective, cognitive, psychological, and temporal construct of *time perspective* (or TP). This construct observes time *from the entrepreneur's point of view*. Based on a brief summary of time in economics and psychology and the importance and relevance to study TP in entrepreneurship, we propose some theoretical propositions on key aspects of the entrepreneurial process (opportunity recognition) and develop potential implications and directions for future entrepreneurship research.

103. Creativity Break

Friday, 8:30 to 6:30 PM
Collaboration Room

Unleash your inner creativity in the Collaboration room by working on projects with new and old colleagues.

104. Track 6: The Driving Role of Identities

Friday, 10:15 to 11:45 AM
Main Ballroom Salon G

Session Facilitator:

Kalan Norris, University at Buffalo

It's Who You Are, Not What You Say: Forming Perceptions Through Rhetorical Style and Identity

Matthew Leon, University of North Florida

Graham Lowman, University of Alabama

Victoria McKee, University of Central Oklahoma

Adele Leon, University of Arizona

The 2016 presidential election was characterized by record voter interest and divisiveness among and between parties. As campaigns have shifted to a more candidate-centric approach, we explored candidate rhetorical style and formation of Identity in shaping voter perceptions of narcissism, Machiavellianism, and sub-clinical psychopathic traits (i.e., the Dark Triad) and leader desirability. Specifically, we asked participants to evaluate rhetoric profiles of presidential candidates that were built using computerized qualitative analysis software. Participants evaluated unidentified and identified versions of these profiles which allowed for direct measurement of each candidate's rhetorical style and Identity. We found that when profiles were unidentified, few differences in perceptions of Dark Triad traits or leader desirability existed between profiles. However, identified profiles showed strong differences in leader desirability scores despite the presence of high Dark Triad ratings. These results suggest that the content of an individual's rhetoric may be less important than candidate Identity.

The Gig Identity: A Theory of Work Identity for the Gig Economy

Ifeyimika Ogunyomi, University of Texas at Arlington

George Benson, University of Texas at Arlington

Shelia Hyde, University of Texas at Arlington

The gig economy is a growing contemporary phenomenon where individuals render temporary services for pay based on a spot contract without a guarantee of a continuous employment relationship mediated by digital matching with clients. As more individuals use digital matching platforms to find projects and other short-term work, it is important to examine the interactions between gig work and their self-concepts. We discuss the emergence of the concept of a gig identity (the association of gig work with one's self-concept) as a form of professional identity. Researchers can benefit from consideration of how the gig identities of these workers evolve and impact their work outcomes. Management theories about the development of organization- and professional-related work identities need to be extended to describe this modern phenomenon of the gig economy where work has become more flexible and unstructured. We propose and discuss four categories of antecedents to the development of gig identity: affective cognitive, behavioral and discursive. We suggest areas of future research for this emerging topic.

Racial Mindfulness: A New Direction For Understanding The Minority Experience in Organizations

Kalan Norris, University at Buffalo

G. James Lemoine, SUNY - University at Buffalo

We introduce the construct of racial mindfulness, a minority employee's cognitive self-regulatory process that monitors interactions with dissimilar-group coworkers. Racial mindful has the potential to explain how minority employees consciously deal with negative stereotypes and/or stigma during interactions with dissimilar coworkers. We take a multi-pronged approach to develop our initial item pool to begin validating a measure of racial mindfulness in minority employees. Semi-structured interviews were conducted with 13 participants to inductively create additional items for our initial racial mindfulness item pool. Directions for future research are discussed.

105. Track 6: Understanding and Predicting Team Performance

Friday, 10:15 to 11:45 AM
Granby A

Session Facilitator:

Leslie Tworoger, Nova Southeastern University

Team-Oriented Proactivity and Team Performance: A Heat Map Analysis of World Cup Soccer Players

Erik Taylor, East Carolina University

Jeremy Beus, Louisiana State University

For effective team functioning in dynamic environments, proactive behaviors are critical, yet little is known about how team-oriented proactivity affects team performance or if its effects are universally beneficial. To advance knowledge in this area, we draw from social cognitive theory to propose a model of team-oriented proactivity in which team-oriented proactivity relates to team task performance both directly and indirectly via team coordination. To further explore the nuanced nature of these relationships, we examine whether the connections between team-oriented proactivity and the noted outcomes show evidence of diminishing returns beyond a particular point. We test these expectations using team-level data from the 2014 FIFA World Cup, with aggregate player heat maps and passing network configurations representing team-oriented proactivity and team coordination, respectively. Although results indicate that team-oriented proactivity is not directly related to team task performance, they provide evidence to suggest that team coordination mediates this relationship. Furthermore, results reveal that team-oriented proactivity has curvilinear connections with both team coordination and performance, with positive effects from low to moderate levels, but diminishing effects at higher levels of proactivity. We discuss the significance of these findings for both future scholarship and practice.

How Team Personality Presentation Predicts Team Performance Trajectory: A Socio-Analytic Perspective

Xinxin Lu, University of Illinois at Chicago

Don Klumper, University of Illinois at Chicago

Alan Malter, University of Illinois at Chicago

Relying on socio-analytic theory, the present study seeks to explore how team personality presentation predicts the change of team performance over time. Along two dimensions, identity and reputation, we proposed four forms of personality presentation at the team level and clarified their implications for team performance. Integrating with team development theory, we further propose the effects of the four team personality presentations on team performance. In a multi-source and multi-wave study among 143 members of 46 teams over 11 time-points, we tested the hypotheses using latent growth modeling. The results suggest that team-effacement presentation outperformed three other presentation styles. More specifically, team level conscientiousness, agreeableness, and emotional stability effacement presentation style significantly predicted an inverted J-shaped trajectory of team performance over time. Theoretical and practical implications of the findings are discussed in detail.

Shared Leadership and Team Performance: The Joint Effect of Team Dispositional Composition and Collective Identification

Nathapon Siangchokyo, Old Dominion University

Ryan Klinger, Old Dominion University

The purpose of the current study is to examine how team dispositional composition and members' collective team identification work together to foster shared leadership emergence and team effectiveness. Drawing on adaptive leadership theory and research on team deep-level diversity, we propose that homogeneity in members' Core Self-Evaluations (CSE) promotes a team condition that influences the emergence of shared leadership. Members' collective identification is proposed as a moderator of the effects of CSE homogeneity on shared leadership, in that the relationship between CSE homogeneity on shared leadership will be enhanced when members highly identify with their teams. Finally, examining the link between team dispositional composition, shared leadership, and team effectiveness, we propose an integrative model where CSE homogeneity influences team performance indirectly through shared leadership, and that this relationship is strengthened when members' team identification and the team's mean level of CSE are both high. Results based on multisource and time-lagged data for 32 project teams provide support for our hypothesized model. Theoretical and practical implications of the findings are discussed. Limitations and suggestions for future research are also provided.

106. Track 6: The Critical Role of Politics and Political Skill at Work

Friday, 10:15 to 11:45 AM

Granby B

Session Facilitator:

Jerry Fuller, Louisiana Tech University

A Social Network Perspective of Overqualification: Examining the Role of Friendship Network Centrality in Perceived Overqualification – Outcome Relationships

Farid Jahantab, University of Texas at El Paso

Prajya Vidyarthi, University of Texas at El Paso

Integrating overqualification research with social network perspective, we examine how social networks unpack the relationship between perceived overqualification and interpersonal citizenship behaviors. Specifically, drawing upon social comparison theory and integrating with social exchange theory, we suggest that perceived overqualification (POQ) has implications for employees' centrality in a friendship network, and that friendship network centrality mediates the relationship between perceived overqualification and interpersonal citizenship behaviors directed at coworkers (OCBI). Further, adopting a contingency approach to overqualification, we identify team orientation as a workgroup attribute perceived by a focal employee that determines the strength of the relationship between perceived overqualification and friendship network centrality. Multi-level modeling using data from 182 employees nested in 33 workgroups in the U.S. showed a negative relationship between perceived overqualification and friendship network centrality with friendship network centrality mediating the relationship between POQ and OCBI. Further, moderation analyses revealed a stronger relationship between POQ and friendship network centrality when the focal employee's perception of workgroup's team orientation was low. Implications and directions for perceived overqualification and social network research are discussed.

Loyal to a Fault? A Restricted Nonlinearity Perspective on the Effects of Politics Perceptions on Job Satisfaction and Performance

B. Ellen, Northeastern University

Liam Maher, Boise State University

Wayne Hochwarter, 1964

Gerald Ferris, Florida State University

Christian Kiewitz, University of Dayton

This investigation examined the nonlinear relationship between perceptions of organizational politics (POPs) and work outcomes (i.e., job satisfaction and job performance), and the moderating effect of loyalty on these relationships. Drawing upon self-determination theory, we argued that both low and high levels of POPs could be need thwarting, which is sub-optimal for satisfaction and performance. We predicted that the loyalty level of employees moderates this relationship due to their intrinsic/extrinsic goal orientation dispositions. Data analyses of a sample of 177 financial services employees offered support for our hypotheses that job satisfaction demonstrates an inverted U-shape relationship with POPs. The curvilinear relationship of POPs and job performance surfaced when we introduced loyalty as a moderator, as loyal employees' satisfaction and performance levels are highest when POPs are at moderate levels. As predicted, this relationship did not hold for low-loyalty employees, as their POPs was inversely related to their job satisfaction, but we found no such effect on job performance. We discuss contributions to theory, limitations, and directions for future research.

Leadership Styles - Employee Upward Influence Tactics Relationships: Testing the Moderating Effects of Political Skill and Organizational Politics Perceptions

Aqsa Ejaz, University of Lahore

Samina Quratulain, University of Sharjah

Gerald Ferris, Florida State University

Wayne Hochwarter, 1964

Abdul Karim Khan, UAE University, UAE

Extending previous leadership research (Epitropaki & Martin, 2013), this study examined the moderating effects of Pakistani employees' political skill (PS) and perceptions of organizational politics (POPs) on the relationship between leadership styles (transformational and transactional) and subordinate's upward influence tactics (soft, hard, and rational). Data collected from a variety of work settings demonstrated that followers exacerbated the use of hard upward influence tactics toward transactional leaders, and the use of soft tactics toward transformational leaders in the 'vulnerable condition' (i.e., low PS and high POPs). Moreover, low PS employees were found to use soft tactics toward transactional leaders in only the low POPs condition. However, in the 'resourceful condition' (i.e., high PS and low POPs), followers limited their use of upward influence tactics (either transformational or transactional) and similar limited influence behavior by high PS followers in the high POPs condition. Results suggest that both transformational and transactional leaders reflect the tendency to instigate manipulative or defying upward influence behaviors among their low PS followers. We conclude with contributions to theory and practice, study limitations, and directions for future research.

