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WESTIN BEACH RESORT AND SPA – CONFERENCE CENTER LAYOUT .......... *Back Outside Cover*
Welcome to the 2012 Meeting of the Southern Management Association

Welcome to Ft. Lauderdale and the 2012 SMA Meeting. This is our first visit ever to sunny Ft. Lauderdale, and the SMA conference, as always, provides an intellectually stimulating environment through both its formal and informal activities.

Wednesday’s pre-conference activities include two doctoral consortia (chaired by Kelly Zellars and coordinated by Amy Henley, and Tyge Payne) that are designed specifically for early (1st and 2nd year) and late program doctoral students, respectively. For the first time, our pre-conference activities will include a consortium designed for students who have not begun doctoral studies. This pre-doctoral consortium is co-chaired by Lucy Ford and Jonathon Halbesleben.

The conference program begins Thursday and runs through noon on Saturday. This year we received a record number of submissions (500) across nine research tracks. We have more than 230 different sessions on the program, including paper sessions, workshops, symposia, and panels, which cover a wide range of topics in the field. Also, throughout the program you’ll find a number of methods and teaching workshops (organized by Tim Barnett). In short, there is something for everyone, and it won’t be difficult to find sessions that are highly relevant to your particular areas of interest.

Of course, much of the excitement and value of the conference comes before, during, and after sessions, when you have the opportunity to meet up with current colleagues and get to know new ones. We encourage you to attend Thursday morning's networking breakfast and to take advantage of the various networking breaks during the conference. After a successful debut last year, the research and teaching collaboration luncheon will return on Thursday. We also hope that you will attend the SMA Business Meeting Thursday evening, where we will recognize this year's award winners, and the reception that follows, at which we will recognize this year's winner of the Hunt Sustained Outstanding Service Award and the service of our SMA President. There are receptions each evening, including the conference party on Friday night, which will have a food inspired by South Florida and Cuba and include a Salsa Dance demonstration and instruction.

Although you’ll be busy with conference activities, do take the opportunity to enjoy the beautiful beach and other tourist attractions as well as the many outstanding restaurants and social venues that are within easy walking distance of the hotel.

It takes the efforts of many people to make the SMA Conference possible. In addition to those already mentioned, huge thanks go to the Track Chairs (Matt Bowler, Cyndy Cycyota, Justin Davis, Jonathon Halbesleben, Michael Holmes, Tim Munyon, Shannon Taylor, Jack Walker, and Kathleen Voges), to Geralyn Franklin (Site Coordinator), Joy Karriker (Conference On-Site Coordinator), and Rahul Sawhney (IT expert). Thanks also to all those who submitted, reviewed papers, and served in any capacity on the program. This program could not happen without the efforts of SMA volunteers.

Again, our warmest welcome to all of you joining us for SMA 2012. We hope that you enjoy your visit to Ft. Lauderdale and that you find this year’s program interesting and rewarding.

Sincerely,

Christopher Shook, Vice President and Program Chair
Bennett Tepper, President
Program Highlights

In addition to Wednesday's doctoral consortia and pre-doctoral consortium, and the outstanding competitive paper sessions and competitive symposia/workshops in the program from Thursday to Saturday, please note the following professional development sessions and other special events in this year's program. Additional information on these special sessions and events, including full descriptions and list of coordinators/presenters, can be found in the daily program schedule.

Thursday (November 1)

- 7:00am - 8:30am in Las Olas Prefunction - SMA Networking Breakfast
- 7:00am - 8:30am in Rio Vista Prefunction – Pre-Doctoral Poster Session
- 8:00am-9:30am in Las Olas VI - Professional Development Institute: Post-Hoc Methods for Dealing with Common Method Variance (co-sponsored by the Research Methods Division of the Academy of Management)
- 10:30am -12:30pm in Las Olas VI - Professional Development Institute: Basic Techniques in Structural Equation Modeling (co-sponsored by CARMA)
- 12:00pm – 1:15pm in Rio Vista I and II - SMA Research/Teaching Collaboration Luncheon (pre-registration required)
- 1:00pm -3:00pm in Las Olas VI - Professional Development Institute: Hierarchical Linear Modeling (co-sponsored by the Research Methods Division of the Academy of Management)
- 3:00pm -5:00pm in Las Olas VI - Professional Development Institute: Teaching Excellence Workshop – “Rules of Engagement”
- 5:15pm – 6:15pm in Las Olas I,II, and III - SMA Business Meeting
- 6:30pm – 8:00pm in Sky Terrace - SMA Presidential and Annual Membership Reception and James G. (Jerry) Hunt SMA Sustained Outstanding Service Award

Friday (November 2)

- 8:00am -9:30am in Las Olas VI - Professional Development Institute: Experience Sampling Methodology: A Primer (co-sponsored by the Research Methods Division of the Academy of Management)
- 10:30am -12:30pm in in Las Olas VI - Professional Development Institute: Advanced Techniques in Structural Equation Modeling (co-sponsored by CARMA)
- 1:00pm -3:00pm in Las Olas VI - Professional Development Institute: Content Analysis as an Empirical Research Tool (co-sponsored by the Research Methods Division of the Academy of Management)
- 1:15pm -2:45pm in Las Olas I - More than Just Another Brick in the Wall: JOM Editors on Designing, Implementing, and Publishing High Impact Research
- 3:00pm -5:00pm in Las Olas VI - Professional Development Institute: Conducting Meta-Analysis (co-sponsored by the Research Methods Division of the Academy of Management)
- 3:15pm -4:45pm in Rio Vista II - The Seven Habits of Highly Successful Academicians: A SMA Fellows panel discussion
- 6:30pm – 9:30pm in Las Olas Ballroom - SMA Networking Social and Party:  Come enjoy food and drink inspired by South Florida and Cuba. Enjoy a Salsa Dancing demonstration and lessons.
Southern Management Association

The Southern Management Association (SMA), a regional affiliate of the Academy of Management, is a society of professionals drawn together through a common interest in the field of management. Its purpose is to promote excellence in management through research, writing, teaching and increased colleague interaction.

SMA membership numbers over 1000 individuals representing more than 400 colleges, universities and business firms in 45 states and several foreign countries. The primary mission of the SMA is to foster the general advancement of research, learning, teaching, and practice in the field of management. Towards these ends, SMA provides many professional development opportunities and activities, for faculty who are interested in the study of management.

The objectives of SMA include mentoring new entrants into the management profession and encouraging the development, and dissemination of new approaches to the study and teaching of management. We strive to maintain the currency of knowledge and educational skills of all members, promote collegial professional relationships, and share expertise about how to achieve excellence in performing our roles.

SMA Mission Statement

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

SMA Welcomes…

**Our 2012 Meeting Sponsors**

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<tr>
<th>SAGE</th>
<th>THE UNIVERSITY OF MEMPHIS</th>
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<tr>
<td></td>
<td>Department of Management</td>
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<td>Fogelman College of Business &amp; Economics</td>
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**Our 2012 Meeting Exhibitors**

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<tr>
<th>SAGE</th>
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<tr>
<td>Interpretative Simulations</td>
<td>IAP – Information Age Publishing, Inc.</td>
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<td>EthicsGame</td>
<td>Dr. Carolyn Edwards</td>
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Southern Management Association

OFFICERS

President
Bennett Tepper, Georgia State University

President Elect
Tim Barnett, Mississippi State University

Vice President/Program Chair
Christopher Shook, Auburn University

Vice President/Program Chair Elect
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Conference On-Site Coordinator
Joy H. Karriker, East Carolina University

Placement Director
Patricia A. Lanier, University of Louisiana at Lafayette

Associate Placement Director
W. Lee Grubb III, East Carolina University

2012 PROGRAM COMMITTEE

VP & Program Chair
Christopher Shook, Auburn University

Conference Site Coordinator
Geralyn McClure Franklin, University of Dallas

Conference On-Site Coordinator
Joy H. Karriker, East Carolina University

BOARD MEMBERS

2009-2012 Term
Franz Kellermanns, University of Tennessee
Lucy L. Gilson, University of Connecticut
G. Tyge Payne, Texas Tech University

2010-2013 Term
Garry Adams, Auburn University
Jonathon R. B. Halbesleben, University of Alabama
Amy Henley, Kennesaw State University

2011-2014 Term
Janaki Gooty, UNC Charlotte
Matt Bowler, Oklahoma State University
Annette Ranft, University of Tennessee

JOURNAL OF MANAGEMENT

Editor:
Deborah E. Rupp, Purdue University

Senior Associate Editor:
Patrick M. Wright, University of South Carolina

Associate Editor Team:
Karl Aquino, The University of British Columbia
Dan J. Beal, University of Texas, San Antonio
Michelle K. Duffy, University of Minnesota
Gary J. Greguras, Singapore Management University
Mark Griffin, The University of Western Australia
Eden B. King, George Mason University
Catherine Maritan, Syracuse University
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Sucheta Nadkarni, Drexel University
Fred Oswald, Rice University
Annette L. Ranft, The University of Tennessee
Marshall Schminke, University of Central Florida
Jeremy C. Short, University of Oklahoma
Donald M. Truxillo, Portland State University
J. Craig Wallace, Oklahoma State University

FELLOWS

New Fellow
Charles A. Pierce, University of Memphis

Active Fellows
Achilles Armenakis, Auburn University
Arthur G. Bedeian, Louisiana State University
John D. Blair, Texas Tech University
M. Ronald (Mike) Buckley, University of Oklahoma
Archibald B. Carroll, University of Georgia
James G. Combs, Florida State University
Russell S. Cropanzano, University of Arizona
Angelo DeNisi, Tulane University
W. Jack Duncan, University of Alabama in Birmingham
Daniel C. Feldman, University of Georgia
Gerald R. Ferris, Florida State University
Robert C. Ford, University of Central Florida
Myron D. Fottler, University of Central Florida
William L. Gardner, Texas Tech University
Mark B. Gavin, West Virginia University
Charles R. Greer, Texas Christian University
Ricky W. Griffin, Texas A&M University
Theodore T. Herbert, Rollins College
Wayne Hochwarter, Florida State University
K. Michele (Micki) Kacmar, University of Alabama
Dave Ketchen, Auburn University
Mark J. Martinko, University of Queensland
Bruce M. Meglino, University of South Carolina
Kevin W. Mossholder, Auburn University
Pamela Perrewé, Florida State University
Terri A. Scandura, University of Miami
Chester Schriesheim, University of Miami
Anson Seers, Virginia Commonwealth University
Sherry Sullivan, Bowling Green University
Bennett Tepper, Georgia State University
Robert Vandenberg, University of Georgia
David D. Van Fleet, Arizona State University
Margaret "Peg" Williams, Wayne State University
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

Inactive Fellows
William Fox
Robert Fulmer, Pepperdine University
Bill Holley, Auburn University
J. Bernard Keys
Dennis Ray
Vida Scarpello, Georgia State University

In Memoriam
Robert P. Vecchio
James G. "Jerry" Hunt
Leon Megginson
Charles R. Scott
Max S. Wortman, Jr.
## Past Presidents*

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>Years</th>
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<tbody>
<tr>
<td>Mark B. Gavin</td>
<td>Oklahoma State University</td>
<td>(2010-2011)</td>
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<tr>
<td>Margaret L. Williams</td>
<td>Wayne State University</td>
<td>(2009-2010)</td>
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<tr>
<td>Allen C. Amason</td>
<td>University of Georgia</td>
<td>(2008-2009)</td>
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<tr>
<td>Charlotte D. Sutton</td>
<td>Auburn University</td>
<td>(2007-2008)</td>
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<tr>
<td>William L. Gardner</td>
<td>Texas Tech University</td>
<td>(2006-2007)</td>
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<tr>
<td>Anson K. Seers</td>
<td>Virginia Commonwealth University</td>
<td>(2005-2006)</td>
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<tr>
<td>Christine M. Riordan</td>
<td>Texas Christian University</td>
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<tr>
<td>Terri A. Scandura</td>
<td>University of Miami</td>
<td>(2003-2004)</td>
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<tr>
<td>Kevin W. Mossholder</td>
<td>Louisiana State University</td>
<td>(2002-2003)</td>
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<tr>
<td>Donna E. Lederwood</td>
<td>University of North Texas</td>
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<tr>
<td>Tammy G. Hunt</td>
<td>UNC Wilmington</td>
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<td>Pamela L. Perrewé</td>
<td>Florida State University</td>
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<td>Vida G. Scarpello</td>
<td>Georgia State University</td>
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<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
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<td>Mark J. Martinik</td>
<td>Florida State University</td>
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<td>Rose L. Knotts</td>
<td>University of North Texas</td>
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<td>Daniel S. Cochran</td>
<td>Mississippi State University</td>
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<td>John A. Pearce II</td>
<td>George Mason University</td>
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<td>W. Alan Randolph</td>
<td>University of South Carolina</td>
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<td>B. Wayne Kemp</td>
<td>University of Tennessee-Martin</td>
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<td>Achilles A. Armenakiss</td>
<td>Auburn University</td>
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<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
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<td>Dorothy N. Harlow</td>
<td>University of South Florida</td>
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<td>Dennis F. Ray</td>
<td>Mississippi State University</td>
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<td>Vince P. Luchsinger, Jr.</td>
<td>Texas Tech University</td>
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<td>John E. Logan</td>
<td>University of South Carolina</td>
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<td>Ogden H. Hall</td>
<td>University of New Orleans</td>
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<td>Jay T. Knippen</td>
<td>University of South Florida</td>
<td>(1976-1977)</td>
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<td>James M. Todd</td>
<td>University of Memphis</td>
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<td>Daniel A. Wren</td>
<td>University of Oklahoma</td>
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<td>Leon C. Megginson</td>
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<td>Richard I. Levin</td>
<td>UNC Chapel Hill</td>
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<td>Max B. Jones</td>
<td>Old Dominion University</td>
<td>(1970-1971)</td>
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<tr>
<td>Bernard J. Bienvenu</td>
<td>University of Southwestern Louisiana</td>
<td>(1968-1969)</td>
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<td>Burnard H. Sord</td>
<td>University of Texas-Austin</td>
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<td>Claude S. George, Jr.</td>
<td>UNC Chapel Hill</td>
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<td>Herbert G. Hicks</td>
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<td>William M. Fox</td>
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<td>Joseph L. Massie</td>
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<td>Howard R. Smith</td>
<td>University of Florida</td>
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<td>Edward H. Anderson</td>
<td>University of Florida</td>
<td>(1955-1956)</td>
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<tr>
<td>Gustav T. Schwenning</td>
<td>University of Florida</td>
<td>(1947-1948)</td>
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* Affiliations are at time of office.
** 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.
JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD WINNERS*

Mark J. Martinko University of Queensland 2012
Geralyn McClure Franklin Stephen F. Austin State University 2011
K. Michele Kacmar University of Alabama 2010
Chester A. Schriesheim University of Miami 2009
Pamela W. Perrewé Florida State University 2008
W. Jack Duncan University of Alabama at Birmingham 2007
Robert C. Ford University of Central Florida 2006
David D. Van Fleet Arizona State University – West 2005
Arthur G. Bedeian Louisiana State University 2004
James G. (Jerry) Hunt Texas Tech University 2003

*Affiliations are at time of award

SMA 2012 TRACK CHAIRS

Organizational Behavior
Matt Bowler, Oklahoma State University

Strategic Management/Organizational Theory/ International Management
R. Michael Holmes Jr., Florida State University

Human Resources/Careers
Harvell Jackson Walker III, Texas Tech University

Research Methods
Timothy Paul Munyon, University of Tennessee

Management History/Management Education
Shannon G. Taylor, University of Central Florida

Entrepreneurship/Information Technology/Innovation
Justin L. Davis, Ohio University

Ethics/Social Issues/Diversity
Cynthia Cycyota, United States Air Force Academy

Health Care/Hospitality Management/Public Administration
Kathleen Elizabeth Voges, Texas A&M University-San Antonio

Pre-doctoral Student Research Track
Jonathon R. B. Halbesleben, University of Alabama
BEST PAPER COMMITTEES

*Best Overall Conference Paper*
Garry Adams, Auburn University
David G. Allen, University of Memphis
Talya Bauer, Portland State University
Annette Ranft, University of Tennessee
Deborah E. Rupp, Purdue University

*Best Overall Doctoral Student Paper*
Brian L. Connelly, Auburn University
Jonathon R. B. Halbesleben, University of Alabama
Carla D. Jones, University of Houston
Charles A. Pierce, University of Memphis

BEST PAPER IN TRACK COMMITTEES

**Track 1: Organizational Behavior**
Michael Lance Frazier, Old Dominion University
Jerry Bryan Fuller, Louisiana Tech University
Laura M. Little, University of Georgia
Anthony R. Wheeler, University of Rhode Island

**Track 2: Strategic Management/Organizational Theory/International Management: Best Track Paper Committee**
Cynthia E Devers, Michigan State University
Lorraine Eden, Texas A&M University
Annette Ranft, University of Tennessee
Christoph Zott, IESE

**Track 2: Strategic Management/Organizational Theory/International Management: Best Doctoral Paper Committee**
Brian L. Connelly, Auburn University
Peter G. Klein, University of Missouri
Gwendolyn K. Lee, University of Florida

**Track 3: Human Resources/Careers: Best Track Paper Committee**
Robyn Brouer, University at Buffalo, SUNY
Brad Harris, University of Illinois at Urbana-Champaign
William Becker, Texas Christian University

**Track 3: Human Resources/Careers: Best Doctoral Paper Committee**
Walter D. Davis, University of Mississippi
Brian Dineen, University of Kentucky
Eric Gresch, Georgia Gwinnett College

**Track 4: Research Methods**
T. Russell Crook, University of Tennessee
Robert J. Vandenberg, University of Georgia
David J. Woehr, UNC Charlotte

**Track 5: Management History/Management Education**
John Norman Davis, Hardin-Simmons University
Rosemary Macllaro, University of Dallas
Josh Daspit, Mississippi State University

**Track 6: Entrepreneurship/Information Technology/Innovation: Best Track Paper Committee**
Greg Bell, University of Dallas
Sean Lux, University of South Florida
David W. Williams, University of Tennessee

**Track 6: Entrepreneurship/Information Technology/Innovation: Best Doctoral Paper Committee**
Gary Castrogiovanni, Florida Atlantic University
Josh Daspit, Mississippi State University
Andrew J. Fodor, Ohio University

**Track 7: Ethics/Social Issues/Diversity**
Claudia Ferrante, United States Air Force Academy
Myrtle P. Bell, University of Texas at Arlington
Jill A. Brown, Lehigh University
Brooklyn Cole, University of North Texas
Julia Herchen, University of North Texas

**Track 8: Health Care/Hospitality Management/Public Administration: Best Track Paper Committee**
Tom J. Sanders, University of Montevallo
Judith W. Alexander, University of South Carolina
Ferhat Devrim Zengul, University of Alabama at Birmingham