An Empirical Test of Power Distance Orientation and the Response to Job Autonomy

Wenjuan Guo,

Julie Hancock, University of North Texas

Danielle Cooper, University of North Texas

Considering the diversified workplace, we proposed that job autonomy is not always perceived as a job resource and reduce employees' burnout level. Tested with a sample of 336 U.S. working individuals, we found negative relationships between job autonomy, three role stressors, and burnout. Among those negative relationships, job autonomy was significantly related to role ambiguity only. Both the direct and indirect relationship between job autonomy and burnout were not supported. However, in line with our expectations, the relationships between job autonomy and role stressors are moderated by power distance orientation (PDO). That is, the job autonomy is negatively related to role conflicts and overload for individuals with low PDO. While, for high PDO individuals, the relationships are positive. Furthermore, the mediated relationships

between job autonomy and burnout through the role conflicts and overload were moderated by PDO. Findings suggest the importance of considering individual's PDO level when providing them job autonomy. Our study contributes to the understanding of individual's response to job autonomy.

Keywords:

Job autonomy; power distance orientation; cultural value diversity; burnout; role ambiguity; conflict; overload; person-job fit

107. Track 5: Exploring Values in Organizations

Friday, 10:15 to 11:45 AM

Granby E

Session Facilitator:

Darryl Rice, *Miami University*

The Role of Firm Age on the Relationship between CEO Characteristics and Corporate Philanthropy

Wonsuk Cha, *Governors State University*

Despite the apparent significant influence of organizational leadership contexts on corporate philanthropy, the relationship between CEO characteristics (such as founder status, functional background and civic engagement) and corporate philanthropy is under-developed. Specifically, the role of firm age on that relationship needs to receive much attention in the literature. Drawing from the upper echelons theory, I proposed the moderating role of firm age on that relationship. Using 178 US publicly-traded U.S. firms between 2010 to 2013, I provided empirical evidence that firms led by CEOs with output functional background had a higher level of corporate giving compared to those led by CEOs with throughout functional background. In addition, there was a significant positive relationship between CEO civic engagement and the level of corporate giving. Importantly, I found that the relationship between certain CEO characteristics (founder status and functional background) and level of corporate giving was weaker as the firm gets older. The findings of this study help extend the scholarly understanding of the governance predictors (e.g. specific CEO characteristics) and corporate giving. This study discusses the results of empirical analysis and concludes with the scholarly and practical implications and future directions.

Who We Are or Wall Décor: Organizational Integrity Shapes the Influence of Corporate Values

Roxanne Ross, *University of North Carolina Charlotte*

Enrica Ruggs, *University of Memphis*

Denis Arnold, *University of North Carolina at Charlotte*

Corporate values statements are a highly common feature of the modern-day organization, and they have been shown to be more effective than other forms of organizational policies at fostering positive employee attitudes and behaviors. However, there is an insufficient understanding about when and why values statements may range in their effectiveness. The present study explores these conditions through the concept of organizational integrity, which we define as the firm's adherence to espoused organizational values. Our study revealed perceived organizational integrity influences job attitudes and intentions (i.e., turnover intentions, job satisfaction, and organizational commitment), and these effects are mediated by perceived organizational support and organizational justice. Further, our study identified consequences for failing to adhere to firm values as a moderator that strengthened the relationship between perceived organizational integrity and positive employee outcomes.

Integrating Identity and Accountability Theories of Unethical Pro-Organizational Behavior: A Two – Study Empirical Test

Ifeoluwa Popoola, *McMurry University*

Milorad Novicevic, *University of Mississippi*

Paul Johnson, *University of Mississippi*

In this article, we integrate accountability and identity theories to explain UPB. Specifically, we propose that the norms that are prescribed by the implicit institutionalization of ethics in the organization not only enhance employees' OI but also trigger their perceived personal obligation to engage in UPB. Our proposed theoretical model includes ethics institutionalization (EI) as an antecedent, organizational identification (OI), moral organizational identification (MOI) and personal obligation (PO) as parallel mediators, and UPB as dependent variable. We found support for our proposed model by conducting two empirical studies.

The Ethical Capabilities of Organizations

Joshua Knapp, *University of Wisconsin-Whitewater*

Juliana Namada, *United States International University-Africa*

The ethical standards that organizations must meet to be judged as 'good' rather than 'bad' are often ambiguous and grounded in particular times and places. Consequently, it is often challenging for organizations to fully understand the nature of localized ethical standards and how to best meet them. Given that meeting standards accrues important benefits to organizations while failing to meet those standards carries significant costs, we develop a new theory of ethical standards that emphasizes the value of attaining and leveraging knowledge. Towards this end, we define the construct of *ethical capabilities* as the set of organizational competencies aimed at coming to know and fulfill ethical standards, and we draw a distinction between those capabilities aimed at the present (i.e., deciphering, enacting, monitoring, and reacting) and those aimed at the future (i.e., predicting, planning, pacing, and influencing). We argue that these capabilities have strategic value because they help an organization identify, evaluate, and manage immediate and forthcoming strengths, weaknesses, opportunities, and threats. We also argue that capabilities represent an important and sustainable competitive advantage because they allow organizations to continuously renew and apply firm-specific knowledge assets.

108. Track 7: Technology, R&D, and Innovation in the Strategic Organization

Friday, 10:15 to 11:45 AM

Granby C

Session Facilitator:

Martin Goossen, *Old Dominion University*

How Do Technological Factors Drive Coopetition? Evidence from Chinese Manufacturing Firms

Rihan Wu,

Dong Chen, *Loyola Marymount University*

Donghong Li, *Tsinghua University*

Lei Li, *Chinese Academy Of Governance*

From organizational learning and transaction cost perspectives, this study explores how industry- and firm-level technological factors influence firms' adoption of coopetition, a strategy that entails cooperating with competitors. Using a sample of over five hundred Chinese manufacturing firms, we have found a curvilinear relationship between industrial technology intensity and firm coopetition, where firms in industries with high or low technology intensity are more likely to pursue coopetition than those in moderate technology-intensity industries. Our analysis results also suggest that, while a firm's R&D effort increases the odd of coopetition, its technological knowledge base tends to affect coopetition tendency

adversely; and the adverse effect of technological knowledge bases seems to be weaker in industries with high or low technology intensity, as compared to those with moderate technology intensity. These findings provide new insights into the relationship between technology and firm strategy.

The Impact of CEO Regulatory Focus on Changes in Firm R&D Spending

Richard Scoresby, Ball State University

This study investigates how CEO regulatory impacts firm R&D intensity. Regulatory focus provides a lens through which to consider the impact of CEO personality on firm-level strategic initiatives. We explore the effect of CEO promotion and prevention focus on changes in firm-level R&D spending using a panel dataset of S&P 1500 firms. Findings suggest that reductions to an established R&D program are more likely to be undertaken by firms led by prevention-focused CEOs, while CEO promotion focus produces no meaningful effect. Both fixed and incentive CEO pay moderate this relationship for prevention-focused CEOs, but we do not find support for our hypothesis regarding the impact of incentive pay on the relationship between promotion focus and increases in firm R&D spending. Implications of these findings, including the use of R&D as an operationalization for firm risk taking are discussed.

Technological Complexity, Inertia, and Innovation Performance

Aleksey Martynov, University of Houston-Clear Lake

This study uses insights from complexity theory and population ecology of organizations to build and test theory regarding the effects of technological diversification and technology coupling on firm innovation performance. I show that technological diversification and technology coupling make technological inertia beneficial for a firm's innovation performance and that these effects depend on the overall level of the firm's R&D investments. This study contributes to the literature on technological diversification and technology coupling by showing that the complexity of the firm's diversified technological portfolio interacts with technological inertia of the firm and the level of the firm's R&D investments. The study also contributes to population ecology theory by showing how varying levels of complexity of a firm's technology portfolio and the level of the firm's R&D investments make technological inertia more or less beneficial to a firm's innovation performance. Finally, this study contributes to the complexity literature by pointing out a contextual factor that makes technological inertia more or less beneficial for firms with complex technological portfolios.

Insight from over 20 Years of CEO Personality Measurement in Strategic Management: Current and Future Direction

Andrew Blake, Texas Tech

Since the introduction of Upper Echelon theory there has been a steady stream of research into the influences of CEO personality on firm action and performance. The goal of this literature review is threefold. First, to examine which personality dimensions have been studied, what approaches were used to study these dimensions (obtrusive vs. unobtrusive), and the amount of triangulation used in each study within Strategic Management research. Second, contrast personality measurement methods in Strategic Management with the current methods in the personality and psychological measurement literature to identify possible strengths and weaknesses. Third and finally, discuss and recommend a direction for Strategic Management scholars to take for future research into the personality traits of CEOs.

109. Track 4: Pushing the Boundaries of Our Methods: Ideas for Improving Quantitative and Qualitative Research

Friday, 10:15 to 11:45 AM

Momentum 1/2/3

Session Facilitator:

Michael Johnson, Louisiana State University

Challenges, Blind Alleys, and Promising Advances in Text Analysis: Evidence from the Innovation-Firm Performance Relationship

Jaewoo Jung, University of Tennessee, Knoxville

Wenjun Zhou, University of Tennessee, Knoxville

Anne Smith, The University of Tennessee

Many management theories are adolescent in nature and literature has suggested that text analysis can provide scholars with the ability to better develop theories. In this paper, we explore innovation research using text analysis. First, we undertook conventional approaches -- off-the-shelf dictionaries and researcher-created dictionaries. With poor results, we then approached our analysis through the combination of collocation and topic modeling to explore the organization innovation and performance relationship. Specifically, we use 824 CEO's letters to shareholders to identify one textual analysis that might be considered in future organizational research. We contribute to organizational research not only to provide an illustration of topic modeling in an adolescent theory but also to incorporate collocation analysis to parse the textual data before applying the topic modeling technique.

Breaking the Binary: How Conventions In Qualitative Research Can Improve The Rigor And Reproducibility Of Quantitative Investigations

Mary Hausfeld, University of North Carolina Charlotte

Jonathan Flinchum, UNC Charlotte

Kathryn Kavanagh, UNC Charlotte

Rosalyn Sandoval, UNC Charlotte

As conversations within applied psychology and management about methodological issues that threaten the rigor, reproducibility, and transparency of quantitative research continue to grow, the authors argue that an unorthodox approach may help researchers distance themselves from the artificial limitations of the conventions of a traditional quantitative manuscript and increase both rigor and reproducibility. Drawing on previous research from organizational communication scholars on communication genre and structure of communication, this paper highlights the limitations of the traditional quantitative manuscript and discusses the benefit in considering traditional qualitative standards of rigor including transferability, dependability, confirmability, and credibility. Recommendations for authors and reviewers are included.

The Value of Quantitative Models in Business Model Research

Santosh Nandi, University of South Carolina-Sumter

This study presents the value of quantitative models in business models research. To do so, the concept of business models and landscape of quantitative modeling approaches are summarized and classified by available quantitative modeling techniques, solving methods, and relevant examples within business model context. A hypothetical business model that involves decision making between buying and leasing a car is quantified. The model optimization steps are reserved as future scope of studies. Also, the study identifies a set of reasons why the value of quantitative modeling has been overlooked in BM research, and makes recommendations for using quantitative modeling and stochastic techniques in business model research.

110. Track 8: Enhancing Student Engagement

Friday, 10:15 to 11:45 AM

Granby D

Session Facilitator:

Joel Bolton, *University of Southern Mississippi*

Beyond the Boring Discussion Board: Using FlipGrid to Engage and Assess Students

Meagan Brock Baskin, *University of Tulsa*

FlipGrid is a free audio-visual discussion tool designed to facilitate student interaction outside of the traditional classroom. FlipGrid as a tool not only replaces the traditional discussion board but can be used in a variety of different ways including current event presentations, student reflection diaries, interviewing, article critiques, video blogging, coaching, and cross-class and cross-university interaction. This presentation will both discuss and demonstrate how a faculty developing an online or on the ground class can incorporate FlipGrid to increase student engagement as well as assess student-to-student and student-to-faculty interaction in their courses.

In-Class Student Participation: A Self-Assessment Approach

Timothy Madden, *East Carolina University*

Laura Madden, *East Carolina University*

Pol Solanellas Manzanares, *East Carolina University*

Class participation from students can make or break a teaching day and although research shows that faculty consider the “ideal” class one that has many voices represented; however, more often than not, only a percentage of students make the majority of the in-class contributions via oral participation. When used as a portion of a course grade, participation must be assessed. The approach described in this session takes the form of student self-assessments taken at two times across the semester. In between self-assessments, students learn more about developing their own skills as a student and a pre-professional. The presentation includes a description of the assessments, quantitative and qualitative results from a sample of 300 students, and a discussion of a ways in which faculty can increase student engagement in their classes without having to keep track of daily contributions. Session attendees will receive access to the assessment materials and additional resources that can easily be adapted to their own classes.

How to Teach Doctoral Students How to Teach

Robert Bonner, *San Francisco State University*

Christopher Stone, *Emporia State University*

Sarah Mittal, *Texas State University*

William Phillips, *Emporia State University*

Richard Utecht, *University of Texas at San Antonio*

We aim to address the institutionalized deficiency of offering doctoral students a formal teaching seminar by providing a concise and actionable framework for teaching doctoral students how to teach. By providing the learning outcomes and assignments used to achieve those outcomes, this doctoral teaching seminar can serve as a template for other AACSB institutions seeking to implement a doctoral teaching seminar. We provide an example of a doctoral teaching seminar in a college of business that was developed to train doctoral students to become capable in five teaching competencies intended to ensure doctoral students are able to provide quality education to university students. We explain the assignments and then provide evidence of the assignment’s effectiveness as well as the teaching seminar’s overall effectiveness.

111. Track 9: How to Evaluate Your Latent Variable Model

Friday, 10:15 to 11:45 AM

Main Ballroom Salon A

Session Coordinator:

Larry Williams, *University of Nebraska*

This is an introduction to techniques and issues related to latent variable model evaluation. Topics to be covered include: overview of model evaluation, logic and computations for goodness-of-fit measures, model comparison strategies, analysis of residuals and other advanced techniques.

112. Track 3: Difference Makers in a Global Environment

Friday, 10:15 to 11:45 AM

Fusion

Session Facilitator:

Tanja Darden, *Georgia State University*

Non-Market Strategy as an Outgrowth of Organizational Identity, Image, and Institutional Alignment

Mirzokhidjon Abdurakhmonov, *University of Arkansas*

Michael Cummings, *University of Arkansas*

The use of non-market strategy—efforts to use regulators or public policy to achieve competitive advantage—has been primarily conceptualized as a response to the demands of the institutional environment. These institutional demands no doubt have a direct effect on firms’ strategic actions. However, we argue that an organization’s identity—the way organizational members’ view of themselves - and image—the way organizational members believe others view the organization—can also act as important determinants of such choices. Building on the organizational identity literature, we describe how the (mis)alignment of organizational identity and image with the CPA institutional environment may influence how firms seek competitive advantage through non-market action. Following this logic, we develop a four-part typology that suggests a firm’s optimal methods of CPA engagement. We close with a discussion of research and policy implications.

Lessons for Green Management from the Hispanic Civil Rights Movement: A Pseudo-Gap Analysis

Stephanie Pane Haden, *Texas A&M University-Commerce*

Brandon Randolph-Seng, *Texas A&M University, Commerce*

Md Kamrul Hasan, *Texas A&M University-Commerce*

Alex Williams, *Texas A&M University-Commerce*

Dr. Mario Hayek, *Texas A&M University-Commerce*

Social movements are an important means by which societal concerns such as injustices are addressed. A current movement that has garnered increasing interest is that of environmental awareness in business organizations, often termed green management. Although green management has gained legitimacy as a sustainable business practice, little is known about the elements that will lead to the long-term success of the movement. In order to identify these elements, we reviewed the existing literature on social movements and analyzed archival data from a specific social undertaking, the Hispanic Civil Rights movement in the United States. In a pseudo-gap analysis approach, we compared our interpretive data alongside current knowledge of green management to offer guidance for further development of green management as a contemporary movement.

Immigrant Founder CEOs: The Role of Cultural Differences in the Innovation and Performance of Young Firms

Abdulah Bajaba, *Louisiana Tech University*

Son Le, *Louisiana Tech University*

Saleh Bajaba, *King Abdulaziz University*

Bao Hoang, *Louisiana Tech University*

Drawing upon social cognitive theory and learning theory, we develop a conceptual model of immigrant founder CEOs and their impact on firm performance through firm innovation in young IPO firms. We propose that immigrant founder CEOs are more likely to lead the firm with an innovative mentality due to their biculturalism,

which in turn enhances firm performance. Moreover, we propose that the impact of immigrant founder CEOs on firm innovation is moderated by cultural distance as it engenders different levels of cognitive dissonance. Lastly, we propose that TMT and board members industry experience further enhances the impact of the innovative mentality of the immigrant founder CEO on firm performance by providing access to local resources and networks. A discussion of the proposed relationships is provided along with the limitations of the paper and future directions.

113. Track 9: Ask the Experts: The Future of Strategic Leadership and Governance

*Friday, 10:15 to 11:45 AM
Main Ballroom Salon C*

*Aaron Hill, University of Florida
Ryan Krause, Texas Christian University*

A panel of scholars with expertise in the area of Strategic Leadership and Governance will engage in a question and answer session. Topics will include but not limited to insights on developing research ideas, challenges and solutions for publishing in this domain, as well as specific recommendations about publishing in top-tier outlets. The panel will be led by Ryan Krause of Texas Christian University (TCU), who is a prolific scholar in this domain. Other panelists who have agreed to participate pending acceptance include Joanna Campbell of University of Cincinnati, Brian Connelly of Auburn University (current Associate Editor at the *Academy of Management Journal*), Karen Schnatterly of University of Missouri (current Associate Editor at the *Journal of Management*) and Michael Withers (Texas A&M University).

114. Track 9: Writing Reviews for the *Journal of Management*: A PDI for Potential Authors

*Friday, 10:15 to 11:45 AM
Main Ballroom Salon D*

*Anne Parmigiani, University of Oregon
David Allen, Texas Christian University
Eden King, Rice University*

The *Journal of Management* has been publishing review issues for over three decades. This PDI provides advice for scholars considering the submission of a review proposal. An editors panel will discuss the impact of our reviews, detail our process, and provide guidance on crafting a successful proposal and full manuscript. We will also have breakout sessions to help authors develop review proposals and follow with a question and answer session. Since the *Journal of Management* is the flagship journal of the SMA and considered a top journal by most universities, we believe this session will be of interest many scholars.

115. Track 9: Boffo! The Making of Outstanding Scholarly Impact

*Friday, 10:15 to 11:45 AM
Paul Fraim Auditorium*

*Brian Hoffman, University of Georgia
Rebecca Kehoe, Rutgers University
David Allen, Texas Christian University
Richard Posthuma, University of Texas-El Paso
Christopher Rosen, University of Arkansas
Michael Cole, Texas Christian University
Brian Connelly, Auburn University*

The goal of this Professional Development Institute session is to bring together panelists who can speak to the development and publication process of manuscripts that made a substantial contribution to the management literature. To do so, we invite authors of papers that have previously been awarded the *Journal of Management*'s Outstanding Scholarly Contribution, past and present *Journal of Management* Editors and Associate Editors that have been the action editor on past winning papers, and Associate Editors who have served on the Scholarly Contribution Award Committee. These perspectives will provide insight into the inception, process, and challenges of publishing impactful research.

116. SMA Spotlight Session: Track 9: Lean In? Advancing Women in Leadership Theory and Practice with Global Insights

*Friday, 10:15 to 11:45 AM
Main Ballroom Salon E*

*R. Anthony Turner, Hult International Business School
Isabelle Lescent-Giles, Hult International Business School
Elisabetta Ghisini, Hult International Business School
Eddy Ng, Dalhousie University
Rosemary McGowan, Wilfrid Laurier University
Christina Stamper, Western Michigan University
Endri Sheema, Hult International Business School
Corinne Poroli, SKEMA Business School - Université Côte d'Azur
Stephanie Chasserio, Université Côte d'Azur
Renaud Redien-Collot, Institut Friedland
Min-Kyu Joo, University of Houston
Cari Guittard, Hult International Business School*

Much of the literature on women in leadership reflects a Western-centric perspective, but popular sentiment calls into question the associated "lean in" dogma. This symposium aims to advance understanding of the obstacles women face in their leadership pursuits and how those obstacles might be overcome by taking a broader perspective with research conducted throughout the world by a geographically and demographically diverse set of scholars. Presentation 1 advances a typology of women leaders' behaviors that builds on the labyrinth model advanced by Eagly and Carli (2008) as an alternative to the glass ceiling characterization of women's leadership impediments; this typology arose from research with a Canadian sample. Presentation 2 explores factors contributing to successful leadership paths of women in Kosovo, an "extreme context" for theory building in that it has one of the world's lowest female labor participation rates; it features interviews with Kosovo's first female President, several female Members of Parliament, and women who lead businesses and NGOs in the country. Presentation 3 presents a model for how women leaders of high-growth entrepreneurial ventures respond to and, at times, strategically utilize gender norms to facilitate success derived from a French sample. Presentation 4 compares and contrasts pathways to success based on interviews with a multinational sample of female leaders. Presentation 5 explores one potential means to help promote women's leadership ascension—formal mentoring—with dyadic, multiwave quantitative research conducted in South Korea. Cari Guittard, gender intelligence professor, consultant, and professional speaker, serves as session discussant.

117. Track 1: Entrepreneurial Resources: The Importance of Human Capital, Psychological Capital, and Beyond

*Friday, 10:15 to 11:45 AM
Main Ballroom Salon B*

Session Facilitator:
Paul Sanchez Ruiz, DePaul University

What Features of Entrepreneurs and Ventures Increase Accelerator Acceptance? An Exploratory Study

Veronika Ermilina, Old Dominion University
Matthew Farrell, Old Dominion University
Jing Zhang, Old Dominion University

Though extant literature demonstrates links between acceptance to entrepreneurial accelerators and increased venture innovation and performance, very little research has been done exploring the factors that influence accelerator acceptance. In this study, based on signaling theory we examine how the features of entrepreneurs and their ventures impact the chance that the ventures are accepted by an accelerator. Using a cross-sectional sample of 490 domestic and international firms which applied to accelerators in the US, we find that the lead founder's country of birth has a significant impact on accelerator acceptance. Specifically, if the lead founder was born in developed country, the team will have a higher chance to be accepted by an accelerator than a team with lead founder born in developing country. Higher venture profitability also increases accelerator acceptance. Surprisingly, educational level did not have an impact on accelerator's acceptance. The paper concludes with limitations and suggestions for future research.