**Track 8: Health Care/Hospitality Management/Public Administration: Best Doctoral Paper Committee**
James M. Vardaman, Mississippi State University
Mark A. Thompson, Texas Tech University

MOST INNOVATIVE SESSION AWARD COMMITTEE

Justin L. Davis, Ohio University
Kathleen Elizabeth Voges, Texas A&M University-San Antonio
Matthew James Mazzei, Auburn University
2012 SMA Awards

BEST OVERALL CONFERENCE PAPER
FROM NEGATIVE ACT TO NEGATIVE RELATIONSHIP: UNDERSTANDING HOW PATTERNS OF ABUSIVE SUPERVISION EMERGE AND DEVELOP OVER TIME
Lauren Simon, Portland State University
Charlice Hurst, Western University
Timothy A. Judge, University of Notre Dame

Presented: Friday, 3:15pm - 4:45pm in Atlantic VI

BEST OVERALL DOCTORAL STUDENT PAPER
ACROSS LEVELS, OVER TIME: MULTI-LEVEL INFLUENCES ON CORPORATE ENTREPRENEURSHIP
Matthew James Mazzel, Auburn University
Garry Adams, Auburn University

Presented: Thursday, 8:30am - 10:00am in Atlantic I

BEST TRACK PAPERS

Track 1: Organizational Behavior
FROM NEGATIVE ACT TO NEGATIVE RELATIONSHIP: UNDERSTANDING HOW PATTERNS OF ABUSIVE SUPERVISION EMERGE AND DEVELOP OVER TIME
Lauren Simon, Portland State University
Charlice Hurst, Western University
Timothy A. Judge, University of Notre Dame

Presented: Friday, 3:15pm - 4:45pm in Atlantic VI

Track 2: Strategic Management/Organizational Theory/International Management
TOWARD A COMPREHENSIVE MODEL OF CEO HUBRIS: EFFECTS ON FIRM RISK-TAKING AND U.S. CROSS-BORDER ACQUISITIONS
Alexander Reinhold, Google Inc.
Taco Reus, Erasmus University Rotterdam

Presented: Saturday, 10:30am - 12:00pm in Las Olas III

Track 3: Human Resources/Careers
FORMAL OR INFORMAL MENTORING: WHAT DRIVES EMPLOYEES TO SEEK INFORMAL MENTORS?
Daniel T. Holt, Mississippi State University
Gery Markova, Wichita State University

Presented: Thursday, 10:30am - 12:00pm in Atlantic II

Track 4: Research Methods
MISSING THE MARK: PROBLEMS WITH MARKER VARIABLE CHOICE, REPORTING, AND INTERPRETATION IN THE DETECTION OF COMMON METHOD VARIANCE
Marcia J. Simmering, Louisiana Tech University
Christie M. Fuller, Louisiana Tech University
Yasemin Ocal, Auburn University Montgomery
Guclu Atinc, Drake University
Hettie A. Richardson, Louisiana State University

Presented: Thursday, 10:30am - 12:00pm in Las Olas V

Track 5: Management History/Management Education
LEADER DEVELOPMENT: WOULD YOU TELL ME, PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?
Nathan S. Hartman, Illinois State University
Scott Allen, John Carroll University
Rosanna F. Miguel III, John Carroll University

Presented: Thursday, 8:30am - 10:00am in Atlantic I

Track 6: Entrepreneurship/Information Technology/Innovation
DEVELOPMENT OF A SCALE TO MEASURE THE IMPORTANCE OF SOCIOEMOTIONAL WEALTH IN FAMILY FIRMS
Bart Jan Debicki, Towson University
Barbara A. Spencer, Mississippi State University
Franz Kellermanns, University of Tennessee
Allison Pearson, Mississippi State University
James J. Chrisman, Mississippi State University

Presented: Friday, 8:30am - 10:00am in Atlantic I

Track 7: Ethics/Social Issues/Diversity
HOW DO FEELINGS OF JOB INSECURITY IMPACT EMPLOYEE ENGAGEMENT IN UNETHICAL BEHAVIORS?
Ericka Ruggs Lawrence, East Carolina University
K. Michele Kacmar, University of Alabama
C. Justice Tillman, University of Texas at Dallas

Presented: Thursday, 8:30am - 10:00am in Las Olas V

Track 8: Health Care/Hospitality Management/Public Administration
THE PLACE MAKES THE PLACE, TOO: THE ROLE OF WORKING CONDITIONS IN NURSE TURNOVER INTENTIONS
James M. Vardaman, Mississippi State University
David G. Allen, University of Memphis
Maria B. Gondo, University of New Mexico
Paul Cornell, HPX LLC

Presented: Saturday, 10:30am - 12:00pm in Atlantic VI
### BEST DOCTORAL STUDENT PAPERS BY TRACK

<table>
<thead>
<tr>
<th>Track 1: Organizational Behavior</th>
<th>Track 2: Strategic Management/Organizational Theory/International Management</th>
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<tbody>
<tr>
<td><strong>EMERGING VISIONARIES OR SELF-SERVING PRETENDERS? SHARED LEADERSHIP, NARCISSISM, AND TASK PERFORMANCE</strong></td>
<td><strong>INTEGRATING SCHOLAR AND PRACTITIONER INSIGHTS TO UNDERSTAND NATIONAL COMPETITIVE ADVANTAGE</strong></td>
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<tr>
<td>G. James Lemoine Jr., Georgia Institute of Technology</td>
<td>Murad A. Mithani, Rensselaer Polytechnic Institute</td>
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<tr>
<td>Terry C. Blum, Georgia Institute of Technology</td>
<td><strong>Presented:</strong> Friday, 1:15pm - 2:45pm in Atlantic III</td>
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<tr>
<td><strong>Presented:</strong> Thursday, 8:30am - 10:00am in Las Olas III</td>
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### Track 3: Human Resources/Careers
- **INTERVIEW OUTCOMES AS A FUNCTION OF IMPRESSION MANAGEMENT TACTICS AND INTERVIEWERS ACCOUNTABILITY**
- Corinna Diekmann, University of Bonn
- **Presented:** Saturday, 10:30am - 12:00pm in Atlantic II

### Track 4: Research Methods
- **-No Best Doctoral Student Paper awarded this year-**

### Track 5: Management History/Management Education
- **-No Best Doctoral Student Paper awarded this year-**

### Track 6: Entrepreneurship/Information Technology/Innovation
- **ACROSS LEVELS, OVER TIME: MULTI-LEVEL INFLUENCES ON CORPORATE ENTREPRENEURSHIP**
- Matthew James Mazzei, Auburn University
- Garry Adams, Auburn University
- **Presented:** Thursday, 8:30am - 10:00am in Atlantic I

### Track 7: Ethics/Social Issues/Diversity
- **THE IMPACT OF NARCISSISM ON THE EMOTIONAL PATHWAYS FROM WORKPLACE VICTIMIZATION TO ETHICAL PERFORMANCE**
- Jeffrey Bentley, University at Buffalo, SUNY
- Stephanie R. Seitz, University at Buffalo, SUNY
- Darren C. Treadway, University at Buffalo, SUNY
- **Presented:** Thursday, 8:30am - 10:00am in Las Olas V

### Track 8: Health Care/Hospitality Management/Public Administration
- **PROCEDURAL JUSTICE, AFFECTIVE COMMITMENT, AND THE MEDIATING ROLE OF PERCEIVED SUPPORT AND TRUST: A MULTIFOCI PERSPECTIVE**
- Alankrita Pandey, University of Texas at Arlington
- Jennifer G. Manegold, University of Texas at Arlington
- Jim Lavelle, University of Texas at Arlington
- Gary C. McMahan, University of Texas at Arlington
- **Presented:** Saturday, 10:30am - 12:00pm in Atlantic VI

---

**SMA MOST INNOVATIVE SESSION AWARD**
- **-No SMA Most Innovative Session Award awarded this year-**

**JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD**
- Mark J. Martinko, University of Queensland
**BEST REVIEWERS BY TRACK**

**Track 1: Organizational Behavior**
- Hettie A. Richardson, Louisiana State University
- Stacey R. Kessler, Montclair State University

**Track 2: Strategic Management/Organizational Theory/International Management**
- Amy J. Guerber, University of Arkansas
- Rhonda K. Reger, University of Maryland, College Park

**Track 3: Human Resources/Careers**
- Frankie Jason Weinberg, Loyola University New Orleans
- Tom Kuypers, Maastricht University

**Track 4: Research Methods**
- George Christopher Banks, Virginia Commonwealth University

**Track 5: Management History/Management Education**
- Josh Daspit, Mississippi State University

**Track 6: Entrepreneurship/Information Technology/Innovation**
- Josh Daspit, Mississippi State University

**Track 7: Ethics/Social Issues/Diversity**
- Julia Herchen, University of North Texas

**Track 8: Health Care/Hospitality Management/Public Administration**
- James M. Vardaman, Mississippi State University

**Track 9: Pre-doctoral Student Research Track**
- Garry Adams, Auburn University

---

**SMA 2012 REVIEWERS – FULL LISTING**

★: Outstanding Reviewer

- Samir Abdelkader Abdelmoteleb, U. of Southampton, UK; U. of Port Said, Egypt
- Kristie Abston, Tusculum College
- Garry Adams, Auburn U.
- Isaac Yao Addae, Morgan St. U.
- Ismail Shola Ahmodu-Tijani, Lagos St. U.
- Mona Al-Amin, Suffolk U.
- Judith W. Alexander, U. of South Carolina
- David G. Allen, U. of Memphis
- Thomas H. Allison, U. of Oklahoma
- Anthony (Tony) Paul Ammeter, U. of Mississippi
- Michael Anastasi Anastasiou, InterNapa College
- Martha C. Andrews, UNC Wilmington
- Yetunde Anibaba, Lagos Business School
- Akbar Mohd Ansari, Indian Institute of Management, Lucknow
- Carmen F. Armstrong, Benedictine U.
- Felix F. Arndt, U. of Lausanne
- Tammy Yates Arthur, Mississippi College
- Neal M. Ashkanasy, U. of Queensland
- Guclu Atinc, Drake U.
- Alex Avramenko, U. of Abertay Dundee
- Ginger Azbik, U. of Alabama at Birmingham
- Vernon Bachor, St. Cloud St. U.
- H. Eugene Baker III, U. of North Florida
- LaKamidi T. Baker, Auburn U.
- Diane Bandow, Troy U.
- George Christopher Banks, Virginia Commonwealth U.
- Barry Barnes, Nova Southeastern U.
- Jane E. Barnes, Meredith College
- Marcelo Bernardo Barrios, EDDE

- Tim Basadur, Concordia U. Chicago
- Connie Bateman, U. of North Dakota
- Safal Batra, Indian Institute of Management, Ahmadabad
- William Becker, Texas Christian U.
- Michael Becraft
- Greg Bell, U. of Dallas
- Myrtle P. Bell, U. of Texas at Arlington
- Josh Bдресckins, Louisiana St. U.
- Scott Benjamin, Florida Institute of Technology
- Diane Bergeron, Case Western Reserve U.
- Shawn Bergman, Appalachian St. U.
- James W. Bishop, New Mexico St. U.
- Malay Biswas, Indian Institute of Management, Rohituk
- Lauren V. Blackwell, Oak Ridge National Laboratory
- Gerhard Bickle, Universität Bonn
- Janet A. Boekhorst, York U.
- Joel F. Bolton, Southeast Missouri St. U.
- Kevin A. Bottino, U. of Oklahoma
- Colin F. Bowen, U. of Miami
- Mark C. Bowler, East Carolina U.
- Dennis Bozeman, U. of Houston
- Constant Bratianu, Academy of Economic Studies
- Wayne Brock, U. of Phoenix
- Robyn Brouer, U. at Buffalo, SUNY
- Jill A. Brown, Lehigh U.
- Lee Warren Brown, U. of Texas at Arlington
- Shannon Brown, Benedictine U.
- David Bryant, Capella U.
- Sandra Renee Bryan, U. of Phoenix
- Jonathan Nicholas Bundy, U. of Georgia
- Gardenia Burks, Benedictine U.
- Stephanie Kristen Burns, Florida St. U.
- Frank Christopher Butler, U. of Tennessee, Chattanooga
- Leigh Ann Bynum, Belmont U.
- Candace C. Cabbil, SisterSong Women of Color Reproductive Health Collective
- Michael Camarata, Kent St. U.
- Maria Emilia Camargo, U. of Caxias do Sul
- Nathanael S. Campbell, Henderson St. U.
- Monica Lynn Carpenter, U. of Central Florida
- Gabriela Carrasco, U. of North Alabama
- Nicholas W. Carroll, Columbia Southern U.
- William R. Carter, U. of North Texas
- Gary Castrogiovanni, Florida Atlantic U.
- Jay Caughron, Radford U.
- Masud Chand, Wichita St. U.
- Anil Palli Chandramurthy, U. of Wollongong
- Swati Chaurasia, Indian Institute of Management, Lucknow
- Xinxuan Che, U. of South Florida
- Bill Chen, U. of the West
- Wei Chen, U. of Mary Washington
- Kevin Cheng, Lingnan U.
- Robin Cheramie, Kennesaw St. U.
- Kenneth Uzomah Chukwuba, Walden U.
- Melanie Cohen, U.S. Department of Housing and Urban Development
- Brooklyn Cole, U. of North Texas
- Michael S. Cole, Texas Christian U.
- Kevin C. Cox, Florida Atlantic U.
- Marcus Z. Cox, U. of North Texas
<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Carol Danehower</td>
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<td>Lauren May D'Innocenzo</td>
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<td>Hardin-Simmons U.</td>
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<td>Marie-Line Germain</td>
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<td>Ray Gibney Jr.</td>
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<td>Ronnie Godshalk</td>
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<td>Joongseo Kim</td>
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<td>Heidi Kinsell</td>
<td>U. of Florida</td>
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<td>Jennifer Lynn Kisamore</td>
<td>U. of Oklahoma-Tulsa</td>
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A very special thank you to all of the reviewers for this year’s program
**Tuesday, October 30**

**Conference Registration**: 6:00pm – 7:30pm in Oceanside Foyer

**Coordinator**: Kevin B. Lowe, UNC Greensboro

**Tuesday, 6:30pm – 7:30pm in Oceanside**

**Consortia and Pre-Conference Welcome Reception**

Start the meeting off on the right foot. Come get acquainted with the other meeting participants.

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**Wednesday, October 31**

**Conference Registration Set-Up**: 1:00pm - 3:00pm in Las Olas Prefunction

**Exhibitor Set-Up**: 2:00pm - 5:00pm in Las Olas Prefunction

**Conference Registration**: 3:00pm – 7:00pm in Las Olas Prefunction

**Coordinator**: Kevin B. Lowe, UNC Greensboro

**Conference Exhibits**: 3:00pm – 7:00pm in Las Olas Prefunction

**SMA Placement Services (Site viewing and posting only)**: 4:00pm – 7:00pm in Himmarshee

**Coordinators**: Walter Lee Grubb III, East Carolina University

Patricia Lanier, University of Louisiana, Lafayette

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**Wednesday, 7:45am - 5:00pm in Las Olas IV and VI**

**Professional Development Institute: 23rd Annual Doctoral Consortium (By Invitation Only)**

**Doctoral Consortia Chair**: Kelly Lee Zellars, UNC Charlotte

**Late-Stage Consortium Coordinator**: G. Tyge Payne, Texas Tech University

**Early-Stage Consortium Coordinator**: Amy B. Henley, Kennesaw State University

**Rooms**: Las Olas VI (Late Stage Consortium) and Las Olas IV (Early-Stage Consortium)

**Speakers**:

Martha C. Andrews, UNC Wilmington

Robyn Brouer, University at Buffalo, SUNY

Jon C. Carr, Texas Christian University

Gary Castrogiovanni, Florida Atlantic University

James G. Combs, University of Alabama

Brian L. Connelly, Auburn University

Justin L. Davis, Ohio University

Geralyn McClure Franklin, Stephen F. Austin State University

William L. Gardner, Texas Tech University

Mark B. Gavin, West Virginia University

Lucy L. Gilson, University of Connecticut

Jodi Goodman, West Virginia University

Joyce Thompson Heames, West Virginia University

K. Michele Kaemar, University of Alabama

Franz Kellermanns, University of Tennessee

Catherine A. Maritan, Syracuse University

Mark J. Martinko, University of Queensland

Neal Mero, Kennesaw State University

Timothy Paul Munyon, University of Tennessee

Mike Pfarrer, University of Georgia

Annette Ranft, University of Tennessee

Deborah E. Rupp, Purdue University

Terri A. Scandura, University of Miami

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**Wednesday, 9:00am - 11:00am in Oceanside**

**SMA Executive Officers’ Meeting (by invitation only)**

**Presiding**: Bennett Tepper, Georgia State University (SMA President)

**Wednesday, 12:00pm - 1:15pm in Schulas**

**Doctoral Consortia and SMA Board Member Luncheon (by invitation only)**
## Professional Development Institute: Pre-Doctoral Student Consortium

**Wednesday, 1:15pm - 4:00pm in Rio Vista I**

**Professional Development Institute: Pre-Doctoral Student Consortium**

**Coordinators:**
Lucy R. Ford, *Saint Joseph’s University*
Jonathon R. B. Halbesleben, *University of Alabama*

**Speakers:**
Lucy L. Gilson, *University of Connecticut*
William L. Gardner, *Texas Tech University*
Joyce Thompson Heames, *West Virginia University*
Claudia C. Cogliser, *Texas Tech University*
Claudia Ferrante, *United States Air Force Academy*
Timothy M. Madden, *Old Dominion University*
Cindy P. Zapata, *Georgia Institute of Technology*
Terri A. Scandura, *University of Miami*

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## Conference Registration and Exhibits

**Thursday, November 1**

**Conference Registration and Exhibits:** 8:00am – 5:00pm in Las Olas Prefunction (closed for lunch from Noon to 1:30pm)

**Coordinator:** Kevin B. Lowe, *UNC Greensboro*

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## SMA Placement Services

**Thursday, November 1**

**SMA Placement Services:** 8:00am – 5:00pm in Himmarshee (closed for lunch from Noon to 1:30pm)

**Coordinators:**
Walter Lee Grubb III, *East Carolina University*
Patricia Lanier, *University of Louisiana, Lafayette*

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## SMA Networking Breakfast

**Thursday, November 1**

**SMA Networking Breakfast**

**Coordinator:** Gayle Baugh, *University of West Florida*

All SMA registrants are invited. Come meet everyone!

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## New Member Meet and Greet, and Networking Reception

**Wednesday, November 1**

**New Member Meet and Greet, and Networking Reception**

Come and gather for light snacks with colleagues, and welcome the new members.