New Venture Teams' Creative Self-Efficacy: The Mediating Role of Competitive and Cooperative Goal Structures on Collaboration and Satisfaction

Gabby Swab, Towson University
Chelsea Sherlock, University of Mississippi
David Marshall, University of Mississippi
Erik Markin, Mississippi State University

The study provides an examination of the interplay between creative self-efficacy and the perception of competitive and cooperative goal structures on two important entrepreneurial team outcomes – team collaboration and team satisfaction. Using new venture teams in the independent board game industry, results show that increased levels of creative self-efficacy within the team leads to a perception of cooperative goal independence, while lower levels of creative self-efficacy lead to the perception of competitive goal interdependence. Using social cognitive theory and social interdependence theory, arguments are made that this is not due to the competitive or cooperative nature of the situation, but that high levels of creative self-efficacy allows team member to view each other as a resource for knowledge and assistance in creative endeavors. Further, the perception of cooperative interdependence leads to collaboration and team satisfaction.

Can Clustering Help Entrepreneurs Keep Their Sanity: Geographical Clustering and the Development of Psychological Capital

Andac Arikan, Florida Atlantic University

In this paper, I explore the core idea that geographical clustering may provide entrepreneurs with psychological benefits—a type of benefit that is not yet recognized in the literature on clusters. Specifically, I develop a theoretical model along with testable propositions where I argue that geographical clusters may develop into communities which provide entrepreneurs with varying degrees of psychological sense of community. A strong psychological sense of community in turn helps entrepreneurs develop positive psychological capital through processes of social comparison, social influence, perceived social support, increased participation inside the cluster community, and emotional sustenance. Higher positive psychological capital helps entrepreneurs deal with the psychological pressures associated with starting and managing a small business and thereby leads to improved venture performance. The study makes several important contributions to the literatures on clusters, entrepreneurship, and psychological capital.

117a. SMA Incoming Board Meeting

Friday, 12:00 to 3:00 PM

Energy 1 and 2

Session Coordinator:

Hettie Richardson, Texas Christian University

By invitation only.

118. Track 6: Work-Life Overload, Enrichment, and Balance

Friday, 1:15 to 2:45 PM

Main Ballroom Salon G

Session Facilitator:

Andrew Bennett, Old Dominion University

Staying in the Loop: Is Constant Connectivity to Work Good or Bad for Work Performance?

Lieke ten Brummelhuis, Simon Fraser University

Claartje ter Hoeven, University of Amsterdam

Mariana Toniolo Barrios, Simon Fraser University

This study addressed the question of how two sides of connectivity (i.e., availability and interruptions) affect work performance. Based on insights of Self Determination Theory, we hypothesize that being available for others increases feelings of control over communication, and therefore contributes to intrinsic motivation and work performance. Interruptions, on the other hand, are expected to undermine feelings of control, and therefore indirectly reduce intrinsic motivation and work performance. The results of a five-day diary study among 316 employees (n = 1135) confirm the hypothesized relationships at the daily level. Daily availability is positive related to self-rated performance through enhanced communication control and intrinsic motivation. Daily interruptions are negatively related to self-rated performance through reduced communication control and intrinsic motivation. In addition, we examined how supervisors rate the performance of employees who are more connected throughout the week. Although interruptions were unrelated to supervisor-rated performance, employees who were more available throughout the week received higher performance ratings. The results advance theory by directly testing the assumption of the autonomy paradox. The findings are also valuable for practice as they specify the pros and cons of constant connectivity on work performance.

The Interactive Effects of Role Overload and Resilience on Family-Work Enrichment and Associated Outcomes

Micki Kacmar,

Martha Andrews, University of North Carolina Wilmington

Matt Valle, Elon University

C. Justice Tillman, Baruch College, CUNY

Cherray Clifton, Texas State University

Using an interactionist perspective (Bowers, 1973; Mischel, 1977), this study examined the interactive effects of resilience and role overload on family-work enrichment and the outcomes of surface acting, emotional exhaustion, and job satisfaction. The model was tested using a sample of 156 full time employees who completed surveys at two time periods. As expected, resilience was positively related to family-work enrichment and family-work enrichment was negatively related to surface acting and emotional exhaustion and positively related to job satisfaction demonstrating mediating effects for family-work enrichment. Role overload moderated the positive relationship between resilience and family-work enrichment such that the relationship was weaker when role overload was high indicating a boundary condition for the favorable effects of resilience. Finally, support was found for the conditional indirect effects of resilience on surface acting, emotional exhaustion, and job satisfaction through family-work enrichment such that the relationships were weaker when role overload was high. Implications for future research and practicing managers are discussed.

Toward a Typology of Work-Life Balance Intention

Wenjuan Guo, University of North Texas

Julie Hancock, University of North Texas

Danielle Cooper, University of North Texas

Management scholars have acknowledged the role of employees' individual differences in their work-life management. Many of them focus on objective characteristics such as employees' marital status and number of children, however, objective characteristics have failed to provide consistent results across studies. Thus, researchers suggest considering other individual differences. In order to address this research need, we introduce a new construct -- work-life balance (WLB) intention. This new construct considers the degree of preference for the domains of work and/or life and suggests that individuals can be categorized into four types, namely workaholic, lifeaholic, disinterested and overachiever. We argue that individual's WLB intention is directly associated with their behavior of managing work and life. Thus, this paper contributes to the understanding of individual's utilization of organizational programs. In addition, we identify the internal and situational factors shaping employees' WLB intention. Internal factors are individual's identity salience and cultural value orientations. Situational factors include financial pressure the person has, and organizational culture.

Keywords: work-life balance, intention, individual difference, practices.

119. Track 6: Understanding Team Processes and Innovation

Friday, 1:15 to 2:45 PM

Granby A

Session Facilitator:

Jeremy Meuser, University of Illinois

How Does the Work Flow? The Effects of Task Interdependence Networks on Team Performance

Andrew Loignon, Louisiana State University

Andrei Gurca, NEOMA Business School

Mehdi Bagherzadeh, NEOMA Business School

Jane Shumski Thomas, Purdue University Northwest

Drawing on principles of multilevel theory, we argue that, rather than relying on one another in a uniform manner, teams form networks of task interdependence (i.e., workflows). Furthermore, we anticipate that team members organize their workflows in accordance with specific propositions drawn from social exchange theory. Based on data from groups of workers associated with a platform-based, microtask crowdsourcing (CS) social enterprise, we found evidence that team members rely on specific teammates to varying degrees and that teams differ in the patterns of task interdependence that they exhibit. We also show that the nature of the team's patterns of task interdependence influences their team performance above and beyond the level of task interdependence in the group. Implications for future research and practice are presented and discussed.

Team Decision Processes, Artificial Intelligence, and Trust: Is Theory Facing a Technological Disruption?

William Carter, University of Baltimore

Kevin Wynne, University of Baltimore

Teams, often tasked with making important decisions, are social organizations. Theories of effective team decision processes are thus built on a psycho-social foundation. That foundation, however, is being shaken by the emergence of a valuable non-human participant in the team context, namely artificial intelligence (AI). The technological barriers of making AI beneficial for team decision-making are rapidly being conquered. The challenge now is effectively integrating and coordinating AI into human activity. That makes AI a management

issue. A prescience orientation is appropriate to anticipate the type of knowledge scholars and practitioners need to face such a significant technological development and to develop the intellectual agenda to gain that knowledge. Our purpose is to advance such an orientation and agenda. The literature on the variables related to effective team decision-making is well-established. No management research exists, however, to update these theories to account for AI's involvement in such processes. The human factors discipline and its research on human-machine teaming, however, offers valuable insights. Trust is a common foundation in effective team decision-processes and human-machine teaming. We thus focus on factors affecting trust in AI when used in teams tasked with making decisions. Our analysis highlights transparency of intent and expectations management as two critical areas where managerial action can have a direct influence on trust in AI. We identify and expound on critical questions around these topics, introduce valuable constructs likely new to management scholars, and provide constructive linkages to known management theories that may inform research in these directions.

Ambidexterity in the TMT: Exploration and Exploitation Behaviors for Innovation

Leslie Tworoger, Nova Southeastern University

Eleanor Lawrence, Nova Southeastern University

Cynthia Ruppel, Nova Southeastern University

The purpose of this action research mixed methods study was to examine ambidexterity as the joint pursuit of exploitative and explorative behaviors by a top management team (TMT) to facilitate innovation in an organization. This research study was performed in a single global organization known for its sustainable innovation and offers a deeper understanding of how TMT leader explorative and exploitative behaviors are balanced to achieve ambidexterity. This study advances the theory of ambidextrous leadership with qualitative and empirical research demonstrating that consistent and frequent balancing of exploration and exploitation behaviors supports innovation. The findings of this study have important practical implications for the practice of ambidextrous leadership as an antecedent of innovation. The qualitative results indicated that the top leaders were perceived as ambidextrous. These findings suggest that ambidexterity, requires leaders to foster both types of behavior and flexibly switch between these behaviors for organizational innovation. Specifically, the study demonstrates the need for leaders to emphasize both exploitative and exploratory activities and behaviors. Engaging in both exploration and exploitation addresses the requirement for a short-term focus on current viability while also focusing on long team innovation. This study answers a call for examining the contribution of TMT leader ambidexterity to innovation.

120. Track 6: Fresh Perspectives on Personality and Dispositions

Friday, 1:15 to 2:45 PM

Adrenaline

Session Facilitator:

Don Klumper, University of Illinois at Chicago

Motivational Strivings: Bridge from Personality and Job Characteristics to Behavior

Young Eun Lee, Texas A&M University

Murray Barrick, Texas A&M University

Melanie Prengler, Texas A&M University

While an individual's personality traits and a job's characteristics can increase motivation and performance, there remain questions about the nature and form of their joint interaction. Drawing on theories of self-regulation, we hypothesize that striving for purposeful work goals serve as the bridging mechanism linking the interaction of specific personality traits and job characteristics to corresponding behavioral outcomes. Furthermore, we draw on the fundamental

distinction between agentic self-interests and other-oriented concerns (De Dreu, 2006; Meglino & Korsgaard, 2004) as the conceptual basis for positing differential relationships emerging from the trait by job characteristic interaction. Using a sample of 379 employees, we found that the trait-characteristic interaction would be substitutive when focused on agentic self-interests (achievement and status) and synergistic when the individual's own preferred affiliative behaviors are aligned with other-oriented partners (communion). Contrary to expectations, openness and job autonomy or task variety did not jointly predict autonomy striving. Furthermore, we found striving for the four purposeful work goals were related to specific, concordant employee behaviors, as rated by their supervisor. Our research advances knowledge about the "person versus situation" debate, fundamental work goals that guide motivational effects and serve as a bridge that links personality and job design forces to a wide-range of critical performance behaviors supervisors' value at work.