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## Pre-Doctoral: Pre-Doctoral Poster Session

**Thursday, November 1**

**Pre-Doctoral Poster Session**

**A NEW RESOURCE FOR SOCIAL ENTREPRENEURS: TECHNOLOGY**

Shalini Sabharwal Gopalkrishnan, *Georgia State University*

**AGILE METHODS AS A DYNAMIC CAPABILITY: ROLE OF NON FUNCTIONAL REQUIREMENTS**

Shalini Sabharwal Gopalkrishnan, *Georgia State University*

**EMPIRICAL STUDIES OF GROUPTHINK: A REVIEW OF LITERATURE**

Anthony Akins, *Texas Wesleyan University*

**GENDER DIFFERENCES IN IMPRESSION MANAGEMENT TACTICS: AN INFORMAL INFORMATION NETWORKS PERSPECTIVE**

Kymberlee Renee Vining, *Cleveland State University*
Vickie Coleman Gallagher, *Cleveland State University*
Christine Brown Mahoney, *Cleveland State University*

**IT MUST BE RAINING IN KAUAI**

Liam Patrick Maher, *Seattle University*

**LITERATURE REVIEW ON SHARED LEADERSHIP IN TEAMS**

Bora Kwon, *Pennsylvania State University*
Jong Gyu Park, *Pennsylvania State University*
PERFORMANCE AS A FUNCTION OF STRATEGIC AGGRESSIVENESS
Eric J. Michel, University of Illinois at Chicago
Larry Weinzimmer, Bradley University

SOCIAL LOAFING: A REVIEW OF THE LITERATURE
Ashley Simms, Texas Wesleyan University
Thomas W. Nichols, Texas Wesleyan University

THE EFFECTS OF GENDER DIVERSITY AND FAIRNESS ON FIRM PERFORMANCE
Candace Esken, Bradley University
Jennifer Robin, Bradley University

THE IMPACT OF EXPATRIATE EXPERIENCES ON REPATRIATE CAREER ADVANCEMENT AND JOB AND CAREER SATISFACTION
Elizabeth M. Davidson, University of Iowa
Maria Kraimer, University of Iowa

THE OBSERVING PUBLIC’S PERCEPTION ON INDIVIDUAL’S BEHAVIOR WHEN PRESSURED WITH UNETHICAL DECISIONS
Amanda Brooke Hancock, University of Arkansas

THE RELATIONSHIP BETWEEN TRUST, LEARNING CAPABILITY, AFFECTIVE ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS
Andrew Tirelli, University of Ottawa

THE OBSERVING PUBLIC’S PERCEPTION ON INDIVIDUAL’S BEHAVIOR WHEN PRESSURED WITH UNETHICAL DECISIONS
Amanda Brooke Hancock, University of Arkansas

Thursday, 8:00am - 9:30am in Las Olas VI

Professional Development Institute: Post-Hoc Methods for Dealing with Common Method Variance
(co-sponsored by the Research Methods Division of the Academy of Management)

Hettie A. Richardson, Louisiana State University
Marcia J. Simmering, Louisiana Tech University

The purpose of this workshop is to provide an overview of the current state of knowledge about common method variance (CMV), paying particular attention to persistent myths and misconceptions about what CMV is, when it is most likely to occur, and how to deal with it. The workshop offers practical guidance on and examples of how to minimize the likelihood of CMV when designing a study, as well as how to address concerns about CMV in data that has already been collected.

Thursday, 8:30am - 10:00am in Atlantic I

Ent/IT/Innov: Corporate Entrepreneurship

Session Chair: Jennifer Sexton, Florida State University
Discussant: Jennifer Sexton, Florida State University

★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★
ACROSS LEVELS, OVER TIME: MULTI-LEVEL INFLUENCES ON CORPORATE ENTREPRENEURSHIP
Matthew James Mazzei, Auburn University
Garry Adams, Auburn University

This study conducts a two-stage, multi-level examination of corporate entrepreneurial behavior over time. In the first stage, we examine to what extent firm and industry influences explain both venturing and innovation activities. We find that firm-level effects have a greater influence on venturing activity whereas industry-level effects are more consequential for innovation. For the second stage, we build upon these findings by simultaneously modeling predictor variables at multiple levels of analysis. Our stage two results call into question previously established relationships between antecedents and corporate entrepreneurship, and highlight the importance of accounting for longitudinal effects in empirical research.

STRATEGIC ORIENTATION AND SME PERFORMANCE: CONCEPTUAL, OPERATIONAL AND RELATIONAL ISSUES
Larry Weinzimmer, Bradley University
Jennifer L. Franczak, Southern Illinois University
Eric J. Michel, University of Illinois at Chicago

While the strategic management literature has numerous studies examining the relationship between strategic orientation and firm-level financial performance, relatively few studies have viewed this relationship in an entrepreneurship context. This study uses three samples to develop an operationalization of strategic orientation in a small-firm context. Moreover, in a final sample of 857 respondents from 22 small-to-medium enterprises (SMEs), this study empirically demonstrates a significant positive relationship between strategic orientation and SME firm-level financial performance.

STRATEGIC POSTURE AND PERFORMANCE: REVEALING DIFFERENCES BETWEEN FAMILY AND NON-FAMILY FIRMS
Kristen Madison Day, University of Tennessee
Rodney Runyan, University of Tennessee
Jane Swinney, Oklahoma State University

Substantial research considers entrepreneurial orientation (EO) and its relationship with firm performance. However, little attention is paid to a different strategic posture, small business orientation (SBO). This study examines EO and SBO in 377 small businesses and finds that EO is a significant predictor of firm performance, whereas SBO is not. However, further analysis reveals the opposite effect for family firms. Researchers stress the desire for family firms to behave more entrepreneurially; however, our results suggest this behavior has no significant effect on family firm performance. Instead, results indicate family firms adopting a SBO strategic posture find significant bottom-line increases.
INTRINSIC AND EXTRINSIC CAREER ORIENTATIONS IN EUROPE: THE ROLE OF HIGH INVOLVEMENT WORK PRACTICES AND NATIONAL CULTURES
Hetty van Emmerik, Maastricht University
Martijn Jungst, Maastricht University
Hannes Guenter, Maastricht University
Darja Misencko, Maastricht University
Caren Butter, Maastricht University

The present study examined the associations between High Involvement Working Practices (HIWPs) and two types of career orientations (i.e., extrinsic and intrinsic) and the moderating role of culture. Using the fourth wave of the European Working Conditions Survey 2005, we used information from 18,636 employees representing 29 European countries. Results showed a positive association between HIWPs and intrinsic career orientation and some cultural differences were found. The findings challenge conventional wisdom that, independent of context, HIWPs are affecting all employees equally.

THE RICH GET RICHER: THE IMPACT OF SOCIO-ECONOMIC STATUS ON JOB ACQUISITION SUCCESS
Andrew Michael Carnes, West Virginia University
Joyce Thompson Heames, West Virginia University

This study explored the relationship between an individual’s socio-economic status and his or her success in the hiring process. Using a sample of 289 upper level undergraduate students participating in the job search process, a positive relationship was found between socio-economic status and intent to hire, when controlling for gender, race, marital status, interview experience, job experience, intelligence, and core self-evaluations. Finding support for our hypothesis highlights the importance of factors such as appearance, financial well-being and subjective well-being during the selection process. The practical importance of this finding and areas for future research are discussed.

WHEN DOES PERFORMANCE VARIABILITY MATTER? THE EFFECT OF DYNAMIC PERFORMANCE CHARACTERISTICS ON RATER ATTRIBUTIONS AND PERFORMANCE RATINGS
John P. Wittgenstein, Florida International University
Michael Harari, Florida International University
Josh Allen, Florida International University
Cort Whiting Rudolph, Florida International University

Research regarding dynamic performance characteristics provides strong evidence that systematic performance trends or patterns can have undue effects on performance ratings. This study demonstrates that job performance variability works in tandem with performance trend to affect both attributions for performance, and performance ratings.
We examined the relationship between performance appraisal fairness, leader member exchange (LMX) and motivation to improve performance. We hypothesized that fairness in performance appraisals will be positively related to LMX, which in turn will be positively related to motivation to improve performance and that, LMX will mediate the relationship between the appraisal fairness and motivation to improve performance. Based on Hofstede’s cultural dimensions, we also proposed that national culture will moderate the above relationships, such that these relationships will be stronger for employees in the USA than in Mexico. Results of our study provide support for the above hypotheses.

COMPETITIVE DYNAMICS IN FIRM-TRIAD: THE EMPIRICAL STUDY ON GLOBAL SEMICONDUCTOR INDUSTRY

Claire H. Chen, National Taiwan University
Kuen-Shiou Yang, Academia Sinica
Hsiang Hsun (Sonic) Wu, Yuan Ze University

This paper investigated competitive balance in the triadic structure. Drawing on the competitive dynamics theory and structural balance theory, we tested our hypothesis using data collected from the global semiconductor firms. We found that, if a focal firm perceived lower competitive tension in triadic structure, it would cooperate with partner’s partner and competitor’s competitor in the future. Moreover, if a focal firm perceived greater competitive tension in triadic structure, it would compete with its partner’s partner and competitor’s competitor in the future. Our results provided a new avenue for studying forming of competitive and cooperative relationship.

PORTER REVISITED: STRATEGIC IMPLICATIONS OF AN ALTERNATIVE “FIVE COOPERATIVE FORCES” MODEL

Scott Julian, Wayne State University
Joseph Ofori-Dankwa, Saginaw Valley State University
Aruna Ettiah, Wayne State University

The ubiquitous Five Forces Model of Michael Porter is conceptually limited by its focus on competitive considerations to the near exclusion of how industry structure influences the strength of collaborative opportunities and outcomes. We provide a conceptual regrounding of the model that also admits collaboration as well as competition and then redirect the Five Forces to consider their affect on collaboration potential. We develop a five step model of the collaborative process and then we propose an inverted-U hypothesis to address how different collaboration modes fare under each set of conditions and end by identifying avenues for future inquiry.

RESILIENCE IN COLLECTIVE ACTION: COLLABORATION AND COORDINATION THROUGH ORGANIZATIONAL KINSHIP

Robert Van de Graaff Randolph, Mississippi State University
Rebecca Long, Mississippi State University
Josip Kotlar, University of Bergamo

Multi-firm alliances arise as firms collaborate among each other to achieve mutually beneficial collective goals. Such arrangements are inherently fragile and short-lived as organizational goals of wealth maximizations and growth may conflict with the collective goals of the business grouping. However, contrary to this assumption many organizational collectives (i.e. family-business groups) exhibit expansive life-spans. We present organizational kinship as the embedding construct that facilitates generalized exchange within an organizational collective, promoting group cohesion, solidarity, and ultimately facilitating in the collaborative strategic management and longevity of the collective. We use social exchange theory to conceptually develop this construct and its implications.
In this paper, we discuss an exciting new course that takes a considerably different tack to “teaching” leadership to graduate students. The lessons are still emerging but our experiences provide some interesting insights. We got beyond just theoretical concepts to engage in the messy real world of current and retired leaders’ narratives and perspectives on their leadership. Beyond the stories of the leaders, we also engaged the students in self-reflection and peer coaching around their leadership experiences, stories and vision. The bottom line was to help participants develop a more authentic way of shaping their personal leadership journeys.

Six presenters from four different universities discuss the strategies their business schools are currently using to capture and utilize assurance of learning data. The schools represent public and private as well as not-for-profit and for-profit and uniformly document the rigor and deliberateness with which assessment of learning is now being conducted.

Business ethics is generally defined as “what constitutes right or wrong behavior in business and how moral/ethical principles are applied in the workplace” and has now become standard course in most business school curricula. This workshop seeks to blend “macro” and “micro” approaches to teaching ethics, corporate social responsibility, and personal (social) responsibility in undergraduate and graduate curricula. After a review of current approaches, participants will work in break-sessions to formulate strategies for measuring real "change" that could be used by participants that work with students and seek ways to create shared norms of expected behaviors in the learning environment.

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**MH/ME: Symposium: Approaches to Assurance of Learning - A View from Four Business Schools**

### OB: Attitudes

**Session Chair:** Lisa Schurer Lambert, Georgia State University  
**Discussants:**  
Lisa Schurer Lambert, Georgia State University  
Betty G. Hubschman, Barry University / bh Consulting  
Dwight D. Frink, University of Mississippi

**A MODEL OF THE INTERACTION EFFECTS OF GOAL ORIENTATION AND CONTEXTUAL VARIABLES IMPACT ON EMPLOYEE ENGAGEMENT**  
Logan Jones, University of Mississippi  
Walter D. Davis, University of Mississippi  
James M. Wilkerson, Charleston Southern University  

Employee engagement has been shown to be related to positive individual and organizational outcomes. As a result, scholars are increasingly interested in developing models of situational and dispositional factors leading to higher employee engagement. However, no dominant model has emerged and the full range of factors leading to engagement has yet to be identified. In this paper, we develop a conceptual framework for examining the interactive effects of situational and dispositional variables of engagement. We then use this framework to propose that goal orientation impacts the extent to which various situational antecedents lead to engagement.

### PROSOCIAL BEHAVIOR: THE PULL OF EMOTION AND THE PUSH FOR JUSTICE

**Harry B. Knoche III, University of Central Oklahoma**

This paper draws on attribution, emotion and justice literature to expand the discussion of prosocial behavior. An expanded definition of prosocial behavior is offered and a process-oriented process model of prosocial behavior is introduced. This paper contributes by introducing a process model of prosocial behavior, which accounts for the effects of emotion and the need for justice on decisions to engage in prosocial actions. The Process Model of Prosocial Behavior is used to discuss the idea that prosocial behavior might have negative consequences. Past research on prosocial behavior has not tended to focus on the negative consequences of prosocial behavior.

### THE DIRECT AND MEDIATED EFFECTS OF STATUS LEVELING SYMBOLS ON EMPLOYEE WORK ATTITUDES

**Lu Zhang, Ulsan National Institute of Science and Technology**  
**David Morand, Pennsylvania State University**

We developed a measure of organizational status leveling by focusing on three symbols – physical space, dress, and forms of address. Using a sample of 106 employees who were enrolled in a part-time MBA program, we tested the mediating effects of trust in management, perceived overall justice, and leader-member exchange using procedures for testing multiple mediator models outlined by MacKinnon (2000), an extension of Baron and Kenny (1986). The results fully supported our proposed model. Our study contributes to organizational culture theory and high involvement work practices literature by elucidating the social-psychological process through which status leveling symbols operate.

### Ethics/Soc/Div: Ethics in the Workplace

**Session Chair:** Susan Fox-Wolfgramm, Hawaii Pacific University  
**Discussants:**  
Jay Caughron, Radford University  
Mary Ann Gaal, Franklin Pierce University  
Meagan E. Brock, West Texas A&M University

**★BEST PAPER IN TRACK★ HOW DO FEELINGS OF JOB INSECURITY IMPACT EMPLOYEE ENGAGEMENT IN UNETHICAL BEHAVIORS?**  
Ericka Ruggs Lawrence, East Carolina University  
K. Michele Kaemar, University of Alabama  
C. Justice Tillman, University of Texas at Dallas

The increasing number of corporate scandals has resulted in research examining the factors that influence an individual’s engagement in unethical behavior. This study extends previous research by examining the psychological processes through which ethical behavior may occur. We develop and test a model that explains how and under what circumstances individuals are likely to engage in unethical behaviors. Results from a sample of 107 engineers and architects, confirm that job insecurity increases emotional exhaustion and anxiety. The reactions to emotional exhaustion subsequently impair an employee’s ability to activate self-regulating processes related to moral situations and influence unethical behaviors.

**PERCEPTIONS OF THE IMPORTANCE OF ETHICS AND SOCIAL RESPONSIBILITY AND ETHICAL INTENTIONS**  
Kurt Wurthmann, Florida Atlantic University  

This research provides an empirical test of Singhapakdi et al.’s (1996, Journal of Business Ethics 15, 1131–1140) contention that business professionals must first perceive ethics and social responsibility to be important before their behaviors are likely to become more ethical. A significant negative relationship was found between a measure of individual perceptions that the role of ethics and social responsibility is subordinate in determining firm success and the ethicality of intended actions in ethical dilemmas in business. Implications and directions for future research on these important concepts in the study of business ethics are discussed.

**★BEST DOCTORAL PAPER IN TRACK★ THE IMPACT OF NARCISSISM ON THE EMOTIONAL PATHWAYS FROM WORKPLACE VICTIMIZATION TO ETHICAL PERFORMANCE**  
Jeffrey Bentley, University at Buffalo, SUNY  
Stephanie R. Seitz, University at Buffalo, SUNY  
Darren C. Treadway, University at Buffalo, SUNY

Using theories of narcissism, social exchange, and conservation of resources, a model is developed that tests unique emotional pathways between victimization and ethical performance for high as opposed to low narcissists. Path analysis results confirm hypotheses that narcissists experience increased hope as a result of being victimized, which reduces their emotional exhaustion yet has no effect on ethical performance. Less narcissistic employees, however, suffer anxiety after victimization that then enhances emotional exhaustion and reduces ethical performance.
This study examines how discovery and creation opportunities may have different paths to competitive advantage. By examining discovery and creation firms that filed for an IPO during the dot com boom of the late 1990s, this paper argues that creation opportunities have different paths to competitive advantage. By examining discovery and creation opportunities, the paper proposes a new conceptual framework that aims to provide a better understanding of how entrepreneurial motives relate to national culture. This paper suggests that the ascendency of improvement-driven opportunity motive over necessity motive is associated with lower degrees of uncertainty avoidance. No relationship was found with power distance.

**MARKET ENTRY STRATEGIES OF VC AND NON-VC FUNDED NEW VENTURES**
Nasser Kutkut, University of Central Florida
Chirag Patel, Grenoble Ecole de Management

This paper compares the market entry strategies of VC and non-VC funded new ventures (NVs). While many studies explored various aspects of market entry strategies in NVs, the impact of VC financing was not explored. This paper explores whether VC and non-VC funded NVs pursue different market entry strategies and whether such differences, if any, lead to differences in market entry performance. The results show that VC funded NVs do pursue different market entry strategies in terms of a “top-down” target market selection, a niching channel focus, a lower degree of differentiation, and a formalized entry deterrent planning.

**OPPORTUNITY TYPES AND COMPETITIVE ADVANTAGE**
Chris Welter, Georgia Southern University
Sharon Ann Alvarez, Ohio State University

This study examines how discovery and creation opportunities may have different paths to competitive advantage. By examining discovery and creation firms that filed for an IPO during the dot com boom of the late 1990s, this paper argues that creation opportunities offer a more defensible competitive advantage. To analyze the different opportunity types, indicators of opportunities are developed and tested using both frequentist and Bayesian statistics.
OB: Personality and Contextual Performance

Session Chair: **Anthony Klotz**, University of Oklahoma

Discussants:
Paper 1: **Juanne V. Greene**, Kennesaw State University
Papers 2 & 3: **Wongun Goo**, Georgia State University

### BEYOND SELF AND COWORKER RATINGS OF THE BIG FIVE: CAN FAMILY AND FRIEND PERSONALITY RATINGS PREDICT TASK PERFORMANCE?
**Don H. Kluemer**, Northern Illinois University  
**Benjamin D. McLarty**, Louisiana State University

Although research shows that operational validities of the Big Five traits based on observer ratings are higher than those for self-ratings, these studies almost exclusively focus on coworkers rather than a wider range of acquaintances. We propose personality traits assessed via non-work acquaintances may predict task performance as well or better than do self-ratings. With a sample of 882 acquaintance-rated Big Five traits (253 family, 370 friends, and 259 coworkers), job incumbent Big Five self-ratings, and corresponding supervisor rated task performance, friend acquaintance-ratings demonstrated stronger operational validities than did self-reports and coworker-ratings for some of the Big Five traits.

### EXPLORING PATTERNS OF CITIZENSHIP IN ORGANIZATIONS
**Anthony Klotz**, University of Oklahoma  
**Mark Bolino**, University of Oklahoma  
**Hairong Song**, University of Oklahoma

Prior work conceptualizes organizational citizenship behavior (OCB) as either a number of distinct behaviors, or dimensions, or as a single latent construct. This research explores a third conceptualization of OCB—how employees use different OCBs in combination. In this study, we identify five patterns of citizenship and three personality traits relating to these patterns. The results suggest that agreeable and conscientious employees engage in high levels of OCBs, while those low in these two traits perform OCBs rather indiscriminately. Further, high self-monitors tend to engage in either high levels of all OCBs or low levels of all OCBs.

### EXPLORING THE LINK BETWEEN PERSONALITY AND THE ACCOUNTABILITY ENVIRONMENT
**Jermaine Vesey**, University of Texas at San Antonio

This paper examines the role of accountability in the workplace. Accountability is defined as the need to justify or defend one’s actions to an evaluator who has potential reward or sanction power (Frink & Klimoski, 1998). While accountability is a growing research conversation among scholars, more focus needs to be dedicated to understanding how the dispositional traits of employees interacts with workplace accountability mechanisms. Specifically, this manuscript takes a close look at how the personality and the accountability environment interact and influence various outcome variables.
Discussant: James M. Vardaman, Mississippi State University

DOES INSTITUTIONAL THEORY EXPLAIN THE INCONSISTENT ADOPTION OF HOSPITAL LANGUAGE SERVICES?

Melody K. Schiaffino, University of Florida
Mona Al-Amin, Suffolk University
Jessica Schumacher, University of Florida

Healthcare delivery organizations’ response to the growing racial, ethnic, and linguistic diversity of the United States has been diserory in addressing language needs. We propose Institutional Theory as a way to explain varied, non-financial, organizational or hospital response to a federal mandate and published evidence of the importance of proficient language service provision and culturally competent provision of healthcare in hospitals. Self-reported data from the AHA concur with the hypotheses that variation in the provision of proficient language services is not about money; rather there are contextual environmental and hospital characteristics that significantly increase odds of offering language services.

EVIDENCE-BASED DESIGN (EBD) IN HEALTHCARE AS A SOURCE OF SUSTAINED COMPETITIVE ADVANTAGE: A RESOURCE-BASED VIEW

Ferhat Devrim Zengul, University of Alabama at Birmingham
Stephen O’Connor, University of Alabama at Birmingham

Proponents of evidence-based design (EBD) claim that it enhances healthcare outcomes by utilizing empirical research to drive decision-making during all phases of healthcare facility planning, design, and construction. It has yet to be shown, however, how the benefits of the EBD can outweigh the upfront costs and lead to a sustained competitive advantage. We examine this possibility by using the resource-based view (RBV) and reviewing the literature over the last several decades. Then, we discuss EBD as a strategic resource by applying the RBV criteria. Lastly, we identify literature gaps for future empirical studies by considering isolating mechanisms.

HYBRID ORGANIZATIONS: PROPOSITIONS CONCERNING FACTORS THAT PUSH AND PULL ORGANIZATIONS TOWARD MIGRATION

Kimberly Davey, University of Alabama at Birmingham

Organizations are migrating to new organizational forms as an adaptive strategy in an increasingly complex macro-environment. Hybrid organizations are an emerging organizational form to navigate uncertainty and thereby enhance organizational survival. Hybrid organizations bring together different types of organizations (e.g., state, market, for-profit, non-profit) into new arrangements to address trans-boundary issues, whether across societal sectors or national boundaries. Understanding factors that influence the emergence of hybrid arrangements is important to furthering their emergence and enhancing their utility. This theoretical paper develops a model and propositions concerning factors that “push” and “pull” organizations toward hybrid arrangements using six major organization theories.
PAIN AND NO GAIN: THE IMPACT OF STRATEGIC ALLIANCES ON SERVICE QUALITY IN THE AIRLINE INDUSTRY
Bruce Barringer, Oklahoma State University
Albert Assaf, University of Massachusetts, Amherst
Robert C. Ford, University of Central Florida

This study tests whether airline alliances produce their intended results, which comprise both operational gains and customer service improvements. This is an important issue because airlines are involved in multiple alliances. Based on an examination of 11 airlines from 1999-2009, the results demonstrate that alliance participation contributes to operational performance but detracts from customer service performance to a greater degree. The results suggest that alliances in the airline industry may be less than a zero sum game. To avoid this possibility, airlines may need to incorporate customer service into the portfolio of skills that comprise their alliance capabilities.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WOMEN’S CAREER OUTCOMES: A DIFFERENTIAL RISK PERSPECTIVE
Diane Bergeron, Case Western Reserve University

An underlying assumption of social exchange theory is that exchanges (i.e., OCB) are balanced in the form of equivalent quid pro quo exchanges. Therefore, it seems that individuals who invest in OCB should receive the same returns on their OCB investment. However, from a social role perspective, women may get lower returns on their investment than men while also needing to engage in more OCB than men. As such, women face more risk than men in entering into these social exchanges. A theoretical framework of differential risk and return is proposed with regard to OCB and women’s lower career outcomes.

THE THREE FACES OF THE CUBE ONE FRAMEWORK
Elizabeth Letzler, Baldwin, New York
Richard Kopelman, Baruch College
David Prottas, Adelphi University

Applying a multidisciplinary perspective, the Cube One framework posits that organizational performance is driven by three sets of practices: enterprise-, customer-, and employee-directed. We classified 860 organizations as high, middle, or low on practices and mapped them onto three-dimensional space. It was posited and found that the level of enactment of practices was systematically related to organizational performance. Each high face of the Cube One framework was systematically related to its conceptually related intermediate performance criterion: enterprise efficiency/effectiveness, customer satisfaction/loyalty, and employee satisfaction/loyalty. Limitations of the present research are discussed along with possible practical applications for diagnosis and intervention.
Session Chair: Charles A. Pierce, University of Memphis

Discusants:
Rhonda K. Reger, University of Maryland, College Park
Eric Heggestad, UNC Charlotte
Sandra Renee Bryant, University of Phoenix

“HOW” NARRATOLOGY NARROWS THE ORGANIZATIONAL THEORY-PRACTICE GAP

Brian Christopher Glibkowski, Stonehill College
Lee Phillip McGinnis, Stonehill College
James Judson Gillespie, Center for Healthcare Innovation
Abby Schommer, Stonehill College

We take a narrative approach to the gap between organizational theory and practice. Adapting narrative theory, we introduce story (universals emphasized by scholars) and discourse (particulars emphasized by practitioners) to organizational theory to address questions (what, why, how, who, when/where) relevant to both scholars and practitioners. Specifically, we propose the how question, associated with discourse, should be central to organizational theory—we explore related ontological and epistemological considerations. Three recognized causes of the theory-practice gap are examined in light of a narrative approach to organizational theory: the knowledge divide, the knowledge transfer problem, and the knowledge production problem.

★BEST PAPER IN TRACK★
MISSING THE MARK: PROBLEMS WITH MARKER VARIABLE CHOICE, REPORTING, AND INTERPRETATION IN THE DETECTION OF COMMON METHOD VARIANCE

Marcia J. Simmering, Louisiana Tech University
Christie M. Fuller, Louisiana Tech University
Yasemin Ocal, Auburn University Montgomery
Guclu Atinc, Drake University
Hettie A. Richardson, Louisiana State University

This study investigates the use and reporting of marker variables to detect common method variance in organizational research. A review of 297 empirical articles indicates that authors are not reporting adequate information regarding marker variable choice and use, are choosing inappropriate marker variables, and are possibly making errors in their assessment of common method variance effects. The proper use and reporting of marker variables is reviewed, and recommendations for authors and reviewers are provided.

THE USE AND JUSTIFICATION OF TIME LAGS IN ORGANIZATIONAL RESEARCH

Jonathon R. B. Halbesleben, University of Alabama
Anthony R. Wheeler, University of Rhode Island
Oliver Stoutner, University of Alabama

We examine the utilization and justification of time lags in quantitative research. Through an analysis of two top management journals, we find that relatively few authors provide justification for their use of time lags and tend to focus on methodological reasons rather than theory testing. We find that researchers using cross-sectional designs rely almost exclusively on methodological reasons when citing the concerns with their design. We provide recommendations to authors to better utilize and justify their use of time lags in order to advance stronger tests of theory.
First time founders of new venture organizations overcome many obstacles and processes as they develop and act on behalf of their new venture organization. The process of developing a new venture organization strengthens the first time founder’s psychological attachments to the new venture, through strengthened organizational commitment and organizational identification. This paper theoretically demonstrates how a first time founder will experience strong psychological attachments to the new venture organization, as well as theoretically demonstrates how the strength and density of the founder’s network will damage the psychological attachments and promote a decision to sell the new venture organization.

Role of Entrepreneur Gender and Management Style in Influencing Perceptions and Behaviors of New Recruits

Golshan Javadian, Morgan State University
Vishal K. Gupta, Binghamton University, SUNY
Nazanin Jalili, Azad University Qazvin

Entrepreneurs face considerable challenges in motivating new recruits and have to decide how to inspire them. This research examines how gender and management style of entrepreneurs affects new recruits’ attitudes and behaviors. Results of two experimental studies conducted in Iran demonstrate that women entrepreneurs are evaluated less negatively and considered more effective when they use directive management style. In addition, women entrepreneurs who employ directive style elicit superior performance from new recruits. These findings imply that despite occupying the same powerful organizational role, men and women entrepreneurs manage through different styles to increase their acceptability and effectiveness.

The Role of Top Managers’ Human and Social Capital in Business Model Innovation

Hai Guo, Renmin University of China
Jing Zhao, Renmin University of China
Jintong Tang, Saint Louis University

Business model innovation (BMI) is a crucial ingredient in firm survival and growth. However, we know relatively little about what factors contribute to or hamper BMI. On the basis of upper echelons theory and contingency theory, this study empirically examines the micro-macro link between top managers’ human and social capital and firm BMI. Using survey data collected from 146 Chinese firms, our findings indicate that both top managers’ managerial and entrepreneurial skills and managerial ties significantly lead to BMI. Furthermore, the interaction between entrepreneurial skills and managerial ties enhances, yet the interaction between managerial skills and managerial ties inhibits BMI.

Beyond Personality Traits: Person-Job Fit and Organizational Identification as Predictors of Emotional Labor Strategies

Lian Shao, University of Washington
Zhongxing Su, Renmin University of China

Extant research on antecedents of emotional labor (EL) seems to have overemphasized variables relating to the non-cognitive component yet neglected the cognitive part in EL. This paper examined how person-job fit and organizational identification, two variables closely related to the cognitive element, might emerge as direct predictors of EL strategies or as moderators of the personality traits-strategies relationship. Based on the questionnaires completed by 146 nurses from one of the top hospitals in Beijing, China, this paper identified the importance of person-job fit and organizational identification as predictors of EL strategies.

Is It Even an Option? The Effects of Prerecruitment Attitudes on Job Pursuit Behavior

Amanda Sophia Hinojosa, Texas Tech University

Although organizations present information to job seekers early in the recruitment process, little is known about how preexisting organizational attitudes influence reactions to these materials. We examine the effects of prerecruitment attitudes on job seekers’ job pursuit behavior and evaluation of recruitment materials. Results revealed prerecruitment fit perceptions were positively related to job pursuit intentions, and this relationship was stronger for those high in job search self-efficacy. Job pursuit intentions were positively related to time spent viewing the website and information recall. Additionally, prerecruitment fit perceptions moderated this relationship, such that recall was greater for those with low fit perceptions.

Relationship Between Demand-Ability Fit and Demand-Ability Discrepancy and Their Effects on Job Performance

Yongheng Yao, Concordia University

This study (N= 635) examined three research questions related to demand-ability (D-A) fit and demand-ability (D-A) discrepancy. First, how is D-A fit related to D-A discrepancy? Second, do under-qualification (negative D-A discrepancy) and over-qualification (positive D-A discrepancy) have a similar undesirable effect on job performance? Third, are D-A fit and D-A discrepancy conceptually and empirically interchangeable? Results show that perceived fit remains flat for positive D-A discrepancy; employees who perceive under-qualification report lower job performance than those who perceive over-qualification; and D-A discrepancy explains significant additional variance above that accounted for by D-A fit. This study has broad implications.
**Thursday, 1:15pm - 2:45pm in Atlantic III**

**OB: Positive & Negative Leadership**

Session Chair: **Robert Wheatley**, Troy University

Discussants:

**Sandra Renee Bryant**, University of Phoenix

**Dr. Starlene M. Simons**, University of Maryland University College

**IDIOSYNCRATIC DEALS: A GROUP LEVEL EXPLORATION**

**Smriti Anand**, Illinois Institute of Technology

**Prajya R. Vidyarthi**, University of Texas at El Paso

**E S Srinivas**, Indian School of Business

Idiosyncratic deals (i-deals) are individually negotiated work arrangements between employees and the organization. This study investigates LMX group-median (GLMX), leader-focused procedural (LPJ) and interactional justice (LIJ) climates as antecedents to i-deals group-median. This study also explores team potency as an outcome of group-median i-deals. Hypotheses were tested on a sample of 208 manager-subordinate dyads nested in 54 work-groups. Results show positive relationships between GLMX, LIJC, LPJC, and group-median i-deals. Regarding the outcomes of i-deals, results reveal positive relationship between group-median i-deals and team potency.

**TRANSFORMATIONAL LEADERSHIP AND GOAL COMMITMENT: ORGANIZATIONAL IDENTIFICATION AND SELF-EFFICACY AS MODERATORS**

**Steve Stewart**, Florida Atlantic University

**Ethlyn A. Williams**, Florida Atlantic University

**Stephanie L. Castro**, Florida Atlantic University

Individuals' cognitive patterns play a variety of roles in facilitating performance outcomes. Some cognitive patterns, such as organizational identification and self-efficacy, can influence individuals' sensitivity to the presence of leaders who are concerned with developing and inspiring organizational members to go beyond the limits required by the performance contract. While transformational leadership has been associated as an antecedent to organizational identification and self-efficacy, for some individuals, these may develop outside the influence of leadership. This paper suggests that, for some individuals, organizational identification and self-efficacy facilitate a contextual sensitivity which may moderate the relationship between transformational leadership and goal commitment.

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**Thursday, 1:15pm - 2:45pm in Atlantic IV**

**Strategy/OT/IM: Antecedents and Outcomes of Pay Disparity**

Session Chair: **Joe J. Eassa Jr.**, Palm Beach Atlantic University

Discussant: **Guclu Atine**, Drake University

**ARE FEMALE AND ETHNICALLY DIVERSE CEOS DISCRIMINATED AGAINST OR DO THEY BENEFIT FROM THEIR RARITY? AN EMPIRICAL EXAMINATION**

**Aaron Hill**, Oklahoma State University

**Arun Upadhyay**, University of Nevada, Reno

**Rafik Issa Beekun**, University of Nevada

We present competing hypotheses regarding minority CEOs' compensation and evaluation. We first argue that minority CEOs may suffer from discrimination and then build on economic contents to argue that these individuals may be able to leverage their scarcity to receive favorable compensation and evaluation. Using a longitudinal sample of CEOs, we find support for the economic hypothesis regarding compensation. However, we fail to find support for either hypotheses regarding minority CEOs evaluation but find that the effects are in opposite directions for females and ethnic minorities. We discuss the significance of these findings and offer avenues for future research.

**MULTIPLE LEVELS OF CULTURE, INSTITUTIONAL CONTEXT, AND GLOBAL COMPENSATION SYSTEMS: A PROPOSED FRAMEWORK**

**Atul Mitra**, University of Northern Iowa

Compensation systems arguably play one of the most critical roles in shaping the nature of the relationship between an employer and its employees. Thus, designing and implementing an effective compensation system is a daunting task. For multinational enterprises (MNEs), this daunting task of designing and implementing an effective global compensation system (GCS) becomes even more difficult as they must fit GCS with significantly more diverse set of employees’ preferences and contextual demands. However, there is very little theoretically grounded investigation of the impact of different types of national contexts on GCS. The proposed theoretical framework seeks to fill this gap.

**THE EFFECT OF PAY DISPARITY BETWEEN ACQUIRING FIRM TOP MANAGERS AND ACQUIRED FIRM TOP MANAGERS ON INFORMATION JUSTICE**

**Sangbum Ro**, Florida State University

**Bruce T. Lamont**, Florida State University

**Kimberly Ellis**, Florida Atlantic University

Drawing from social comparison theory and compensation research, we examine the effect of top manager pay disparity in merger context. We argue that, in the context of large, related deals involving firms of similar size, top managers of acquired firms use compensation information prior to the focal deal to compare themselves to top managers of the acquiring firm. The resulting perceived pay disparity by the acquired firm top managers is posited to diminish communication between these two groups, which in turn negatively affects firm performance during the integration. We empirically tested this relationship with fifth-nine large, related merger deals.
**Thursday, 1:15pm - 2:45pm in Atlantic VI**

**MH/ME: Historical Insights into Management Theories**

Session Chair: Michael Kenneth Holt, Austin Peay State University
Discussant: Tom J. Sanders, University of Montevallo

**A HISTORICAL MULTI-DISCIPLINARY LOOK AT SOCIAL EXCHANGE THEORY: MANAGEMENT RESEARCH RELEASING THE BINDS OF SET**

Robert Van de Graaff Randolph, Mississippi State University
Rebecca Long, Mississippi State University

SET is a conceptual paradigm that has been used in innumerable organizational studies. However, the definition and role of SET is conflicting among management researchers. We present a review on the historic multidisciplinary development of SET that resulted in conceptual fragmentation within the areas of anthropology, sociology, and economics. Using an SET framework we argue the cause of such theoretical fragmentation. We present the study of management as a unique discipline capable of synthesizing various SET models found in other disciplines and holding the unique position to holistically develop SET for use within the social sciences as a whole.

**A ROADMAP TO MANAGEMENT THEORY: THE FUNDAMENTAL EXPLANANDA OF MANAGEMENT**

Jason Lortie, Florida Atlantic University

Management research is a behemoth that speaks to a plethora of phenomena and multiple levels of analysis. For new scholars, or existing scholars venturing out into a new management sub-field, the literature can be daunting. Further, the plethora of research often blinds scholars from the basic outcome that is important to practitioners: firm performance and survival. I bring organization to the management field of research by suggesting three fundamental explananda of management, or, three research questions and explanations that guide all of management research. Based on these explananda, I describe what a theory of management would look like.