Examining the Threatened Manager: Effects of and Responses to Leader Identity Threat

Jordan Nielsen, University of Iowa

Amy Colbert, University of Iowa

Thomas Ptashnik, University of Iowa

John Lynch, University of Illinois at Chicago

One of the most challenging features of a managerial role is the exposure individuals have to informal negative feedback from subordinates, peers, and supervisors. Although such feedback is an inevitable component of a manager's job, we suggest that it can interrupt a manager's sense of self, or identity, such their well-being and behavior is negatively affected. Drawing from identity theory and identity perspectives on leadership and stress, this research introduces the phenomenon of leader identity threats—experiences where leaders' attempts to influence others are not reciprocated or reinforced by co-workers. In a two-wave survey of 158 full-time managers from a variety of industries and organizations, we found that managers who experienced leader identity threats to a greater degree in the last year were more likely to experience psychological strain (i.e., emotional exhaustion, somatic complaints, and work-family conflict), form intentions to turnover, and self-report negative leader behaviors. Contrary to expectations, support from supervisors did not reduce the negative effects of leader identity threat; indeed, leader identity threat actually negated the positive effects of such support. A third survey employing a critical incidents technique led us to identify five different tactics that managers use to address leader identity threats, including clapping back, confessing, teaching, soliciting, and exiting. We close by discussing the implications of these findings for organizations, and for future research furthering this line of inquiry.

121. Track 6: Cognitions, Attitudes, and Perceptions, Oh My!

Friday, 1:15 to 2:45 PM

Granby B

Session Facilitator:

Amanda Hinojosa, Howard University

Emotional Intelligence and Job Satisfaction: A Meta-Analysis of Cross-Cultural Moderators

Chao Miao, Salisbury University

Ronald Humphrey, Lancaster University

Shanshan Qian, Towson University

To increase organizational commitment, retention, and performance, global human resource managers need to understand what influences job satisfaction in different cultures. This meta-analysis examined cross-cultural moderators for the relationship between emotional intelligence (EI) and job satisfaction. The results demonstrated that (1) the ability EI – job satisfaction relationship is stronger in feminine, high uncertainty avoidance, high power distance, and long-

term oriented cultures; (2) the self-report EI – job satisfaction relationship does not differ across any one of the six cultural dimensions; and (3) the mixed EI – job satisfaction relationship is stronger in collectivistic, feminine, high uncertainty avoidance, high power distance, and restraint cultures.

The Role of Ego-Resilience as a Moderator of Work Passion and Work Outcome Relationships

Ashlee Fontes-Comber, Florida State University

Wayne Hochwarter, 1964

Samantha Jordan, Florida State University

Joshua Palmer, Florida State University

Work passion represents an important, yet vastly understudied construct in the organizational sciences. Despite its perceived usefulness at work, passion can lead to deleterious outcomes if exercised inappropriately. To explicate the role of passion in organizational contexts, we examined the moderating effect of ego-resilience on the relationship between work passion and a myriad of employee outcomes (i.e., job satisfaction, citizenship behavior, job tension, emotional exhaustion, depressed mood at work, and frustration). Drawing on ego depletion theory, we argue that ego-resilience serves as a self-regulatory resource that minimizes the potentially adverse consequences of poorly calibrated passion-instigated activity. Specifically, we hypothesized that higher work passion is associated with positive work outcomes when employees are high in ego-resilience. Conversely, when ego-resilience is low, the passion—work outcome relationship is less positive. Results from two studies, including 175 employees in construction/property management and 130 administrative personnel working at the headquarters of a large bank, largely supported our hypotheses. Specifically, findings offer support for the passion-enhancing properties of ego-resilience when at higher levels. Implications, strengths, limitations, and avenues of future research are discussed.

What School Are You From? Stereotype Threat Due to Institutional Prestige

Mingang Geiger, West Virginia University

Richard Oxarart, West Virginia University

Jeffery Houghton, West Virginia University

This research examines the role of school prestige on stereotype threat and its effects on quantitative and verbal test performance through the lens of social identity theory. Stereotype threat was primed in participants before they were randomly assigned to either a control condition or a condition that included stereotype threat mitigation cues. Results indicate that quantitative test performance is impacted more significantly than verbal test performance and that gender plays a role in perceptions of stereotype threat. Contributions and future research directions are discussed in terms of using an experimental design for studying this phenomenon and its practical and scientific implications.

Keywords: stereotype threat, social identity, school prestige, test performance

122. Track 5: Advances in Careers Research

Friday, 1:15 to 2:45 PM

Granby E

Session Facilitator:

Rosemary McGowan, Wilfrid Laurier University

Identifying and Rectifying Gaps between Employer Needs and Curricular Coverage

Janice Black, Coastal Carolina University

Nicholas Rhew, Coastal Carolina University

J. Keels, Coastal Carolina University

This paper seeks to identify the gaps between employer needs and curricular coverage in the general business and management area. We content analyzed job announcements for entry-level business and management positions across the 10 largest metropolitan statistical areas in the United States and 51 business programs' learning goals. Our findings demonstrate considerable overlap between employers' stated needs and business programs' curricular focus. However, notable gaps remain, especially in the area of self-management. We discuss implications of these findings for both faculty and administrators in business programs and accrediting bodies.

Best Doctoral Paper in Track

A Meta-Analysis of Predictors of Career and Job-Related Success in Contemporary Times

Christina Li, University of Iowa

Daniel Goering, Missouri State University

Michael Montanye, University of Iowa

Rong Su, University of Iowa

The purpose of this study was to explain inconsistent findings in the contemporary careers (CC) literature regarding predictors of career- and job-related success. We proposed a new theoretical framework that conceptually positions each dimension of the two most commonly studied CC constructs (i.e., protean career orientation and boundaryless career orientation) on a continuum of conceptual suitability to the current career environment. We tested our proposed framework by meta-analyzing the CC literature ($k = 134$, $N = 46,955$). With the exception of extrinsic career success, results support our framework predicting career and job-related success: the protean career construct's dimension of *self-directed*, which is conceptually situated closest to the current state of the career environment, is significantly and most strongly beneficial to intrinsic career success (i.e., career satisfaction: $r = .42$, $k = 18$), psychological well-being ($r = .28$, $k = 6$), positive job attitudes (i.e., job satisfaction: $r = .29$, $k = 13$; organizational commitment: $r = .15$, $k = 10$), and job performance ($r = .15$, $k = 8$). In contrast, the boundaryless career orientation's dimension of *mobility preference*, conceptually most-distant from the current career environment, is significantly and most strongly detrimental to career satisfaction ($r = -.26$, $k = 11$), psychological well-being ($r = -.28$, $k = 4$), and positive job attitudes (i.e., job satisfaction: $r = -.21$, $k = 11$; organizational commitment: $r = -.50$, $k = 5$). Our framework clarifies inconsistent findings on career success and opens avenues for future research. Theoretical and practical implications are discussed.

Humble Mentoring: Understanding Humility's Impact on Mentoring Relationships and Career Outcomes

Chantal van Esch, California State Polytechnic University, Pomona

Diana Bilimoria, Case Western Reserve University

Frankie Weinberg, Loyola University New Orleans

Humble mentorship is a mentoring relationship in which both protégé and mentor accept the humble leadership traits of teachability, admitting mistakes and limitations, and acknowledging others strengths, in which case the central relationship paradox is avoided and both protégé and mentor are in a connected relationship. After exploratory interviews to better understand the construct, a quantitative survey design was implemented in a United States-based information technology (IT) consultancy company. The results from 201 IT professionals involved in an organization-sponsored mentoring program indicates that humility of both the protégé and mentor led to stronger relational mentoring and increases to all three mentoring functions (career support, psychosocial support, and role-modeling). Relational mentoring and mentoring functions had a positive impact on psychological capital and job satisfaction. The main contribution of this study lies in applying the concept of expressed humility to the mentoring literature, further understanding of the contingencies of humility, and validation of the Relational Mentoring Index.

Lead Me, Guide Me: The Influence of Servant Leadership on the Relationship between Perceiving and Living a Calling at Work

Brittany Buis, University of Illinois at Chicago

Yifeng Fan, Georgia Tech

Callings are a unique and relevant approach to work, with positive outcomes for both the individuals pursuing them and the organizations they work for. Yet in order to realize the full benefits of perceiving a calling at work, an individual must be able to live the calling at work. Leadership exerts a significant influence on followers, including the ways in which they perceive meaning and alignment with their work. Servant leadership, via the ability to engage and empower followers across multiple dimensions, focus on developing followers and helping them reach their full potential, and outward "reorientation" will positively influence the mechanisms between perceiving and living a calling. We explore this important relationship via theoretical propositions.

123. Track 7: Building the Right Board: The Importance of Board Composition

Friday, 1:15 to 2:45 PM

Granby C

Session Facilitator:

Fariss Mousa, James Madison University

Busy and Disciplined: Board Objectives, Board Internal Relations, and Performance Effects of Board Interlocks

Victor Chen, UNC Charlotte

Performance effects of board interlocks are inconclusive in both theoretical and empirical work, as resource dependence theory (RDT) and agency theory (AT) diverge in their prescriptions. Interlocked directors may bring unique external resources but may also be too busy to effectively monitor the managerial opportunism due to external commitments, leading to unclear overall effects on firm performance. I argue an overlooked context of this RDT-AT explanation of board interlocks is opportunistic behavior of directors on board. I further argue that board characteristics may play an internal mechanism to discipline interlocked directors from opportunistic behavior and thus ensure their meaningful efforts towards firm performance. Specifically, the performance effects of interlocked directors are higher, if board objectives are convergent towards firm performance and board internal relations ensure independence among directors. I tested these arguments in a synthetic quasi-experiment of exogenous changes of board interlocks in Chinese and Indian listed companies during 2005-2016. I found supportive evidence for all the arguments. By incorporating board opportunism into the RDT-AT explanation of boards, this study contributes to the recent calls for a focus on the contexts that enable the benefits of board interlocks.

Best Paper in Track

Beyond Tokenism: Antecedents of More Meaningful Gender Diversity on Boards of Directors

Orhun Guldiken, Florida International University

Mark Mallon, Elon University

Stav Fainshmidt, Florida International University

William Judge, Old Dominion University

We employ an exploratory approach to understand what differentiates boards that retain limited, potentially tokenistic, gender diversity (i.e., a single female director) and boards that more genuinely diversify their composition by appointing additional female directors. Previous studies have speculated that strategic leaders responsible for board appointments may influence this occurrence. Using longitudinal data of U.S. firms, we find that more female top managers and having the sole female director serve on the nominating committee increase the likelihood of additional female director appointments. Boards and nominating committees with younger members amplify these effects,

respectively. We use interviews with board members and professional corporate governance consultants to discuss the probable causal mechanisms that underpin these relationships, highlighting novel theoretical insights related to gatekeeping and social psychology.