**Thursday, 1:15pm - 2:45pm in Las Olas I**

**HRM/Careers: Symposium: The Department Head Role - Should I or Shouldn’t I?**

Karl Galen Kroec, Florida International University
Kevin B. Lowe, UNC Greensboro
Nagaraj Sivasubramaniam, Duquesne University

This session is for faculty considering or wanting to further understand the department head role. Topics will include transitioning from faculty to administration, having difficult conversations, dealing with faculty trying to gain in-group advantage, over-relying on participative decision making to be seen as democratic, and managing up and across while being perceived as managing down. Presentations will be followed by facilitated round-table discussions around the specific challenges and benefits of becoming a department chair. The panel will reconvene to discuss the ideas generated at the table discussions, and the symposium will conclude with a moderated discussion among all participants.

**Thursday, 1:15pm - 2:45pm in Las Olas II**

**OB: Symposium: Responses to Workplace Abuse**

Paul E. Spector, University of South Florida
Pamela L. Perrewé, Florida State University
Josh Allen, Florida International University
Suzy Fox, Loyola University Chicago
Janaki Gooty, UNC Charlotte
Michael Harari, Florida International University
Russell S. Cropanzano, University of Colorado at Boulder
Valentina Bruk-Lee, Florida International University
Renee Cowan, University of Texas at San Antonio
Kalyn Lykkebak, Loyola University Chicago
John P. Wittgenstein, Florida International University
Liu-Qin Yang, Portland State University
Kelly Lee Zellars, UNC Charlotte
Zhiging Zhou, University of South Florida

Employee exposure to physical and nonphysical abuse at work has emerged as an important topic of research due to the potentially detrimental effects they can have on well-being. This symposium advances knowledge by focusing on employee responses to abuse. Presentations will provide a narrative review of the abuse literature on responses, describe a longitudinal study showing that abuse can result in impaired well-being, overview a study of the definition and assessment of workplace bullying, and outline a new theory of employee coping with abuse. This session fills both empirical and theoretical gaps in the literature on employee responses to abuse.

**Thursday, 1:15pm - 2:45pm in Las Olas III**

**Strategy/OT/IM: Exploration and Exploitation**

Session Chair: Izabela Szymanska, UNC Charlotte
Discussant: John Michael Mankelwicz, Troy University

**COPING WITH THE CAPABILITIES-RIGIDITIES DILEMMA IN WHOLE NETWORK ORGANIZATIONS**

William R. Carter, University of North Texas
Phillip Eugene Davis, University of North Texas
Julia Herchen, University of North Texas
Vallari Chanda, University of North Texas

A resource-based theory lens is used to assert that whole networks are subject to competitive forces and congruence demands and are thus imperiled by the capabilities-rigidities dilemma. We compare and contrast network forms and individual firms concluding that whole networks are more similar to firms along relevant dimensions. As such, ambidexterity research provides insights into how whole networks may effectively manage the dilemma, and we propose approaches for coping with three particular whole network challenges: (1) low authority; (2) risks of network fragmentation; and (3) changes in membership composition. Implications suggest whole network leadership and governance processes are essential solutions.
ORGANIZATIONAL AMBIDEXTERITY IN SMALL FIRMS: THE ROLE OF TOP MANAGEMENT TEAM BEHAVIORAL INTEGRATION AND ENTREPRENEURIAL ORIENTATION

Huy Q. Tran, Albright College

This study proposes a research model which explains the relationship between top management team (TMT) behavioral integration in the interaction with the entrepreneurial nature of small firms and which dimension of organizational ambidexterity (OA)–balance or combined–that should be emphasized. Furthermore, we propose that each of the two OA dimensions has a different effect on firm performance. The present study, therefore, sheds more light on the conceptualization of OA and the relationship between OA and its managerial antecedents and organizational consequences.

THE DUAL LOGICS OF STABILITY AND VARIATION

Murad A. Mithani, Rensselaer Polytechnic Institute
Jonathan P. O’Brien, Rensselaer Polytechnic Institute

The tension between exploration and exploitation is a reflection of the political environment in the firm. The prevailing coalition functions through the dominant logic while other interest groups experiment with alternate perspectives. We contend that changes in aspiration levels can favor an alternate logic, causing the seeds of exploratory ideas to manifest into the development of new knowledge. Our empirical tests confirm that an increase in the aspiration level reinforces exploitation, whereas a decrease in aspirations engenders more exploration. Furthermore, slack can serve as a stabilizing agent by inducing inertia, as well as an adaptive agent that fosters experimentation.

Thursday, 1:15pm - 2:45pm in Las Olas IV

OB: Citizenship in Context

Session Chair: Gabi Eissa, Oklahoma State University
Discussants:
Mary Ann Gaal, Franklin Pierce University
Anthony Klotz, University of Oklahoma
Tae Yang, University of Texas at Arlington

CORPORATE CITIZENSHIP AND THE EMPLOYEE: AN ORGANIZATIONAL IDENTIFICATION PERSPECTIVE

Randy Evans, University of Tennessee, Chattanooga
Walter D. Davis, University of Mississippi

Social Identity Theory and the concept of organizational identification provide a conceptual lens to consider how and why corporate citizenship affects individual employees. The model presented predicts that employee perceptions of corporate citizenship (PCC) indirectly affect organizational citizenship behavior (OCB) and employee deviance. Results demonstrate that PCC directly influences organizational identification, which in turn affects employee behavioral outcomes. Organizational identification was positively related to employee OCBs and negatively related to employee deviance. Furthermore, the strength of influence of organizational identification was greater for organizationally directed OCB and deviance than it was for individually directed OCB and deviance.

EMPLOYEE BOTTOM-LINE MENTALITY AS AN ANTECEDENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING ROLE OF ETHICAL CLIMATE

Julena Bonner, Oklahoma State University
Lingli Meng, Oklahoma State University
Rebecca Lee Greenbaum, Oklahoma State University

We offer a theoretical model that draw on goal shielding theory (Shah, Friedman, & Kruglanski, 2002) to propose that employee bottom-line mentality (BLM) is negatively associated with organizational citizenship behavior (OCB). Furthermore, we propose the moderating role of ethical climate (egoism, benevolence) on the relationship between employee’s BLM and OCB. Theoretical and practical implications of BLM and OCB are provided and future research directions are discussed.

Thursday, 1:15pm - 2:45pm in Las Olas V

Ethics/Soc/Div: CSR and Social Issues

Session Chair: Kenneth Knapp, University of Tampa
Discussants:
Papers 1 & 2: Oscar Holmes IV, University of Alabama
Paper 3: Kirsten Kim Loutzenhiser, Troy University
Paper 4: LaKami T. Baker, Auburn University

CLIMATE VS. CLIMATE: EXAMINING THE INFLUENCE OF COMPETING CLIMATES ON CORPORATE SOCIAL PERFORMANCE

LaKami T. Baker, Auburn University
Karen Ashley Gangloff, Auburn University
Tammy E. Beck, UNC Charlotte
John W. Fleenor, Center for Creative Leadership

In this study, we simultaneously examine organizational climates for ethics and innovation on corporate social performance. We argue that a climate for ethics will have a positive influence on corporate social performance and a climate for innovation will have a negative influence on corporate social performance. In addition, we hypothesize that corporate social performance will be positively related to corporate financial performance. Finally, we examined if there is an interaction effect between climates for ethics and innovation on corporate social performance. We were able to find support for all the hypotheses except for the interaction effect.
How firms respond to social pressures from their environment has been of continued interest to researchers of organizations and we add to this stream by looking at how restaurants responded to a nutritional pressure campaign. We found that both publicly traded status and threats in the general environment had a positive effect on substantive response and a negative effect on symbolic response. Importance had a positive effect on symbolic response but none on substantive. Understanding’s relationship with response was curvilinear, with a U-shaped effect on substantive response and an inverted-U shaped effect on symbolic response.

The relationship between corporate social responsibility and business performance is mired in inconclusive research. There is an urgent need to determine how socially responsible initiatives result in sustained competitive advantage. In this paper, we develop a conceptual framework that systematically relates CSR and SCA. We advance a typology of social strategies to analyze how firms balance stakeholders’ economic and social concerns. Trade-offs between economic and social value and ease of competitor imitation are key determinants of the SCA achieved through social strategies. Three important strategic drivers of social strategy are identified: social innovation capacity, social reputation, and stakeholder relational capability.

Organizations must consistently monitor and engage with stakeholders in efforts to maintain control over organizational reputation and perceptions of ethicality. Such efforts are especially important in situations of crisis. Drawing on theories in the areas of stakeholder management, crisis communication and planned behavior, the impacts of using social media in crisis communication was explored. Analysis of variance and post hoc results indicate that stakeholder social pressure, intensity of Facebook engagement with organizations, perceptions of ethicality and perceptions of apology appropriateness negatively affected stakeholder perceptions of the organization and their intentions to do business with the organization in the future.
THEORY OF PLANNED BEHAVIOR IN ENTREPRENEURSHIP RESEARCH: WHAT WE KNOW AND FUTURE DIRECTIONS

Jason Lortie, Florida Atlantic University
Gary Castrogiovanni, Florida Atlantic University

Entrepreneurship literature utilizing the Theory of Planned Behavior (TPB) has grown considerably over the last 20 years. Therefore, it is time to take stock of the TPB’s contributions to our understanding of entrepreneurship thus far. In this paper we review the relevant literature and present research suggestions which will guide scholars in the future. First, we organize the literature according to the part of the TPB utilized along four main themes found in the literature. We also outline the many additions and alterations that entrepreneurship scholars have implemented to the TPB. We then suggest future research based on the review.

Thursday, 3:15pm - 4:45pm in Atlantic II

HRM/Careers: Employee Compensation and Rewards

Session Chair: Robert Wheatley, Troy University
Discussants:
Paper 1: George Christopher Banks, Virginia Commonwealth University
Papers 2 & 3: Kimberly K. Merriman, University of Massachusetts

‘EQUALITY THEORY’ AS A COUNTERBALANCE TO EQUITY THEORY IN HUMAN RESOURCE MANAGEMENT

David Morand, Pennsylvania State University
Kimberly K. Merriman, University of Massachusetts

This conceptual paper revisits the concept of equality as a base of distributive justice, and contends it is underspecified, both theoretically and relative to its pragmatic application to organizations. Prior literature focuses upon the distributive equality of remunerative outcomes within small groups, and implicitly employs an equity-based conception of inputs. In contrast, through exposition of the philosophical roots of equality principles, we reconceptualize inputs as de facto equal and consider the systemic application of distributive equality relative to status-leveling practices. We conclude by arguing that perhaps there should be ‘equality theory’ competing with equity theory for recognition in managerial discourse.

DIVIDING THE PIE: EFFECTS OF REWARD ALLOCATION METHOD ON COOPERATIVE BEHAVIOR AND TEAM PERFORMANCE

Jacquelyn DeMatteo Jacobs, University of Tennessee
Kristen Madison Day, University of Tennessee

Organizations increasingly use teams, expecting that pooled information and shared resources result in higher levels of group and organizational effectiveness. However, determining how to allocate rewards to those who serve on teams remains unclear. Some theorists suggest that dividing rewards equally is best whereas others suggest the use of equitable reward allocations. To address this debate, we empirically examine outcomes of both reward types in a field setting with 440 members from 89 teams. Results demonstrate equitable allocations were associated with cooperative behavior and team performance, paradoxically indicating that rewarding individual contributions is the most effective approach to team-based rewards.

Thursday, 3:15pm - 4:45pm in Atlantic III

OB: Reasons Employees Work, or Don’t

Session Chair: Laura M. Little, University of Georgia
Discussants:
Laura T. Madden, University of Tennessee
Anthony R. Wheeler, University of Rhode Island
Mickey B. Smith, Oklahoma State University

A DIALECTICAL THEORY OF THE DECISION TO GO TO WORK: BRINGING TOGETHER ABSENTEEISM AND PRESENTEEISM

Marilyn Whitman, University of Alabama
Wayne Stanley Crawford II, University of Alabama

The decision to not attend work (absenteeism) has been the focus of a great deal of inquiry; however, research is emerging on the importance of the decision to attend work when ill (presenteeism). Interestingly, despite being the outcome of the same decision, these constructs have developed relatively independently. We argue that absenteeism and presenteeism are strategies employees use to navigate the dialectical tensions in the relationship between employee and employer. Thus, understanding the nature of those tensions, their context, and the strategies employed to manage the tensions can inform employees’ decision to attend work.

CONSEQUENCES OF HAVING A HIGH WORK CALLING: EXAMINING THE MEDIATING ROLE OF EMOTIONAL LABOR

Anushri Rawat, Nichols State University

Through this study, I contribute to the extant theory on calling by examining the affective link between calling and emotional labor. Specifically, I examine the role of emotional labor in mediating the relationship between calling and its outcomes. Data for this study was collected from 195 teachers and aides from 42 child care centers. Findings indicate that calling is positively related with job satisfaction, contextual performance and task performance. Further, results show that calling is positively associated with emotional labor, and both surface acting and deep acting mediate the relationship between calling and its outcomes.
LIVING THE GOOD LIFE: THE RELATIONSHIPS BETWEEN VIRTUES AND SUBJECTIVE WELL-BEING

Agata Mirowska, Southern New Hampshire University
Mir Hossein Tabatabaie Lotfi, McMaster University

Virtues represent elements of an individual's character, and as such influence individual well-being. This study explored the relationship between virtues and the constructs making up subjective well-being: positive affect, negative affect and satisfaction with life. A sample of 336 students showed that of the six virtues in Peterson and Seligman's (2004) classification, five predicted positive affect; half predicted negative affect and five of the six predicted satisfaction with life. Transcendence showed differential relationships with positive and negative affect, indicating a special role of this virtue in individual affective experience. Implications and future research directions are discussed.

WHO HOLDS THE CEO AT BAY? POWERFUL ACTORS AT THE TOP AND NEW DIRECTOR SELECTION

Alina Wilker Wilker, Ludwig-Maximilians-Universität Munich
Anja Tusche, University of Munich
Patricia Klarner, Ludwig-Maximilians-Universität Munich

In this paper, we examine the role of powerful actors at the top of an organization, namely the CEO, the board chairman, and the board of directors, in the director selection process. Our analysis of 110 listed German firms shows that powerful boards can better constrain CEOs' ability to exert power over new director selection than the board chairman alone. In addition, ownership concentration and firm complexity reduce CEOs' power in director selection decisions. Our results contribute to corporate governance research by showing that powerful internal and external actors can counterbalance CEO power in the context of director appointments.

Session Chair: Dong Wook Huh, Texas A&M University
Discussant: Aaron Hill, Oklahoma State University

A CONTINGENCY PERSPECTIVE ON THE PERFORMANCE RELEVANCE OF THE CFO

Andreas Venus, Technical University Dortmund
Andreas Engelen, TU Dortmund

Research on functional members of top management teams (TMTs) has increasingly drawn interest to the strategic management field. Studies have documented the rise of the chief financial officer (CFO) to pivotal importance within organizations. By adopting a contingency perspective and drawing on the coalitional view of the firm, we investigate whether relatively powerful CFOs are beneficial to firm performance. Multi-source panel data on 283 firms over a five-year period revealed that the positive impact of powerful CFOs on performance is strengthened by the firm's degree of unrelated diversification and its tendency toward Defender-type strategies but not its degree of internationalization.

ARE DOMINANT CEOs THE SAVERS OF FIRMS IN TURNAROUND SITUATIONS?

Jianyun (J.Y.) Tang, Memorial University
Mary Crossan, University of Western Ontario

This study examines the appointment of dominant CEOs in turnaround situations and its implications for firm strategy and performance. Our empirical results indicated that poorly performing firms were more likely to appoint dominant CEOs than well-performing firms. However, newly appointed dominant CEOs undertook less strategic change than less dominant CEOs when pre-succession firm performance was poor, and had no significant effect on post-succession firm performance. The results suggest that a heroic portrait of dominant CEOs in turnaround situations might have impacted the practice of CEO appointment, but it appears to be a myth lacking a solid empirical basis.
The interactive relationship of politics perceptions and work engagement on important work outcomes was examined in three samples. Extending both politics and engagement research, it was hypothesized that increases in politics perceptions would be associated with increases in favorable work outcomes only when work engagement was high. Data gathered from municipal employees, members of a professional association, and business school alumni provided support. Specifically, job tension, job satisfaction, and work intensity were at their most favorable levels when work engagement and politics perceptions were both high. Conversely, politics perceptions had minimal effects on each outcome for less engaged employees.

**WORKPLACE MISTREATMENT AS AN AFFECTIVE EVENT: A DUAL-THEORY PROCESS-BASED MODEL**

Rebecca Michalak, University of Queensland
Neal M. Ashkanasy, University of Queensland
Sandra Kiffin-Petersen, University of Western Australia

Affective Events Theory has become a popular framework for exploring the causes and consequences of affective experiences in workplace settings, but it is framework, not a theory per se. We employ cognitive-phenomenological theories of psychological stress to add flesh to the AET skeleton with specific reference to workplace mistreatment behavior, a form of interpersonal deviance linked to a variety of negative individual and organizational outcomes. We accomplish this by mapping micro- onto macro-theory to develop a dual-theory process-based model of work attitudes and performance. We conclude with a discussion of the contributions, limitations, and practical implications of our model.

We present indications on nuances of ambidextrous responses to opposing forces in an organization through direct observation of senior and middle managers. We chart the tensions caused between meta-ambidexterity, where the managers mix several types of contradictions and introduce the context of public urban transport to the study of ambidextrous organization design. We report meta-ambidexterity, where the managers mix several types of ambidexterity for effectiveness. In this pursuit, managers appear active and not merely tolerant of contradictions. Managers indicate that pursuit of one end of a contradiction results into realization of the other. Much in a fashion of a dynamic figure-ground, managers switch the opposing ends simultaneously.

**PERSON-ENVIRONMENT FIT MODEL OF VISIONARY LEADERSHIP AND WORK ATTITUDES: THE ROLE OF EMPLOYEES’ NEEDS**

Wongun Goo, Georgia State University
Lisa Schurer Lambert, Georgia State University
Jon C. Carr, Texas Christian University

This study applies person-environment fit theory to visionary leadership theory and examines the joint effect of the visionary leadership employees’ receive and the amount of visionary leadership employees’ need on work attitudes. Core self-evaluation (CSE) was predicted to moderate the effect of visionary leadership needed and received on work attitudes. Results from 381 employees showed that work attitudes were more negative as visionary leadership received deviates from the needed amount. Work attitudes were more positive when visionary leadership needed and received were both high than when both were low. CSE lessened the negative effects of deficient and excess visionary leadership.