Determinants of Outside Directors on Joint Venture Boards

Habib Islam, Old Dominion University

Elko Klijn, Old Dominion University

Jeffrey Reuer, University of Colorado

René Olie, Rotterdam School of Management

Outside directors fulfil important roles on company boards. Compared to inside directors, they are viewed as more independent, and their access to external networks and resources provide additional advantages. However, outside directors also have disadvantages which explain why firms may sometimes prefer inside directors. The conditions under which outside directors are selected have been predominantly studied for corporate boards, but not for joint ventures. The unique partnership arrangement of joint ventures gives rise to additional roles for external directors but also changes the conditions under which outside directors are appointed. We extend two existing streams of corporate governance research that claim that the operational and strategic complexity of organizations affect their appointment and that other governance mechanisms can substitute or complement the selection of outsiders. We argue and show that the unique features as well as governance solutions that partners adopt in JVs influence the allocation of outsiders on JV boards. Our results indicate domain translation issues when bringing existing corporate governance findings to the joint venture settings and call for a future research agenda for JV boards of directors more broadly.

124. Track 4: Training and Development in a Modern Era: Advances in Training Research

Friday, 1:15 to 2:45 PM

Momentum 1/2/3

Session Facilitator:

Michele Medina, Mississippi State University

Motivational Language Based Human Resource Development: A Motivational Model for Training And Development

Stephanie Solansky, Texas State University

Jabria Gentry, Texas State University

In this paper, we consider the challenges on human resource development (HRD) scholars and practitioners in the motivational process of individuals in a training and development context. Organizations invest significant financial and time resources toward training and development to maintain a qualified workforce to meet the challenges of a dynamic business environment. It is imperative that these investments payoff with increased learning, skill development, and transfer of new behaviors to meet objectives. HRD is responsible to not only provide extrinsic incentives, but to also provide strategies for impacting intrinsic motivational factors. To meet these challenges, we propose a motivational language based HRD model that incorporates a motivational input-process-output framework toward understanding both intrinsic and extrinsic motivational factors in training and development effectiveness. This is accomplished by integrating traditional motivational variables and perspectives with motivational language theory. As a result, we provide implications for both HRD scholars and practitioners.

Training and Voluntary Turnover: Moderating Effects of Occupational Types and Employee Benefits

Minjong Jun, Binghamton University

Jeong-Yeon Lee, Seoul National University

Although many researchers have suggested that training helps reduce turnover, its effects on turnover are statistically ambiguous. Based on human capital theory, we hypothesize that the effects of training on turnover may differ depending on occupational types (i.e., manufacturing blue-collar, manufacturing white-collar, and service white-collar groups) and also employee benefits. Our panel data analyses based on 317 South Korean firms from the Human Capital Corporate Panel (HCCP) during the period of 2009 to 2017 in South Korea generally support our hypotheses. We discuss the implications of the moderating effects along with the synergistic effects of training and employee benefits.

125. Track 2: Technology, Innovation, and Patient Safety and Satisfaction

Friday, 1:15 to 2:45 PM

Granby D

Session Facilitator:

Karen Ford-Eickhoff, University of North Carolina Charlotte

Stop, Collaborate, and Listen: How Training Factors in a Collaborative Climate Enhances User's Perceptions During Technology Implementation

Elise Van Zandt

Mickey Smith, University of South Alabama

With the increase in technological costs and the industry-wide effort to reduce medical errors, information technology implementation failures have been increasingly studied to pinpoint factors that contribute to these system/process breakdowns. Previous literature and research reinforces evidence that an individual's perceptions have a direct impact on their behavior. In this research, we hypothesize that an individual's perceived usefulness will predict their likelihood to implement technology, which is driven by the training program used. Training design, trainee characteristics and work environment influence the perceived usefulness of the system. This study suggests that the external characteristics impact the cognitive perceptions of employees, which in turn impacts behavior. Another factor considered is the type of team-level climate. Studies on collaborative climates have continuously provided significant evidence for improved individual, team and organizational outcomes. Shared beliefs and resources, open communication and decision making, and standardized goals will enhance the training environments impact on an individual's perception of technology usefulness. We posit that the collective information gained in a collaborative team setting will effectively increase the individual's knowledge and skills about the system during training. When the employee has a collective view of the system, they can see how each system function provides efficiencies for the greater good of the team. This will enhance their perceived usefulness of the system. We contribute to the current literature by merging Organizational Behavior (OB) and Information Science (IS) fields by considering how team-level climates enhance the relationship between individual-level training and interpersonal perceptions to predict technology implementation success.

Patient Experience: How to Keep Our Patients Satisfied?

Sinyoung Park, University of North Florida

Jing Xu, University of North Florida

Patient satisfaction has been a significant driver in determining individual hospitals' quality of care as well as an informative measurement in helping patients choose the right healthcare provider and facility. The aim of this retrospective study is to investigate which determinants affect patient satisfaction with healthcare services in hospital settings. The multivariate logistic regression model was used to analyze 52,558 patient surveys (2014 to 2015) from 75 US hospitals to investigate the factors from three groups

(hospital characteristics, patient demographics, and patient perceptions on hospital service domains) that impacted patients' likelihood to give top ratings (9/10 points from a 10-point scale) for the overall experience in the hospital. Results showed that large hospitals with a lower percentage of Medicare/Medicaid patient population and existing electronic health record (EHR) system were more likely to receive top ratings; White, female patients with lower education levels were more likely to give the top ratings; all four hospital service domains (nurse, doctor, staff, and environment) had significant positive impacts among which the nursing domain was the most influential factor. This study provided the first insight into the determinants of patient satisfaction at the patient and hospital levels simultaneously. Although more evidence and data are required to establish causality with cross-sectional analysis, these findings may help hospitals and hospital administrators focus more on the determinants that affect the patient perception to improve patient satisfaction and quality of care.

The Relationship between Patient Safety Outcomes and Hospital Characteristics

Robert Duesing, *Georgia College & State University*

William Miller, *Georgia College & State University*

Christopher Lowery, *Georgia College & State University*

Andrew Sumner, *Georgia State University*

In order to augment the discussion of the extent to which quality is universal, this study presents the results of an analysis of 13.5 million inpatient discharges from 1,640 general hospitals from 16 states utilizing the Agency for Healthcare Research and Quality's (AHRQ) Patient Safety Indicators (PSIs) and State Inpatient Databases (SID). Factor analysis was performed on 588 general U.S. hospitals and the 18 PSIs were reduced to seven factors: 3 surgical, 2 medical/surgical, and 2 obstetrical. The resulting factor scores were used to rank the hospitals according to deciles and the composite decile scores were used to group the hospitals into five tiers. Hospital tiers were profiled utilizing hospital demographic variables (size, patient mix, teaching, rural/urban, ownership, accreditation status). Contrary to expectations hospitals in the highest tier (best quality performers) tended to be smaller, non-teaching hospitals whereas larger, teaching hospitals tended to be in lower tiers (poor quality performers). This analysis has provided evidence patient safety quality rates may be influenced by organizational context. Quality may not be universal (or at least the measurement of patient safety as an indicator of quality outcomes using these data bases and measures may not be) and so care must be taken in interpreting these findings. These findings suggest that organizational context may be an important influencing factor in the relationship between quality management practices and quality outcomes. These findings build upon existing quality management theory, and illustrate the use of available secondary quality data resources and tools in the healthcare industry.

126. Track 2: Entrepreneurs, Nonprofits, and Innovation, Oh My!

Friday, 1:15 to 2:45 PM

Fusion

Session Facilitator:

Cristal Hunt, *University of South Alabama*

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

Focused Organizational Identity or Multiple Organizational Identities among Nonprofits: Which Works Better in Complex Environments

Nick Mmbaga, *University of Tennessee-Knoxville*

Justin Yan, *University of Tennessee*

David Gras, *University of Tennessee*

organizational identities. We examine how the revenue growth of over 63,000 nonprofits was affected when they either incorporated a focused identity or multiple identities in certain complex environments. The results suggest that having multiple organizational identities is positively related to revenue growth because it allows nonprofits to reach new resource providers and revenue streams. This relationship, however, is contingent on the complexity of the environments, specifically in terms of industry or rival complexity. We offer theoretical and practical contributions in regard to the types of organizational identity that provide an effective strategy and the conditions under which the relationship is strengthened or weakened.

High-Performance Work Systems and Unit Innovation in the Public Sector

Juanita Woods, *University of North Georgia*

Donna Cooke, *Florida Atlantic University*

Empirical research on high-performance work systems (HPWS) in the public sector is lacking. Also lacking are studies on innovation within work units in the public sector. This is the first multi-level study to posit innovation within work unit as an outcome of high-performance work systems using empowerment climate and psychological empowerment frameworks. Data were collected in a large public sector organization with diverse divisions. The results supported the assumption of congruence in the perceptions of supervisors and employees regarding high-performance work systems, albeit weak, suggesting a climate of empowerment. Discretion partially mediated the relationship between employee HPWS and their perceived support for innovation. This is consistent with the psychological empowerment framework, which was the theoretical grounding for the hypothesis. Despite these results, neither employee HPWS nor support for innovation explained innovation at the unit level. Because this is a pioneering study, it is premature to conclude that HPWS at the individual level is unrelated to unit-level innovation.

127. SMA Spotlight Session: Track 9: Authoring and Reviewing for Scholarly Journals: Best Practices in Providing and Responding to Developmental Feedback

Friday, 1:15 to 2:45 PM

Main Ballroom Salon C

Jeanie Forray, *Western New England University*

David Allen, *Texas Christian University*

Steve Charlier, *Georgia Southern U.*

William Gardner, *Texas Tech University*

This workshop provides a lively interactive space for understanding the relevance of the review process to scholarship, and developing skills as a reviewer and author that are transferable to any peer-reviewed outlet. Participants will hear from current editors of four management journals - *Academy of Management Learning & Education*, *Group & Organization Management*, *Journal of Management*, and *Journal of Management Education* - each of whom depends upon high quality reviews as well as well-written author responses to reviewers to inform their editorial decisions. Each will describe their own perspective on the importance of reviewing and reviewing best practices, including insights about their journal's reviewing expectations and links between excellent reviewing work and author skill in responding to reviewer comments. In round tables with the editors, participants will have access to real examples of reviews and author responses across a spectrum of quality and helpfulness that will assist participants in developing their own reviewing skills and response to reviewer practices. Handouts will be provided.

In this study, we focus on the conditions under which it is better for a nonprofit to have a focused organizational identity versus multiple

128. SMA Spotlight Session: Track 9: Ask the Experts: Data Transparency and Research Credibility

Friday, 1:15 to 2:45 PM

Paul Fraim Auditorium

Aaron Hill, University of Florida

George Banks, University of North Carolina at Charlotte

A panel of scholars with expertise in the area of data transparency and research credibility will engage in a question and answer session. Topics will include but not limited to insights on current trends on open data, the credibility crises, and ways that we as scholars and reviewers can assist in improving the process. Brian Nosek, Co-founder and Executive Director of the Center for Open Science, will discuss current issues with Data Transparency and Research Credibility, will offer a brief presentation before sitting on a panel with George Banks (Senior Associate Editor for *The Leadership Quarterly*) and Ernest O'Boyle (Associate Editor for the *Journal of Management*), and Taco Reus (Senior Associate Editor for the *Journal of Management*).

129. Track 9: Testing Popular Models in Micro-Research Using Mplus

Friday, 1:15 to 2:45 PM

Main Ballroom Salon A

Wayne Crawford, University of Texas at Arlington

In this PDI, I offer an introduction to statistical modeling in Mplus. Given the increasing popularity of the use of Mplus in the organizational behavior area, this workshop focuses on using the statistical software Mplus in order to test a variety of popular types of models used in micro-research. Types of models reviewed will include path analysis, structural equation models, mediation, moderation, confirmatory factor analysis, moderated mediation, measurement invariance, and multilevel models. Syntax will be provided to participants along with example output files.

130. Track 1: Agency Issues in Family and Non-Family Businesses

Friday, 1:15 to 2:45 PM

Main Ballroom Salon B

Session Facilitator:

Indu Ramachandran, Texas State University

Best Paper in Track

Mitigating Superprincipal Agency Conflicts in Family Firms: The Role of Shareholder Agreements

Emmanuel Boutron, University Paris Nanterre

Peter Jaskiewicz, University of Ottawa

Francois Belot, University of Cergy-Pontoise

Celine Barredy, Université de Lorraine

James Combs, University of Central Florida

Research paints a bleak picture regarding the organizational consequences of shareholder agreements (SAs). These legally binding contracts typically contain management and/or ownership provisions wherein participating shareholders agree to collude in a pre-determined manner. Research shows that SAs entrench participating shareholders, thereby aggravating principal-principal (P-P) agency conflicts and hurting firm performance. In this paper, we suggest a boundary condition regarding the negative impact of SAs on firm performance. While SAs might foster P-P agency conflicts in non-family firms, we posit that SAs in family firms limit "superprincipal" agency conflicts between the main family-member shareholders and the larger family. We present two studies based on different samples of French firms that broadly support our theorizing.

Results suggest that investors are concerned about superprincipal agency conflicts in family firms and draw attention to the need to study these conflicts and their consequences in more depth.

Ownership Concentration, IPO Process Time, and Underpricing

Lori Tribble, Texas Tech University

Tyge Payne, Texas Tech University

Oleg Petrenko, Texas Tech University

Curt Moore, West Virginia University

Nathan Hayes, Texas Tech University

Drawing on agency theory, this study extends extant research on strategically managing initial public offerings (IPOs) by examining the role of ownership on the IPO process time and the performance of the IPO. Using a generalized structural equation model of data on 601 U.S. firms that went public between 2009 and 2014, we demonstrate how ownership concentration influences IPO process time, which influences firm underpricing. Further, we examine how this relationship is contingent upon firm age. Our results indicate that IPO process time mediates the relationship between ownership concentration and underpricing indicating that more process time positively influences IPO performance.

Unicorns: The Case for Agreeable Moral Hazard

Birton Cowden, Kennesaw State University

Jerrica Bungcayao, Kennesaw State University

Simona Womack, Kennesaw State University

The number of unicorns, startups valued over \$1 billion, has steadily risen over the past decade. The abnormally high valuation of a unicorn from investors is based on their potential to disrupt a market and create a new paradigm. With this as the backdrop, this piece asks the question, what theoretical tools do we have to understand unicorns? Specifically, we explore agency theory. We argue that if principals and agents agree on the goal of disruption, then perhaps the agency that does occur in unicorns is beneficial, not a cost. Further, we argue that the principals of unicorns do want agents to take higher than normal risks with their investment to disrupt a given market. From this phenomenon, we introduce the concept of agreeable moral hazard and its use in the unicorn setting. Not only does the concept of agreeable moral hazard provide theoretical implications for future research, but it also highlights the need for more research to test existing theory on the unicorn population.

131. SMA Spotlight Session: Track 9: Veteran Onboarding and Inclusion: Developing Theory and Practice to Respond to Transition Challenges

Friday, 1:15 to 2:45 PM

Main Ballroom Salon D

Adelle Bish, North Carolina Agricultural and Technical State University

Phillip Dillulio, Old Dominion University

Military veterans represent an attractive talent segment to organizations. However, there are significant barriers for veterans navigating from military service to civilian careers and retention rates are poor. In this symposium, we provide evidence of the challenges associated with recruitment and selection, and the subsequent phases of onboarding and veteran inclusion. We will present preliminary research evidence demonstrating the challenges faced by veterans, consider appropriate organizational responses, and generate conversations of theory building to generate foundations for future research for improved talent management strategy and practice.

132. Walking Networking Break

*Friday, 2:45 to 3:15 PM
4th Floor Solutions Desk*

Meet at Solutions Desk to take a walking networking break led by a SMA Past President. Learn about the history of SMA along the way and enjoy fellowship with other SMA members!

Session Coordinator:

Tim Barnett, *Mississippi State University*

133. SMA Networking Break

*Friday, 2:45 to 3:15 PM
4th Floor Pre-Function*

Sponsor: Florida State University-College of Business-Center for Human Resource Management

SMA Networking Break

*Friday, 2:45 to 3:15 PM
3rd Floor Foyer and Counter areas*

Sponsor: Florida State University-College of Business-Center for Human Resource Management

135. Yoga on the Patio

*Friday, 2:45 to 3:15 PM
4th floor patio*

Led by RYT-500: Zoe O'Dea

Take an active break! Move your body and clear your mind in 30 minutes with some light stretching and breath work in order to regain focus between sessions. No special yoga attire or gear required. Mats will be provided.

136. Track 6: Comparison, Congruence, and Disparity in Teams

*Friday, 3:15 to 4:45 PM
Granby A*

Session Facilitator:

Erik Taylor, *East Carolina University*

Social Comparison in Teams: The Role of Comparison and Cognition on Target Selection and Efficacy

Jaclyn Margolis, *Pepperdine University*
Scott Dust, *Miami University*

It is well-established that it is human nature to compare ourselves to others. However, there remains many questions about how social comparison processes both impact and are impacted by the workplace. Drawing on social comparison theory, we contribute to social comparison research and organizational teams research by offering insights into why team members make specific or global comparisons, and how this affects their sense of self-efficacy. First, we draw on social cognitive theory to investigate a cognitive-based disposition, need for cognition, and its relationship to specific target selection. Additionally, we investigate a comparison-based disposition, social comparison orientation, and its relationship to global target selection. Second, we investigate the positive association between need for cognition and self-efficacy and the negative association between social comparison orientation and self-efficacy. Third, we test the indirect effect of need for cognition and social comparison orientation on self-efficacy through specific and global target selection, respectively. We investigate these hypotheses across three studies; a scenario-based study and two survey studies. Our analyses generally supports our

hypotheses. Theoretical and practical implications specific to social comparisons in teams and its effect on well-being along with the role of individual dispositions in the social comparison process are discussed.

Interplay of Team Value Congruence and Team Goal Alignment on Team Performance Through the Mediating Role of Team Trust: Team-Organization Fit

Sebastian Cortes Mejia, *Iowa State University*

Teams are increasingly being incorporated by firms as the basic unit of organization. The alignment of diverse characteristics of autonomous teams with the interests and values of the broad organization, has been of interest for researchers, as it has been found to influence performance. Nevertheless, little is known about the influence of team level value congruence and goal alignment, on team performance. Drawing from person environment fit and team mental models, I propose that the aggregated values and goals of members of teams have to be congruent with those of the organization, in order to increase trust within team members, that in turn influences team performance. I conducted the study in an organization in the education industry, with 59 teams of two or more people participating. I tested a first stage moderated mediation model, finding that there is a conditional indirect effect of value congruence on team performance, via team trust, at different levels of goal alignment. When goal alignment is low, there is no evidence of indirect effect of value congruence on team performance (via trust), while when goal alignment is high, the indirect effect is significant. Implications, limitations and future research are discussed.

Justice Disparity In Workgroups: The Mediating Role of Inclusion in Team Diversity

Phoebe Pahng, *Iowa State University*
James Summers, *Iowa State University*
Michael Howe, *Iowa State University*
Sam DeMarie, *Iowa State University*

We introduce the construct of justice disparity, which reflects the extent to which perceived fairness of outcomes, procedures, treatments, and communications is "vertically" dispersed among team members. On the basis of the theoretical framework of inclusion (Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011), we hypothesize and test the associations among justice disparity, team inclusion climate, and team performance. Results show that team inclusion climate mediates the associations of interpersonal and informational justice disparity to team task performance.

137. Track 6: Investigations Into Self-Awareness and Self-Leadership

*Friday, 3:15 to 4:45 PM
Granby B*

Session Facilitator:

Hongguo Wei, *University of Central Oklahoma*

You Asked For It...Or Not: Effects Of Feedback Impetus and Characteristics

Caitlin Sockbeson, *Millsaps College*

Feedback-seeking and feedback research have been largely separate literatures for decades. The present study seeks to examine whether recipients react to feedback of varying characteristics differently based on whether they have sought the feedback or not and whether this affects subsequent performance. Results show that feedback-seeking motives do impact recipient reactions to feedback, particularly affective reactions, but the characteristics of the feedback itself have greater effects on subsequent performance. Implications and future directions for research further integrating these literatures are discussed.

Keywords: feedback, feedback-seeking, individual performance

Self-Leadership: A Meta-Analysis of Over Two Decades of Empirical Research

Michael Harari, Florida Atlantic University

Ethlyn Williams, Florida Atlantic University

Stephanie Castro, Florida Atlantic University

Katarina Brant, Florida Atlantic University

Self-leadership has emerged as a pivotal construct in the leadership and leader development literatures, having been the subject of dozens of empirical investigations over the past several decades. However, despite the interest in the construct, the variability in findings across studies and difficulties in cohesively interpreting this large literature have hindered our ability to draw meaningful conclusions from the existing research. To address this, we carried out a meta-analysis of the nomological network of self-leadership. We drew effect sizes from 89 independent samples. Drawing on theories related to self-regulation, intrinsic motivation, and social-cognition, we evaluate global self-leadership and its constituent strategies (i.e., behavior-focused, constructive-thought, natural rewards) as predictors of job performance, self-efficacy, and job attitudes. In addition to evaluating zero-order correlations and using regression and relative-weight analyses, we evaluate the three strategies on the various outcomes as a set, in order to delineate their relative contribution and we also address the role of national power distance as a moderator. Our meta-analysis also examines the Five Factor Model (FFM) of personality and transformational leadership as predictors of self-leadership. Implications for research and practice are discussed.