**AMBIDEXTERITY FOR EFFECTIVENESS IN RESPONSE TO ORGANIZATIONAL TENSIONS: EARLY EVIDENCE FROM PUBLIC URBAN TRANSPORT SERVICE**

Margie Parikh, BK school of Business Management
Deepthi Bhatnagar, Indian Institute of Management, Ahmedabad

We present indications on nuances of ambidextrous responses to opposing forces in an organization through direct observation of senior and middle managers. We chart the tensions caused between such contradictions and introduce the context of public urban transport to the study of ambidextrous organization design. We report meta-ambidexterity, where the managers mix several types of ambidexterity for effectiveness. In this pursuit, managers appear active and not merely tolerant of contradictions. Managers indicate that pursuit of one end of a contradiction results into realization of the other. Much in a fashion of a dynamic figure-ground, managers switch the opposing ends simultaneously.
OWNERSHIP STRUCTURE AND TECHNOLOGY CAPABILITY DEVELOPMENT IN LARGE FIRMS – UTILIZING AGENCY AND TCE PERSPECTIVES

Jaya Dixit, Rensselaer Polytechnic Institute
KwangWook Gang, Rensselaer Polytechnic Institute
Jon O’Brien, Rensselaer Polytechnic Institute

We build on Schumpeter’s claim that large firms are more innovative than smaller firms to investigate how size impacts the intensity (deepening) and diversity (widening) of technological capability development. Additionally, we investigate the role of different types of ownership in directing technology competence development. We provide theoretical insights by utilizing TCE to argue that outside investors economize on expectations of ex-post transaction costs through their choice of large firms. Utilizing agency theory we argue how these investors subsequently influence technology investments in firms. Confluence of both TCE and agency reasoning shows how size and ownership structure jointly impact decision making.

SHALL WE DANCE? EXPLORING KNOWLEDGE EMERGENCE FROM INCEPTION TO INSTITUTIONALIZATION

Ivana Milosevic, University of Nebraska Lincoln
A. Erin Bass, University of Nebraska Lincoln
Gwendolyn M. Combs, University of Nebraska Lincoln

Although knowledge represents the essence of sustainable organizational performance, little empirical research has embraced rich, in-depth exploration of its dynamic and processual nature. To address this gap, we use instrumental case study methodology and follow knowledge emergence from its origin to institutionalization within a distributed system of hydroelectric plants in Europe. Five themes that encapsulate stages within the knowledge emergence process are discussed in this study: knowledge in the human mind, knowing in action, knowledge in leadership, contextual constraints, and knowledge in the collective mind. We introduce the discussion of knowledge emergence with a strong orientation toward knowledge as practice.

Thursday, 5:15pm - 6:15pm in Las Olas I, II, and III
SMA Business Meeting

Presiding: Bennett Tepper, Georgia State University (SMA President)

Thursday, 6:30pm - 8:00pm in Sky Terrace (Rooftop)
SMA Presidential and Annual Membership Reception & Award Presentation: James G. (Jerry) Hunt SMA Sustained Outstanding Service Award

Award Winner: Mark J. Martinko, University of Queensland

Come honor our outgoing SMA President Bennett Tepper and our Hunt award winner at our annual membership reception.
Friday, November 2

**Conference Registration and Exhibits:** 8:00am – 3:00pm. in Las Olas Prefunction (closed for lunch from Noon to 1:30pm)

Coordinator: Kevin B. Lowe, UNC Greensboro

**SMA Placement Services:** 8:00am – 3:00pm in Himmarshee (closed for lunch from Noon to 1:30pm)

Coordinators:
Walter Lee Grubb III, East Carolina University
Patricia Lanier, University of Louisiana, Lafayette

**Conference Exhibits & SMA Placement Breakdown:** 3:00pm – 5:00pm

Friday, 8:00am - 9:30am in Las Olas VI

Professional Development Institute: Experience Sampling Methodology: A Primer
(co-sponsored by the Research Methods Division of the Academy of Management)

Nikolaos Dimotakis, Georgia State University

The purpose of this workshop is to discuss conceptual, methodological, and practical issues associated with conducting Experience Sampling Methodology (ESM) studies. We will discuss the basic features of this design, provide a primer on its use, and outline the ways in which it can help advance knowledge and facilitate new perspectives on various issues of interest in management and applied psychology. The discussion will also include practical advice on how to run ESM studies, and a brief overview of the empirical methods required to analyze the resulting datasets.

Friday, 8:30am - 10:00am in Atlantic I

Ent/IT/Innov: Family Business

Session Chair: Frances H. Fabian, University of Memphis

Discusants:
Enrique M. Perez, Florida Institute of Technology
Frances H. Fabian, University of Memphis
Izabela Szymanska, UNC Charlotte

★BEST PAPER IN TRACK★
DEVELOPMENT OF A SCALE TO MEASURE THE IMPORTANCE OF SOCIOEMOTIONAL WEALTH IN FAMILY FIRMS

Bart Jan Debicki, Towson University
Barbara A. Spencer, Mississippi State University
Franz Kellermanns, University of Tennessee
Allison Pearson, Mississippi State University
James J. Chrisman, Mississippi State University

In this paper, we describe the development of an instrument allowing direct measurement of socioemotional wealth in terms its importance for family businesses. We explain the processes used to generate items, pre-test the developed scale, and validate it. Our results indicate that the socioemotional wealth construct is composed of three distinct dimensions: Family Reputation; Family Sustainability; and Family Obligations. The developed scale allows for measurement of socioemotional wealth according to the above dimensions.

DOES AGE MATTER? FAMILY OWNERSHIP, SUCCESSION INTENTIONS, AND FIRM PERFORMANCE IN SMALL TO MEDIUM SIZED FAMILY FIRMS

Hanqing Fang, Mississippi State University
Esra Memili, UNC Greensboro
James J. Chrisman, Mississippi State University

Drawing on agency theory, we hypothesize that family ownership has an inverted U-shape relationship with firm performance. In addition, firm age and succession intentions are hypothesized to interactively moderate this curvilinear relationship, as the absence of succession intentions turns the relationship into a negative arc in older family firms, whereas the presence of succession intentions maintains an inverted U-shape between family ownership and firm performance when firms age. A cross-sectional sample of 8,201 SBDC clients supports our hypotheses, such that the presence of succession intentions may help family firms outcompete in the long run.

PASSING THE TORCH: FACTORS INFLUENCING TRANSGENERATIONAL INTENT IN FAMILY FIRMS

David W. Williams, University of Tennessee
Michelle Zorn, Florida State University
T. Russell Crook, University of Tennessee
James G. Combs, University of Alabama

We theorize that transgenerational intent (TI), the plan to pass management of the business to future generations, is influenced by the current leader’s consideration of factors related to three subsystems that underlie the family business system. Specifically, we predict that characteristics of the business (the age and size of the firm), the owners (gender and minority status), and the family, specifically the family’s engagement in the firm (time until succession and the family’s role in advising the CEO) influence the current leader’s TI. Results based on a survey of over 700 family-managed firms are largely supportive of our hypotheses.
Predictions. Implications and future directions are also discussed.

Work behaviors. Our results provide general support for our resources. We further argue that when employees experience burnout, with employee burnout due to loss in their cognitive and emotional sides of OCB. We draw on Conservation of Resources theory to argue that engaging in excessive levels of OCBs is likely to be associated with citizenship behavior (OCB) can have a negative impact on fairness in an early (rather than later) change phase, and was more negatively related to exhaustion in a later (rather than early) change phase. Analyses were based on 6,268 Belgian bank employees facing organizational change. Results from structural equation modeling showed that fairness and exhaustion partially mediated the association of job insecurity with affective commitment and psychosomatic complaints via two distinct theoretical mechanisms: Fairness and emotional exhaustion. Analyses were based on 6,268 Belgian bank employees facing organizational change. Results from structural equation modeling showed that fairness and exhaustion partially mediated the association of job insecurity with affective commitment and psychosomatic complaints, respectively. Multiple group analysis further showed that job insecurity was more negatively related to fairness in an early (rather than later) change phase, and was more positively related to exhaustion in a later (rather than early) change phase.

EXPLAINING THE EFFECTS OF JOB INSECURITY: A MULTIPLE GROUP COMPARISON

This study examines whether followers’ belief in the coproduction of leadership (i.e., the extent to which followers should contribute to the leadership of the group) and leaders’ antiprototypical (negative) implicit followership theories (LIFTs) explain, separately and through their interaction, variation in followers’ voice, constructive resistance and rational persuasion. Results show that follower coproduction beliefs relate positively with each of the proactive follower behaviors. Additionally, LIFTs and coproduction beliefs interact to predict constructive resistance and rational persuasion. Surprisingly, followers with weaker coproduction beliefs were more likely to engage in proactive followership when their leaders had stronger antiprototypical LIFTs.

WHEN HELPING HURTS: AN INVESTIGATION OF THE DARK SIDE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Research has completely overlooked the idea that organizational citizenship behavior (OCB) can have a negative impact on employees. Thus, this study addresses this gap and explores the dark side of OCB. We draw on Conservation of Resources theory to argue that engaging in excessive levels of OCBs is likely to be associated with employee burnout due to loss in their cognitive and emotional resources. We further argue that when employees experience burnout, they attempt to minimize their loss by engaging in dysfunctional work behaviors. Our results provide general support for our predictions. Implications and future directions are also discussed.
Strategic Leadership: Values, Styles, and Organizational Performance

Suzanne Carter, Texas Christian University
Charles R. Greer, Texas Christian University

Strategic leaders are being challenged by stakeholder demands that organizations meet triple bottom line performance measures. While there is interest in strategic leadership, there is surprisingly little research on the values and leadership styles of leaders and their relationship to organizational performance. We describe evolving views of organizational performance followed by the values of strategic leaders and their relationship to organizational performance. We then describe established and emerging leadership styles and their relationship with performance. A continuum of leadership styles is developed using dimensions of stakeholder salience and triple bottom line performance outcomes. Suggestions for future research are provided.

When Activists Attack: Organizational Identity and Firm Responsiveness to Activist Demands

Chad Navis, University of Wisconsin - Madison
Theodore Waldron, Baylor University
Gregory Fisher, Indiana University
Jocelyn M. Leitzinger, University of Wisconsin - Madison

This paper builds on prior identity and social movement scholarship to examine when and why activist campaigns modify contentious corporate practices at the firm and industry levels. Activist campaigns can significantly influence how organizations conduct their business, yet not all campaigns are equally effective at generating the corporate practice changes they desire. We employ a comparative case analysis of a single activist organization’s efforts to promote environmental policy changes in three distinct industries to examine how the identity characteristics of target firms and their industries might account for their responsiveness to activist pressure.

Managing Emotion: Examining the Affective Tone of Letters to the Shareholders

Karen Ashley Gangloff, Auburn University
Stanley G. Harris, Auburn University
Garry Adams, Auburn University

Drawing from sensegiving, impression management, and emotional contagion literatures, we advance hypotheses regarding the relationships between firm performance and the affective tone used in firm communication. We ask: “Within the context of a firm’s performance, does the affective tone of the letter to shareholders match what we would expect if the letter was intended to shape stakeholder emotions for the benefit of the firm?” Using 143 letters to the shareholders, we test hypotheses that firm performance and changes in firm performance predict letter pleasantness and activation consistent with attempts to influence readers’ emotional responses. Results supported our hypotheses.

Subordinate Upward Influence Behaviors and Supervisor Ratings of Subordinate Performance: A Field Study Using the Actor-Partner Interdependence Model

Leanna Lawter, Sacred Heart University

Relationships between subordinate characteristics/behaviors and supervisor ratings of subordinate performance were examined in a field study. It was hypothesized that subordinate upward influence behaviors affect ratings of subordinate performance, and that perceptions of similarity in use of influence behaviors and leader-member exchange both mediate the relationship. Using the Actor-Partner-Interdependence Model (APIM), data were examined for 92 dyads in 23 workgroups from four companies in the United States. The hypothesized mediating relationships between subordinate upward influence behaviors and ratings of subordinate performance were supported. Further, the relationship between perceived similarity and ratings of subordinate performance was fully mediated by leader-member exchange.
INSTITUTIONAL JUDO: INSTITUTIONAL CREATION AND EFFECTUATION

Robert Edward Robinson, Texas Tech University
Shawna Chen, Texas Tech University
Hans Hansen, Texas Tech University
Jae Hwan Lee, Texas Tech University
Alejandra Marin Melo, Texas Tech University
Angela French, Texas Tech University
Di Wu, Texas Tech University

We complement an institutional work perspective with effectuation to describe institutional creation efforts. We conducted a qualitative case study where an institutional entrepreneur engaged in various efforts to introduce a new financial instrument (an innovative form) and gain legitimacy in the capital markets. Our empirical analysis is informed by institutional theory concepts such as institutional work, embeddedness, and isomorphic change. Our study of institutional creation extends institutional theory by introducing the concept of institutional judo, where an agent embedded in one institution intentional relies on isomorphic change to gain legitimacy and effectuate change in another institution.

INSTITUTIONAL POWER

Rachida Aissaoui, University of Memphis
John Matthew Amis, University of Memphis

This work aims at improving our understanding of the role of structure and agency in institutional change by offering the concept of institutional power. From an historical analysis of the educational field in Shelby County, we find that, between the 1860s and 2010, the institutional field has remained stable, but that the institutions forming the field have been used differently over time to allow competing actors to maintain or gain power. The concept of institutional power thus offers new insights into the mechanisms through which actors use institutions strategically in order to embody their interests in the resulting institutional order.

TOWARD A RESOLUTION OF THE EMBEDDED AGENCY PARADOX: THE CONCEPT OF AGENTIC PREDOMINANCE

Guillaume Pain, Concordia University

This paper addresses the paradox of embedded agency. After acknowledging the cognitive and behavioral dimensions of agency, it asserts that the cognitive dimension has so far had to be assumed for embedded agency to be conceivable. An attempt is made to untangle the behavioral dimension of the embedded agency paradox. To this end, the concept of agentic predominance—the degree and manner in which an actor’s agentic forces overcome the field’s institutional pressures—is proposed as the mediator between actors’ motives and agency enactment. A model is elaborated, where agency enactment is a function of actors’ motives and agentic predominance.

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**DOES SURVEY NONRESPONSE BIAS CORRELATIONS AMONG MEASURED VARIABLES?: A SIMULATION STUDY**

**Eric Heggestad, UNC Charlotte**  
**Steven Rogelberg, UNC Charlotte**  
**Adrian Goh, UNC Charlotte**  
**Fred Oswald, Rice University**

Surveys are increasingly common in organizational life. One consequence of the increasing frequency of surveys is that sizeable percentages of the population choose not to respond. When nonresponse is systematic with respect to surveyed variables, sample statistics will be biased estimators of population parameters. The current paper provides simulation results that help us to understand when and to what extent survey nonresponse results in bias of observed correlations between surveyed variables. Although our results show that bias does occur, the bias is generally small in many common survey situations.

**MONO-LEVEL AND MULTILEVEL MEDIATED MODERATION AND MODERATED MEDIATION: THEORIZATION AND TEST**

**Dong Liu, Georgia Institute of Technology**  
**Zhen Zhang, Arizona State University**  
**Mo Wang, University of Maryland**

Researchers are increasingly interested in exploring mediated moderation and moderated mediation models to reveal how underlying mechanisms and contingent factors jointly result in organizational phenomena. To provide an informative guide for researchers to theorize and test such models, we review the organizational and psychological literatures and elaborate probable combined forms of mediation and moderation. Specific conceptual and empirical instructions including Mplus syntaxes and R codes on establishing mono-level and multilevel mediated moderation and moderated mediation models are provided. We also offer solutions to several salient theoretical and statistical issues that may prevent researchers from clearly and accurately examining these models.

**DO TOO MANY COOKS SPOIL THE BROTH? THE RELATIONSHIP BETWEEN FOUNDER EXIT AND FIRM PERFORMANCE IN NEW VENTURES**

**Nachiket Bhawe, North Carolina State University**  
**Vishal K. Gupta, Binghamton University, SUNY**

The purpose of this study is to advance and test theory on the impact of founder exits on venture performance using a six-year longitudinal sample of 1360 new ventures. Consistent with our hypotheses, we find that founder exits de-anchor decision making and enhance firm leading to higher performance. We also find that the de-anchoring effect of founder exits on performance is accentuated when owners are actively engaged in day-to-day running of the business, but the effect is attenuated for high potential opportunities and consolidated ownership control.
PERCEPTIONS OF ENTREPRENEURS IN THE PERCEIVED CRITICALITY OF HUMAN RESOURCE ACTIVITIES

Megan L. Endres, Eastern Michigan University
Sanjib Chowdhury, Eastern Michigan University
Richard Camp, Eastern Michigan University
Eric Roland Schulz, Eastern Michigan University

We asked 96 small business owners to rate the criticality of 10 Human Resource issues to their current businesses. The owners perceived the HR issues as having different criticality levels. The analysis showed that the innovation facet of Entrepreneurial Orientation (EO) explained significant differences in owners’ perceptions of HR activities. The risk propensity facet of EO did not predict differences in the perceived criticality of HR issues. Relevant literature is presented, and then the survey method and measures are detailed. We discuss the findings, limitations and strengths of the research, and, finally, suggested next steps.

STRATEGIC ACCOUNTABILITY IN YOUNG FIRMS

Brian L. Connelly, Auburn University
Karen Ashley Gangloff, Auburn University
Angela Ianuzzi, Auburn University

A key aspect of preventing new venture fraud is implementation of an apparatus that creates transparency and facilitates feedback regarding the young firm’s strategic decision making. We call this “strategic accountability.” Entrepreneurs would be unlikely to adopt measures of strategic accountability unless they are keenly aware of its potential costs and benefits. Therefore, after defining the construct, we explore how a system of strategic accountability would be likely to affect key firm level outcomes and describe how these might work together in new ventures that explicitly contract strategic accountability with organizational stakeholders.

Friday, 10:30am - 12:00pm in Atlantic II

HRM/Careers: Age/Generational Diversity in the Workplace

Session Chair: John Bret Becton, Winthrop University
Discussants:
Paper 1: Edward Francis Murphy Jr., Embry-Riddle Aeronautical University
Papers 2 & 3: Malayka Klimchak, Winthrop University

CATEGORIZING APPLICANTS BY AGE: SYSTEMATIC STEREOTYPING OR A FUNCTION OF SOCIAL IDENTITY?

Brian Martinson, University of Texas at Arlington
Katherine Roberto, University of Texas at Arlington
John Anthony De Leon, University of Texas at Arlington

This study addresses applicant selection processes using a social categorization and social identity theory perspective. The research measures and analyzes the relationship between age, tenure and workplace attitudes of over 60,000 employees distributed across 163 separate units of a single public sector organization. Using age and age diversity as predictors, findings suggest a positive relationship between the ages of hiring supervisors and new hire employees, and coworker age similarity and employee attitudes. Findings suggest that social identity theory can provide guidance to scholars and managers addressing issues associated with the significant increase of older workers in the working population.

UNDERSTANDING GENERATIONAL DIVERSITY: STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT ACROSS THE GENERATION “DIVIDE”

Angela Titi Amayah, SUNY Empire State College
Julie Ann Gedro, Empire State College

Using a combination of literature review and experiential context, the authors explore generational differences in the workplace. The article synthesizes an array of research articles dealing with the multi-generational workforce. The article presents considerations for Human Resource Management (HRM) and Human Resource Development (HRD) professionals as well as organizational leaders, and proposes some insights around successfully negotiating the challenges presented by generational differences.

WORKPLACE GENERATIONS IN LATIN AMERICA: AN EXAMINATION OF VALUE SIMILARITIES AND DIFFERENCES

Regina A. Greenwood, Nova Southeastern University
Edward Francis Murphy Jr., Embry-Riddle Aeronautical University
Julia Teahan, Baker College Online
Silvia Ines Monserrat, Universidad Nacional del Centro
Sergio Madero, Tecnologico de Monterrey
Jaime Ruiz-Gutierrez Sr., Universidad de los Andes
Miguel R. Olivas-Lujan, Clarion U of Pennsylvania & Tecnologico de Monterrey
Neusa Maria Santos, Pontificia Universidade Católica de São Paulo (PUC-SP)
Arnel Onesimo Uy, De La Salle University

Our research explored intergenerational value similarities and differences between 4,301 working adults in the Latin American countries of Argentina, Brazil, Colombia, Honduras and Mexico. In doing so, we expand intergenerational value change theory and value theory by exploring value structures using Rokeach’s (1973) value orientation typology. Research results indicate that all generations from Argentina and Brazil shared similar High Personal and High Moral value orientation types and those from Colombia, Honduras and Mexico shared similar High Personal and High Competence value orientation types. We discuss the significance and implications for practitioners and managers, limitations and made suggestions for further research.
A MULTILEVEL FRAMEWORK OF LEADER COMPARISON

Chenwei Liao, University of Illinois at Chicago

Adopting the lens of social and temporal comparison, this article fleshes out a multilevel framework of leader comparison. At the individual level, I elucidate how a subordinate of a groupwork thinks about information about his/her leader in relation to leaders of other workgroups and to his/her previous leader(s). At the group level, I first extend leader-member exchange theory (LMX) by explaining the leader-team exchange (LTX) process. Then I suggest that a team also conducts social and temporal comparisons of its leader. This multilevel framework may advance LMX, social comparison, and temporal comparison theories and research on leader-member and leader-team relationships.

GETTING ALONG, GETTING AHEAD, AND FINDING MEANING IN FORMAL LEADERSHIP ROLES: TWO MULTI-SOURCE FIELD STUDIES

Christian Ewen, University of Bonn
Gerhard Blickle, Universität Bonn
Kathrin Pelseler, University of Bonn
Robert Hogan, Hogan Assessment Systems

Socioanalytic theory suggests that leader’s social skill moderates leader identity-outcome relationships. Study 1 (n = 519) found that the leader identities to get along and ahead combine with work place social skill (political skill) to affect follower job satisfaction and group performance, respectively, beyond the influence of leadership styles. Study 2 (n = 113) found that politically skilled leaders with a strong identity to find meaning are seen as more charismatic. This research provides empirical evidence for the relevance of Socioanalytic theory for predicting leadership effectiveness. Contributions, strengths and limitations, directions for future research, and practical implications are discussed.

WHAT MATTERS MOST IN LEADER SELECTION? THE ROLE OF PERSONALITY AND IMPLICIT LEADERSHIP THEORIES

Andrew Michael Carnes, West Virginia University
Christopher Neal Ellison, West Virginia University
Jeffery D. Houghton, West Virginia University

The purpose of this study was to determine the primary basis upon which raters make decisions in the context of selection for formal leadership positions. Specifically, we considered the applicant’s personality, the rater’s personality, and the congruence between the applicant’s personality and the rater’s implicit leadership theories as predictors of interview scores. Evidence suggests that both applicant and rater personality impact interview scores, but raters do not appear to select leaders on the basis of their conceptualization of an ideal leader. These findings suggest that traditional selection methods may not be the best way to identify successful future leaders.
THE PHYSICIAN OF PACKTOWN: THE LIFE AND IMPACT OF DR. CAROLINE HEDGER

Benjamin D. McLarty, Louisiana State University

This manuscript illustrates the role of physician Caroline Hedger during the first half of the twentieth century. Drawing on archival newspapers, original journal articles and books written by the subject, it pulls together information to outline her impact. She was a constant driver for the creation of better living and working conditions of poor laborers, immigrants, and was helpful in supporting the labor movement and educating those involved in the process. Her story is a testament to the effect of a single person in a dynamic world, and demonstrates how understanding worker’s health contributes to greater insights about management history.

THE SHERIFS’ CONTRIBUTIONS TO MANAGEMENT RESEARCH AND PRACTICE

Furkan Amil Gur, Louisiana State University

Muzafer and Carolyn Wood Sherif are among the founders of social psychology. Their theoretical and empirical findings contributed to various social sciences, including management. Their contributions to the management literature, however, are not widely acknowledged. This paper highlights the Sherifs’ interdisciplinary works on group formation, conflict and cooperation, intra-and inter-group relationships, learning and social change in groups, and reference groups, and how these works helped originate team and workgroup research in organization theory. It also discusses the implications of the Sherifs’ work on managerial practice and addresses potential areas for future research.

THE STUDEBAKER COMPANY: A STORY ABOUT RESOURCES, DYNAMIC CAPABILITIES, AND VEHICLES

Lee Warren Brown, University of Texas at Arlington

The Studebaker Corporation was founded in 1852 as a family owned and operated wagon and carriage manufacturing company. They grew to become one of the largest in the world. The company was also the only carriage and wagon manufacturer to successfully transition to building automobiles. Using the resource based view and dynamic capability theory we examine how the firm maintained a competitive advantage in the carriage and wagon market while at the same time successfully reconfiguring to become a different type of manufacturer. We also discuss how Studebaker eventually lost their advantages during the mid-1900’s, leading to the firm’s failure.

INSTITUTIONAL WORK AND SHAMING IDENTITY THREAT IN HIGH-SOCIALIZATION OCCUPATIONS

Lee Charles Jarvis Jr., Florida Atlantic University
Bryant Hudson, Florida Atlantic University
Elizabeth Goodrick, Florida Atlantic University

Emotion is currently an unexplored topic within institutional theory. Several scholars have suggested that to fully understand the enactment of institutions, proper theorization of its emotional aspects is necessary. This paper responds to this need by positing shame, or a second-order emotion representing a family of self-directed negative emotions resulting from the perception of threat to social bond, as an institutional “technology of power” (Friedland & Alford, 1991). We suggest shame as a technology of power acts not only as a catalyst for institutional maintenance but also institutional disruption, and posit a taxonomy or institutional work-related reactions to that effect.
This paper examines the ways in which change in an institutional field impacts subsequent change in the same field. Results of an examination of the implementation of policies designed to combat childhood obesity in U.S. public schools show how the No Child Left Behind Act re-structured the balance of institutional control in the field. As a consequence, further change intended to address childhood obesity proved to be extremely problematic. The study illustrates how power in the form of institutional control is a decisive mechanism that can have a determining effect on how change takes place.

**THE DYNAMICS OF ASSIMILATION GAP**

**Murad A. Mithani, Rensselaer Polytechnic Institute**

The paper shows that the interaction between population and firm knowledge produces a non-monotonic change in the assimilation gap. The assimilation gap follows a convex curve experiencing an upward slope driven by imitation and the downward slope by knowledge spillovers. Changes in the characteristics of innovation shift its peak across time. The relative advantage and compatibility shift the peak towards the left and the complexity shifts it to the right. The model is tested in a simulated environment and offers insights into the differences in temporal trajectories of the various adopter groups.

**OB: Contextual Issues of Information Sharing and Decision Making**

*Friday, 10:30am - 12:00pm in Las Olas IV*

**Session Chair:** Michael Palanski, Rochester Institute of Technology

**Discussants:**

Anushri Rawat, Nicholls State University
Matt Bowler, Oklahoma State University
Suzy Fox, Loyola University Chicago

**COGNITIVE STYLE DIVERSITY IN DECISION MAKING TEAMS: A CONCEPTUAL FRAMEWORK**

**Abby Mello, Towson University**
**Joan R. Rentsch, University of Tennessee**

Rational and intuitive cognitive styles represent two manners of acquiring, organizing, and processing information. We take the perspective that cognitive style can be a form of team diversity and present a conceptual framework outlining its effects in decision making teams. It is proposed that higher team cognitive style diversity would be associated with higher task and affective conflict, with lower schema congruence, but ultimately, with higher team performance. Teammate’s perspective taking ability is expected to operate as a moderating variable in the model. Suggestions for measuring and testing the proposed relationships are outlined along with ideas for future research.

**THE RELATIONSHIP BETWEEN POLITICAL SKILL AND KNOWLEDGE SHARING: A SOCIAL NETWORK PERSPECTIVE**

**Stephanie R. Seitz, University at Buffalo, SUNY**

Research on knowledge sharing has revealed its beneficial nature to organizations, however questions remain regarding the conditions under which knowledge sharing may be most effective. In particular, the extent to which social effectiveness determines an individual’s ability to participate in the knowledge sharing process is a question yet to be addressed. This paper presents a conceptual model that links social ability – specifically, political skill – with knowledge sharing in an organization. The model uses social networks as an explanatory mechanism within which this relationship exists. Trust is offered as a moderating influence on the social network-knowledge sharing relationship.

**THE ROLE OF VOICE EFFICACY IN THE FORMATION OF VOICE BEHAVIOR: A CROSS-LEVEL EXAMINATION**

**Jinyun Duan, Institute of Applied Psychology**
**Ho Kwong Kwan, Drexel University**
**Bin Ling, Zhejiang University**
**Dong Liu, Georgia Institute of Technology**

We present a voice efficacy model to account for the effects of general self-efficacy, perceived team servant leadership, and perceived organizational support (POS) on voice behavior. Particularly, we predicted that general self-efficacy, perceived team servant leadership, and POS enhance voice behavior via voice efficacy. We also examined the extent to which POS moderates the effect of voice efficacy on voice behavior such that the effect is stronger when POS is high rather than low. Using data collected from 401 employees in 91 groups and 53 organizations in China and controlling for psychological safety, we obtained full support for our hypotheses.

**"DIVERSITY" AND THE NEW AMERICAN MULTI-RACIAL HIERARCHY**

**Myrtle P. Bell, University of Texas at Arlington**
**Dennis Marquardt, University of Texas at Arlington**
**Daphne Perkins Berry, University of Hartford**

In this article, we consider the transition from a binary racial system that focused on Blacks and Whites, to a multi-racial, more finely delineated racial system reflecting the increasing diversity of the U.S. population. We propose that within this new hierarchy, organizations use (literally and figuratively) non-Blacks to claim organizational diversity, magnifying the exclusion of Blacks and strengthening the white-focused status hierarchy. We review empirical evidence and population-level data to support our ideas. We provide implications for researchers and practitioners given the more complex racial hierarchy associated with increasing diversity and the continued imperative to reduce inequality.
STEREOTYPE THREAT; IMPLICATIONS FOR ORGANIZATIONAL SCIENCES

Chantal van Esch, Case Western Reserve University

Stereotype threat, “being at risk of confirming, as self-characteristic, a negative stereotype about one’s group” (Steele & Aronson, 1995: 797) is a well-studied topic in the field of psychology, but its impact on individuals in organizations has not been thoroughly considered. This paper reviews the construct of stereotype threat by reviewing its definition and origins, summarizing current conflicts in the literature, the methodology currently used, and common intervening variables which have been considered in this area. This information is then used to suggest future research directions in the organizational sciences and examine the obstacles and implications of such research.

Barjinder Singh, University of Houston, Victoria
T. T. Rajan Selvarajan, University of Houston, Victoria

This study examines the relationship between organizational and community diversity climates in impacting employees’ intent to stay with their organization. In doing so, the study tests for a) the spillover of community diversity climate on employees’ intent to stay, and b) community diversity climate moderated organizational diversity climate–employee intent to stay relationship. The study also posits a three-way interaction of community diversity climate, organizational diversity climate and employee race, on employee intent to stay. The results are supportive of the moderating role of community diversity climate, with the interactive influence of organizational and community diversity climates being stronger for minorities.
ENT/IT/INNOV: INNOVATION AND OPPORTUNITY
EXPLOITATION

Session Chair: Shuk Wong, Trident University

Discussants:
Shuk Wong, Trident University
David M. Ford, University of Alabama
Mary Beth Rousseau, University of Tennessee

EXPLORING THE EFFECT OF EXTERIOR SOURCING AND TECHNOLOGY DISTINCTNESS AS INDICATORS OF RADICAL INNOVATIONS: EVIDENCE FROM PATENTS IN THE INFORMATION TECHNOLOGY INDUSTRY

Avimanyu Datta, Illinois State University

We tested the role of looking beyond a firm’s focal industry on technology distinctness and both of their impacts on radicalness of innovations. We posit that exterior sourcing leads to technology distinctness. In addition, high technology distinctness results in a stronger association with radicalness irrespective of the levels of exterior sourcing, and that at lower levels of exterior sourcing, technology distinctness will have a stronger relationship with radicalness than at higher levels of exterior sourcing. Finally, high technology distinctness and low exterior sourcing will have the strongest relationship with radicalness. The empirical evidence supported our claims.

INNOVATION HIT RATE, PRODUCT ADVANTAGE, INNOVATIVENESS, AND FIRM PERFORMANCE

Kim Green, University of West Georgia

This study investigates the relationship between the average levels of product advantage and innovativeness across the products in the firm’s new product development portfolio and the portfolio’s launch rate from the portfolio. Hypotheses are tested using a dataset of drug development activity for 73 pharmaceutical companies. The study also tests hypotheses involving the interaction of advantage and innovativeness and the distribution of activity across knowledge categories in the development portfolio.

REGULATORY CHANGE AND THE OPPORTUNITY IN HIGH GROWTH VENTURES

Thomas H. Allison, University of Oklahoma

Recent public policy has cast entrepreneurship as a savior from difficult societal problems, such as energy generation and supply. Thus the recent past has seen significant regulatory intervention in the energy industry. The economic foundations of entrepreneurship suggest that regulatory change results in entrepreneurial opportunities. However, whether new ventures are able to exploit these opportunities is unknown. We contribute to the opportunity exploitation literature by suggesting, using a sample of 416 firms, that regulatory change only creates opportunities that existing firms can exploit. A content analysis suggests that innovativeness helps new ventures capture opportunities that would otherwise be taken by incumbents.

HRM/Careers: Micro and Macro Level Human Capital Considerations

Session Chair: Joseph Erba Jr., UNC Greensboro

Discussants:
Papers 1 & 3: Julie Hancock, Rutgers University
Paper 2: Janet A. Boekhorst, York University

CONNECTIONS MATTER: A MICRO-FOUNDATIONS VIEW OF HUMAN CAPITAL AND ROLE-RELATIONSHIPS

Alankrita Pandey, University of Texas at Arlington
Gary C. McMahen, University of Texas at Arlington

We study the micro-foundations of the strategic human resource management perspective in an individual level study of role-based human capital, in-role and extra-role behaviors, relational coordination and performance for 122 registered nurses of a hospital in the southwestern United States. Our role-based measure of human capital comprising knowledge, skills and abilities is positively related to their job performance and in-role and extra-role behaviors. The impact of nurses’ social capital is examined as relational coordination and found to moderate the relationships between human capital and behaviors and human capital and performance. Implications to theory and practice are discussed.

HUMAN CAPITAL STABILITY: THE INFLUENCE OF OVERLAPPING TENURE ON THE PERFORMANCE OF NCAA FOOTBALL TEAMS

Christopher M. Harris, Marietta College
Gary C. McMahen, University of Texas at Arlington
Patrick Wright, University of South Carolina

This study explores knowledge sharing that comes as a result of the stability of relationships among people in organizations. Specifically, this study examines relationships among the overlapping tenure of coaches with their players, player task behaviors, and performance of both offensive and defensive units of NCAA football teams. The results show significant relationships between overlapping tenure and unit performance and between overlapping tenure and behaviors. Additionally, player task behaviors had a positive influence on unit performance. Finally, player behaviors mediated the relationship between overlapping tenure and performance.

SHRINKING THE STRATEGIC HUMAN RESOURCE MANAGEMENT ‘BLACK BOX’: A DYNAMIC CAPABILITY AND ORGANIZATIONAL LEGITIMACY PERSPECTIVE

Janet A. Boekhorst, York University

The objective of this theoretical paper is to offer an alternative explanation to the positive association between strategic human resource practices and organizational performance using the dynamic capability and organizational legitimacy theories. In particular, I examine how various factors influence how effectively organizational human capital is orchestrated by extending the dynamic capability theory. However, it is argued that the legitimacy of the strategic human resource practices interacts with the orchestration of organizational human capital, thus impacting organizational performance. The paper concludes with theoretical implications.
Session Chair: **Kevin B. Lowe**, UNC Greensboro

Discussants:
- Monica Sharif, University of Miami
- James M. Wilkerson, Charleston Southern University
- Agata Mirowska, Southern New Hampshire University

**BEST DOCTORAL PAPER IN TRACK**

**EMERGING VISIONARIES OR SELF-SERVING PRETENDERS? SHARED LEADERSHIP, NARCISSISM, AND TASK PERFORMANCE**

G. James Lemoine Jr., Georgia Institute of Technology

Terry C. Blum, Georgia Institute of Technology

Although the body of research on shared leadership has experienced rapid growth, we still know little regarding the boundary conditions of its positive impact on teams. Drawing on trait activation theory and new approaches to studying group composition, this paper examines how shared leadership emergence may become more or less effective in combination with the distribution of the group's narcissism. Through a study of 152 groups averaging 5 members each, performing creativity, judgment, and intellectual tasks with group-level outcomes, we show that the interactions of shared leadership and narcissism at the group level offer substantial predictive power regarding team performance.

**WHAT IS THE IMPOSTOR’S IDENTITY? DEVELOPING LINKAGES BETWEEN THE IMPOSTOR PHENOMENON, IDENTITY AND SUCCESS**

Rebecca Lee Badawy, University at Buffalo, SUNY

Frank Christopher Butler, University of Tennessee, Chattanooga

Robyn Brouer, University at Buffalo, SUNY

The impostor phenomenon describes situations where typically successful individuals feel that they are a fraud. Research has demonstrated that the impostor phenomenon leads to higher performance, yet holds individuals back at the same time due to a lack of self-efficacy and confidence. Grounded in identity theory, it is demonstrated how the impostor phenomenon inhibits individuals from internalizing positive identities, resulting in differing performance outcomes. To better understand how the impostor phenomenon leads to performance, the impostor phenomenon is linked to felt accountability that then influences motivation to use impression management(goal setting and self-defeating behavior).