Development and Validation of the State Imposter Phenomenon Scale (SIPS)

Daniel Gullifor, Texas Tech University

William Gardner, Texas Tech University

Elizabeth Karam, Texas Tech University

Claudia Coglisier, Texas Tech University

Zachary Hohman, Texas Tech University

For the past forty years, research on the imposter phenomenon (IP) has been conducted largely in the field of psychology. Primarily conceptualized and operationalized as a stable individual difference, IP has been empirically linked to various outcomes, many of which are applicable to organizational research. Despite its relevance to organizational life, IP's integration into the organizational literature remains in its nascent stages. One possible explanation for this underdevelopment is the prominent consideration of IP as a stable, dispositional trait. This consideration has limited our understanding of IP and its integration into organizational research. To address this limitation, we develop a state perspective of IP complementary to the extant trait perspective and provide preliminary validation for the State Imposter Phenomenon Scale (SIPS). Our study provides support for the content adequacy, content validity, reliability, factor structure, and convergent and discriminant validity of the SIPS. As a result, the SIPS provides researchers a brief, reliable, valid measure of IP which may induce IP's further integration in organizational literature.

This study applies portfolio theory to examine corporations' use of acquisitions and divestitures to restructure their mix of business units. We argue that increased volatility in a firm's performance (risk) following an acquisition predicts divestment of a prior acquisition. We employ survival analysis to study longitudinal data on a matched sample of 738 acquisitions composed of 369 deals that were later divested and 369 similar acquisitions that were not divested. Results indicate a significant impact of increased volatility in firm performance and subsequent divestment of an acquisition. We also found moderating effects for target relatedness and acquiring firm relative performance after an acquisition. When a target is related to an acquiring firm's operations, it will be more likely to be divested if followed by increased performance volatility. Further, at higher rather than lower acquirers' performance relative to market expectations, firms are less likely to divest a prior acquisition that is associated with increased performance volatility. We extend the knowledge in corporate restructuring by focusing on companies as portfolios of business units. Moreover, our findings offer implications to organizational risk tolerance to undertake strategic change relative to market performance expectations.

When and Why Advisory Firms Help or Hurt Acquisition Performance: The Role of Contemporaneous Capital

Gonzalo Molina Sieiro, Florida State University

Bruce Lamont, Florida State University

Kimberly Ellis, Florida Atlantic University

Katia De Melo Galdino, Georgia Southern University

David King, Florida State University

Janice Gordon, Florida State University

Existing M&A research provides evidence that advisory firms can both help and hurt acquisition performance. However, few studies consider the fact that the positive and negative attributes of using advisory firms may be interrelated. To capture this interrelationship, we focus on three primary sources of knowledge - contemporaneous capital (advisor's real-time, concurrent experiences working with multiple acquisition clients which is novel to our study), relational capital (advisor's repeated ties with the focal acquisition client which has been used in existing studies), and the acquirer's own knowledge from its prior acquisition experience (also used in existing studies). Building on learning and agency theories, we hypothesize that the positive performance effect of contemporaneous capital is moderated by relational capital and the acquirer's acquisition experience. Using a large sample of deals over an 18-year period, we find strong support for our theoretical model. More specifically, our results show that contemporaneous capital positively affects investors' expectations at the time of deal completion. Relational capital has positive moderating effects on contemporaneous capital such that having high levels of both types of capital helped performance the most while having high relational capital and low contemporaneous capital hurt performance the most. On the other hand, the acquirer's acquisition experience had negative moderating effects on contemporaneous capital such that having inexperienced acquirers and advisors with low contemporaneous capital hurt performance. Collectively, our results suggest advisors are knowledgeable, but conflicted agents who may exploit acquirers' vulnerabilities. Based upon study findings, we offer implications for research and managers.

138. Track 7: Acquisitions and Divestments in Strategic Management

Friday, 3:15 to 4:45 PM

Granby C

Session Facilitator:

Orhun Guldiken, Florida International University

Divestment of Prior Acquisitions: The Effect of Performance Volatility

Sina Amiri, Iowa State University

David King, Florida State University

Sam DeMarie, Iowa State University

139. SMA Party 2019 – Enjoy the Journey!

Friday, 6:30 to 9:30 PM

Main Ballroom Salons A-H and 4th Floor Pre-Function

'Second star to the right and straight on 'til morning!' - Sail into the sunset of SMA 2019 as you enjoy food and drink with colleagues. Chart your own course with creative activities!

Sponsor: SAGE

Session Coordinator:

Joy Karriker, East Carolina University

140. Cafe SMA Coffee Bar

Saturday, 8:30 to 9:00 AM

3rd Floor Foyer and Counter areas

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

Sponsor: Oklahoma State University, Spears School of Business

140A. SMA Registration & Solutions Desk

Saturday, 8:30 to 9:30 AM

3rd Floor Hub

Session Coordinator:

Jennifer Sexton, *West Virginia University*

141. Track 9: Welcome to the Dark Side: A Symposium about Counterproductive Work Behavior

Saturday, 9:00 to 10:30 AM

Momentum 1/2/3

Jeremy Mackey, *Auburn University*

Mark Martinko, *Florida A & M University*

Pamela Perrewé, *Florida State University*

Paul Spector, *University of South Florida*

Wayne Hochwarter, *1964*

B. Ellen, *Northeastern University*

Charn McAllister, *Northeastern University*

Janelle Wells, *University of South Florida*

Jack Carson, *Auburn University*

Joshua Palmer, *Florida State University*

Gonzalo Molina Sieiro, *Florida State University*

Katherine Alexander, *Auburn University*

Cheryl Gray, *University of South Florida*

Welcome to the dark side! Research that examines counterproductive work behavior (CWB) continues to flourish. In this symposium, we will present four papers that examine various forms of CWBs, including abusive supervision, workplace deviance, unhelpful supportive leadership, and insubordination. We are uniquely positioned to lead a practically useful and personally meaningful discussion about the current state of CWB research and opportunities to contribute to it due to our impactful research records in this area (e.g., about 100,000 collective citations) and extensive SMA experience (i.e., four participants are SMA Fellows, two of which are former presidents of SMA).

142. Track 9: Creating a Digital Lab Notebook: Best Practices for Using Microsoft OneNote to Document the Research Process

Saturday, 9:00 to 10:30 AM

Fusion

Jeremy Meuser, *University of Mississippi (Ole Miss)*

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.

142A. Walking Tour of Norfolk's NEON District,

Saturday, 9:30 to 11:30 AM

Downstairs Hotel Lobby

Join a local guide for a walking tour of Norfolk's creative arts district, known as NEON (New Energy of Norfolk). Explore the vibrant murals and sculptures that pepper the streets and buildings of the neighborhood, learn about its history, and discuss the fascinating intersection of private property, ownership, artists, and the organizations steering the curation of public art in the NEON. Total distance walked will be about 2 miles. A refreshment stop will be included in the tour. Please meet in the downstairs lobby of the hotel a few minutes before the start of the tour.

Session Coordinator:

Hettie Richardson, *Texas Christian University*

Pre-registration required

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CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2020 MEETING

October 20-24, 2020 –St. Pete Beach, Florida, TradeWinds Island Resort - #SMA2020SPB

Submission Deadline: Monday April 27, 2020 11:59 pm EST

Submit papers and volunteer to review at: www.southernmanagement.org/meetings/2020

Program Chair: Lisa Schurer Lambert, Oklahoma State University (lisa.schurer.lambert@okstate.edu)

SMA invites submissions for its 2020 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: Ludvig Levasseur, Indiana University
ludvig.levasseur@hotmail.fr

Track 6

Organizational Behavior

Co-Chairs:

Elizabeth Karam, Texas Tech University
Elizabeth.Karam@ttu.edu
G. James Lemoine, University at Buffalo (SUNY)
jlemoine@buffalo.edu

Track 2

Health Care
Hospitality Management
Public Administration

Chair: Benjamin McLarty, Mississippi State University
bm2067@msstate.edu

Track 7

Strategic Management

Chair: François Neville, McMaster University
nevillef@mcmaster.ca

Track 3

Organization Theory
International Management
Management History

Chair: Jay O'Toole, Elon University jotoole2@elon.edu

Track 8

Innovative Teaching*
Management Education

Chair: Mark S. Hiatt, Kennesaw State University
mhiatt1@kennesaw.edu

Track 4

Human Resources
Research Methods

Chair: Hock-Peng Sin, Florida International University
hsin@fiu.edu

Track 9

Professional Development Institute (PDI) Sessions
Symposia
Local Engagement Sessions**

Chair: Janaki Gooty, University of North Carolina at Charlotte
jgooty@uncc.edu

Track 5

Careers, Social Issues, Diversity Issues, Ethics

Chair: Alexis Smith Washington, Oklahoma State University
lex.washington@okstate.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. SMA reserves the option to withhold awards in any category in the event there are no submissions of sufficient quality.

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 2020 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 T. Russell Crook, University of Tennessee.

SUBMISSION GUIDELINES

- All submissions must be made online at <https://www.xcdsystem.com/sma/abstract/index.cfm> no later than April 27, 2020 at 11:59pm 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.
- 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 2020 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 29, 2020, 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 https://journals.sagepub.com/pb-assets/contents/JOM/JOM_Style_Guide_revised_2017.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 <https://bit.ly/2kJsG4O>
- **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.

Although all submissions appropriate for Track 8 will be considered, we particularly seek submissions that address the following two sub-themes:

1. **Teaching innovation for social innovation.** Social innovation creates social value and potentially economic value for the individual, organization, and systems-change level. It includes new strategies, concepts, ideas, and organizations that address social needs of all kinds—from working conditions and education to community development and health. We are looking for proposals with new educational approaches that provide a robust toolkit of skills, strategies, and analytical frameworks for igniting social change capabilities in students. Proposals should include new pedagogical models, new programs, or existing methodologies adapted to a new context (e.g., cases, experiential or service learning) that support student learning outcomes for social innovation.
2. **Increasing student engagement in the classroom.** Engagement is the degree of curiosity, passion, and commitment shown by students and leads them to learn more about the topics presented in class. We are looking for proposals that present novel techniques and tools (or old techniques/tools used in new ways) for engaging students in the management classroom. Examples of techniques include design thinking, critical thinking methods, or experiential learning. Tools might include cases, virtual reality headsets, or apps, among other possibilities. Proposals should include both a description of how engagement is being promoted (i.e. case study of a class) and an analysis of what works well and what can be improved.

Please contact Mark Hiatt, Kennesaw State University (mhiatt1@kennesaw.edu) for more details or with any questions about Innovative Teaching submissions.

****PROFESSIONAL DEVELOPMENT INSTITUTE/SYMPOSIA/LOCAL ENGAGEMENT (Track 9)** –There is a Track specifically for the review of Professional Development Institute (PDI), local engagement, and symposia sessions. Prior to 2017, PDI sessions, symposia and local engagement sessions were in the non-competitive portion of the SMA program vetted and reviewed by the conference committee. Under the present guidelines, Track 9 is a competitive track coordinated by Janaki Gooty, University of North Carolina at Charlotte (jgooty@uncc.edu).

- 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 practiceperspectives.
- 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 Janaki Gooty (jgooty@uncc.edu) with any questions about PDI/Symposium/Local Engagement submissions.