**WHEN DOES WHAT OTHER PEOPLE THINK MATTER? HOW THE MOTIVATORS OF ORGANIZATIONAL IDENTIFICATION CHANGE OVER ONE’S CAREER**

Malayka Klimchak, Winthrop University

Anna-Katherine Ward, University of South Carolina

Social identity theory has been used to explain various interpersonal workplace behaviors, but the literature has thus far not addressed how identification motivators change with the advancement of one’s career. The current study examines how career stage (early stage versus late stage) moderates the impact of an external motivator (e.g., perceived external prestige) and an internal motivator (e.g., learning goal orientation) on organizational identification. In a sample of mentoring program participants, we found that perceived external prestige positively predicts organizational identification for early career employees, whereas learning goal orientation positively predicts the same variable for late career employees.
Session Chair: Enrique M. Perez, Florida Institute of Technology
Discussant: Tom J. Sanders, University of Montevallo

**IS CUSTOMER SERVICE THE KEY COMPETENCY FOR YMCA LEADERS? AN EXPLORATORY STUDY**

Ronald F. Piccolo, Rollins College
Robert C. Ford, University of Central Florida

Twenty-eight YMCA leaders provided self-assessments on service climate and behaviors in the Y’s leadership competency model. One hundred and ten employees provided assessments on the same criteria. Performance was assessed with: 1) each leader’s performance review; 2) an objective assessment of branch effectiveness. The purpose of this study was to examine the extent to which four competencies and service climate explained performance. Service climate and a leader’s “relationship”-orientation were associated with supervisor-rated performance, while “results”-orientation correlated with branch effectiveness. Although often overlooked, customer service emerged as an important part of manager effectiveness at the YMCA, a not-for-profit organization.

**THE BUSINESS OF HEALTHCARE: CLASS FIVE TURBULENCE**

Eleanor Tolbert Lawrence, Nova Southeastern University
Cynthia P. Ruppel, Nova Southeastern University
Leslie Cauthen Tworoger, Nova Southeastern University
Paul Seymour, Work effects

This longitudinal action research study describes how a 50 person management staff, led by a committed CEO, was able successfully implement a team strategy to achieve a radical change from non-profit hospital to a for profit organization over a 12 year period. Many of the issues addressed and practical steps taken to establish a team based leadership model for the new organizational template are described. Organizational development assessment, diagnosis, and intervention phases, along with specific practices and processes to establish a team based leadership model are described.

**THE MEDIATING EFFECT OF TEAM ENGAGEMENT BETWEEN TEAM COGNITIONS AND TEAM OUTCOMES IN SERVICE-MANAGEMENT TEAMS**

Priyanko Guchait, University of Houston
Katherine Hamilton, Pennsylvania State University

Prior research has focused more on employee engagement than team engagement. The current work presents a theoretical framework proposing the antecedents and consequences of team engagement. Antecedents of team engagement include two types of team cognitions (shared mental models and transactive memory systems). Consequences of team engagement include team performance and team satisfaction. A longitudinal study was conducted with 27 service-management teams involving 178 members in a restaurant setting. HLM results indicate the (1) direct relationships between team cognitions and team engagement, and between team engagement and team outcomes, and (2) mediation effects of team engagement.
CULTURAL INTELLIGENCE AND GLOBAL MINDSET: SIMILARITIES, DIFFERENCES AND AN APPLICATION WITHIN THE ENTREPRENEURIAL CONTEXT

Jase R. Ramsey, University of Alabama
Amine Abi Aad, University of Alabama
Raina Marie Rutti, Dalton State College
Will Schnede, University of Alabama
Craig Fulda, University of Alabama

This article offers an application of recent work within the international management literature by extending it to the entrepreneurial context. Cultural intelligence (CQ) and the global mindset (GM). Using transformative learning theory we discuss how Cultural intelligence (CQ) and Global mindset (GM) can be used by entrepreneurs. Testable propositions are offered in order to guide the discussion of these expanding fields. Finally, suggestions of which circumstances are ideal for the use of CQ and GM are provided along with an explanation of how they can be enhanced within the firm.

DIASPORA IDENTITY, ACCULTURATION, AND FDI: THE INDIAN DIASPORA IN CANADA AND THE U.S.

Masud Chand, Wichita State University

The manner in which the diaspora interacts with the host and the home countries is affected by the acculturation policies adopted by host countries. We use the Indian diaspora in Canada and the U.S. to explore the effect that host country acculturation policies can have on the attitudes that immigrants hold towards the home and host countries, and how these attitudes can affect the flow of FDI from the host to the home countries. We use the results from a two-part study to draw some preliminary conclusions as to how acculturation can affect business facilitation between host and home countries.

INTERNATIONAL EXPANSION AND MNE PERFORMANCE: COMBINING AND SEQUENCING GEOGRAPHIC EXPLOITATION AND EXPLORATION

Xavier Castañer, Université de Lausanne
Mehmet Erdem Genc, Montclair State University

We put forward rationales for why a firm may want to enter an institutionally different country, even though it is costly and fraught with risks. We argue that by entering these countries, firms engage in exploration and thus (1) achieve a more diverse base of knowledge which they can then exploit, and (2) develop a global mindset among top managers. We further argue that for long run success, firms should sequentially balance international exploration and exploitation. In other words, international exploration has to be followed by international exploitation, and vice versa.
INSTITUTIONAL FACTORS THAT INFLUENCE THE GENDER DIVERSITY OF BOARDS OF TRUSTEES IN HIGHER EDUCATION

Njoke Khalifa Thomas, Case Western Reserve University
Diana Bilimoria, Case Western Reserve University

Boards of trustees play a critical role in the governance of higher education institutions in the United States. Little is known about the impact of institutional forces in shaping key characteristics of boards of trustees. In this paper, we review the existing literature on trustee gender diversity and propose institutional level antecedents of gender diversity in boards of trustees. Resource dependence theory is used to demonstrate the influence of institution’s financial autonomy and principal agent theory is used to demonstrate the influence of the centrality of governance structures for public institutions in particular. An agenda for future research is proposed.

THE EFFECTS OF WEIGHT, CONSCIENTIOUSNESS, ETHNICITY AND NURTURING JOB DEMANDS ON JOB SUITABILITY RATINGS AND HIRING RECOMMENDATIONS

Dianna Contreras Krueger, Henderson State University
Dianna L. Stone, University of Texas at San Antonio
Eugene Stone-Romero, University of Texas at San Antonio

This study examined factors affecting weight-based-biases in organizations using a 2 (applicant weight), x2 (applicant conscientiousness), x2 (nurturing job demands) randomized experimental design with 400 participants. Dependent variables were job suitability and hiring recommendations. It examined the extent to which rater ethnicity (Anglo-American vs. Hispanic-American) is related to these ratings. Results indicate that overweight female applicants are rated more suitable and more likely recommended for jobs when they have high rather than low conscientiousness. Hispanic-Americans are more likely to recommend overweight applicants than Anglo-Americans. Ratings depend on rater ethnicity, applicant conscientiousness, and nurturing job demands. Two stereotypes mediated several relations.

THE INTERACTIVE EFFECTS OF GENDER AND GENDER-SPECIFIC SYSTEM JUSTIFICATION ON DISCRETIONARY BEHAVIOR EXPECTATIONS: A “CATCH 22” FOR WOMEN?

Dan Chiaburu, Texas A&M University
Brad Harris, University of Illinois at Urbana-Champaign
Troy Smith, Texas A&M University
Emilija Djurdjevic, University of Arkansas

Using a lab study, we examine the influence of a target employees’ gender on observers’ expectations of discretionary behaviors (e.g., altruistic citizenship and individual initiative). Observers did not expect females to engage in altruistic citizenship more than males. This was not the case, however, when observers were ideologically motivated by gender-specific beliefs. When raters endorsed existing gender role régimes (i.e., high gender-specific system justification; Jost & Kay, 2005), they expected more communal and agentic behaviors from females than males. Further, results were accentuated for female observers. Thus, females may be subject to a “Catch 22” situation. Possible implications are discussed.

THE INTERACTIVE EFFECTS OF GENDER AND GENDER-SPECIFIC SYSTEM JUSTIFICATION ON DISCRETIONARY BEHAVIOR EXPECTATIONS: A “CATCH 22” FOR WOMEN?
Friday, 3:15pm - 4:45pm in Atlantic I

**Ent/IT/Innov: Social Entrepreneurship**

Session Chair: **Golshan Javadian, Morgan State University**

Discussants:
- **John Michael Mankelwicz, Troy University**
- **G. Tyge Payne, Texas Tech University**
- **Richard N. Dino, University of Connecticut**

**ESTABLISHING HOW NATURAL ENVIRONMENTAL COMPETENCY, SOCIAL CONSCIOUSNESS AND INNOVATIVENESS RELATE**

Clay Dibrell, *University of Mississippi*

Justin B. Craig, *Bond University*

Jaemin Kim, *University of Mississippi*

Aaron Johnson, *University of Idaho*

Through a sampling of 193 key strategic decision makers from firms located in the USA, we investigate the moderating effects of social consciousness (i.e., the extent of a firm’s involvement in social entrepreneurial activities) on a firm’s natural environmental competency (i.e., a firm’s ability to proactively manage the firm-natural environment interface) and firm innovativeness relationship. Our results demonstrate that social consciousness positively strengthens the natural environmental competency to firm innovativeness relationship, demonstrating that higher levels of environmental management competency strengthens firm innovativeness (i.e., competitive advantage) when pursuing solutions to social problems.

**SOCIAL AND COMMERCIAL ENTREPRENEURSHIP FINANCING: SOCIAL NETWORK AND INSTITUTIONAL PERSPECTIVES**

Jason Lortie, *Florida Atlantic University*

Existing research on start-up financing largely overlooks social ventures and predominantly focuses on commercial ventures. I explore the differences between social venture financing and commercial venture financing by highlighting network and institutional perspectives. I hypothesize that social and commercial entrepreneurs use different sources of financing to start their ventures, and that the institutional environment and type of venture will determine the type of social tie entrepreneurs use for financing. Empirical results indicate that the institutional environment is a significant factor in differentiating social and commercial sources of financing. I conclude by presenting theoretical implications for the results of the investigation.

Friday, 3:15pm - 4:45pm in Atlantic II

**OB: Virtual Teams**

Session Chair: **Lucy L. Gilson, University of Connecticut**

Discussants:
- **Kenneth Uzomah Chukwuba, Walden University**
- **Monica Sharif, University of Miami**
- **Amanuel G. Tekleab, Wayne State University**

**KNOWLEDGE SHARING INTENTIONS IN VIRTUAL TEAMS: WHAT SUB-DIMENSIONS OF COHESION TELL US ABOUT THE SOCIAL EXCHANGE RELATIONSHIP**

Brooklyn Cole, *University of North Texas*

Raymond J. Jones III, *University of North Texas*

Janet Jones, *University of Texas at Arlington*

Julia Herchen, *University of North Texas*

We draw on a social exchange framework to further develop our understanding of knowledge sharing in virtual teams. We approach virtualness as a continuum rather than a dichotomous relationship. Further, we analyze how cohesion mediates the relationship between perceptions of virtual use by team members and knowledge sharing. We break down cohesion into its two sub-dimensions; relational ties and collective mind, to identify which aspect of cohesion is most relevant in the virtual environment. Our findings support the use of collective mind as a measure of cohesion, in virtual teams, and its influence on tacit and explicit knowledge sharing intentions.
THE EMERGENCE OF LEADERSHIP AND TEAM ROLES IN A VIRTUAL ENVIRONMENT: AN INVESTIGATION OF TEAMS SEPARATED BY “THE POND”

Michael Palanski, Rochester Institute of Technology
Dawn Lorraine Eubanks, University of Bath
Joy Oguntebi, Rochester Institute of Technology
Adam Joinson, University of Bath
James Dove, University of Bath

Prior research on emergent leadership in virtual teams has focused on leadership based on personal traits and behaviors or fulfilling expected roles within a team. In this study, we examine both pathways to emergent leadership. Using a sample of 28 teams working on two different continents, we investigated the relative effects on team performance of the total amount of emergent leadership within a team as well as the degree to which certain roles (i.e., Belbin’s Coordinator and Completer/Finisher roles) are fulfilled. Using data from three difference sources, we concluded that both pathways account for significant variance explained in performance.

WHO IS BEHIND THE MONITOR? PERSON-PERSONA MISFIT IN VIRTUAL TEAMS

Joongseo Kim, Oklahoma State University
Brian Webster, Oklahoma State University

In virtual team settings, an individual works as a constructed persona and communicates through Computer Mediated Communication. Due to decreased visual cues in virtual team settings, an individual can develop a persona that is different from the actual self, causing person-persona misfit, which we define as incongruence between an individual’s actual self and an individual’s persona in a virtual team setting. We offer a theoretical conceptualization, utilizing cognitive dissonance theory and self-regulation theory, which demonstrates that person-persona misfit acts as an antecedent to detrimental organizational outcomes such as psychological discomfort, ego-depletion, and task withdrawal.

THE IMPACT OF FELT STRESS ON INNOVATIVE JOB PERFORMANCE AND THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT: AN EMPIRICAL INVESTIGATION OF CUBIC EFFECTS

Kiran Ismail, St. John’s University
Orlando C. Richard, University of Texas at Dallas

We develop a framework to study the relationship between felt stress and organizational commitment and innovative performance levels. Taking insights from stress appraisal and coping theories, we conceptually explore the proposed relationships. We test the proposed model utilizing a sample of 178 matched pairs of employee and supervisor, obtaining stress and commitment measures from the employees, while performance measure is collected from the supervisor. The results suggest cubic effects of felt stress on both commitment and innovative performance levels. Further, we find that organizational commitment mediates the relationship between felt stress and innovative performance.

DEVELOPMENT AND TEST OF A BAS/BIS SENSITIVITIES MODEL OF JOB PERFORMANCE RATINGS AND WITHDRAWAL

Robert W. Renn, University of Memphis
Robert Steinbauer, University of Memphis
Grant Fenner, Arkansas State University

We tested a new theoretical model of BAS/BIS sensitivities, self-defeating behavior (SDB), manager job performance ratings, and employee withdrawal. Controlling for conscientiousness, neuroticism, and extraversion, results supported the hypothesized model that linked BAS/BIS sensitivities directly and indirectly to manager performance ratings and withdrawal. The results showed that BAS/BIS sensitivities were negatively related to performance ratings and that SDB partially accounted for the negative relationships. With regard to withdrawal, the results indicated that BAS sensitivity was indirectly and positively related to turnover intentions by failure to delay gratification. BIS sensitivity was unrelated to withdrawal. Theoretical and practical implications are discussed.

RELATIONSHIP OF CHALLENGE AND HINDRANCE STRESSORS WITH BURNOUT: PERCEIVED STRAIN AS A MEDIATOR

Yongheng Yao, Concordia University
Muhammad Jamal, Concordia University

The two-dimensional work stressor framework predicts that challenge and hindrance stressors have a similar (positive) effect on burnout. We propose that perceived strain and burnout should be treated as two distinct concepts. Perceived strain partially mediates the relationships between challenge and hindrance stressors and burnout. After considering this mediating effect, the two stressors may have differing effects on burnout. The results of this study (N = 524) show that challenge stressors have negative direct effects on burnout, although both challenge and hindrance stressors have positive indirect effects on burnout through perceived strain. This study has important theoretical and practical implications.
AN EXAMINATION OF EVALUATIVE AMBIVALENCE: ANTECEDENTS, CONSEQUENCES AND MODERATED EFFECTS

Ayse Karaca, Wayne State University
Scott Julian, Wayne State University
Joseph Ofori-Dankwa, Saginaw Valley State University
Tapan Seth, Wayne State University

We examine both antecedents to and the consequences of ambivalence: interpreting a strategic issue as both an opportunity and a threat. We use data gathered on the broad-based strategic issue of economic uncertainty in early 2003 and draw a sample of firms from the state of Michigan. We find that a sense of urgency negatively affects ambivalence, while feasibility has an inverted U-shaped relationship with it. Ambivalence tends to affect external responses somewhat more strongly than internal ones, and intended responses more than actual responses. We also find that industry dynamism negatively moderates the ambivalence-response relationship.

DEVELOPING ORGANIZATIONAL HARDINESS

Joshua Ray, University of Tennessee

Organizational hardiness is posited to consist of the organizational level constructs of sensemaking, organizational identification, and enactment and is thought to distinguish organizations that perform better under conditions of turmoil and uncertainty. The development of organizational hardiness is supported by literature reviews of individual hardiness, sensemaking, organizational identity, and enactment. To support the theoretical development of this construct, this study includes a content analysis of the CEO letters to shareholders for the 20 largest commercial banks in the United States during the years 2000-2009.

PROBLEM RECOGNITION AND ORGANIZATIONAL LEARNING - A PROCESS MODEL

Kulraj Singh, University of Memphis
John Matthew Amis, University of Memphis
Maria B. Gondo, University of New Mexico

In a qualitative study of a Fortune 100 company, we use organizational learning theory to identify problem recognition as a key construct that both triggers and helps multilevel learning in organizations at various stages of organizational change. We argue that sensemaking is integral to the construction of a framework in which problem recognition and problem solving influence organizational learning, and organizational change. Problem recognition as a phenomenon – which is frequently assumed to be operating beneath the layers of sensemaking – is highlighted as a concept that facilitates sensemaking, organizational learning, and organizational change.
TRAPPED WITH A MAD MAN: THE IMPACT OF ABUSIVE SUPERVISION AND JOB EMBEDDEDNESS ON CITIZENSHIP AND DEVIANCE

James B. Avey, Central Washington University
Keke Wu, Central Washington University
Erica Holley, Central Washington University

Drawing from both turnover and emotions research, this paper examines the impact of job embeddedness, in the context of abusive supervision, on employee job frustration, as well as on citizenship withdrawal and deviance. Results indicate support for the hypothesized interaction that employees who were the most embedded and reported the highest frequency of abusive supervision were the most frustrated on the job. Moreover, job frustration was found to fully mediate the relationship between embeddedness and deviance, and it was found to partially mediate the relationship between abusive supervision and deviance. Implications for management research and practice are discussed.

Friday, 3:15pm - 4:45pm in Rio Vista II

The Seven Habits of Highly Successful Academicians: A SMA Fellows panel discussion

Participants:
Russell S. Cropanzano, University of Arizona
Gerald R. Ferris, Florida State University
K. Michele Kacmar, University of Alabama
William L. Gardner, Texas Tech University

Moderator: Mark J. Martinko, University of Queensland (Dean of SMA Fellows)

During this session the participants will describe their typical work day and seven habits that have enabled them to develop and maintain highly successful careers as academicians. Ample time for discussion will follow.

Friday, 6:30pm - 9:30pm in Las Olas Ballroom

SMA Networking Social and Party

Join us as we celebrate with new and old friends. Come enjoy food and drink inspired by South Florida and Cuba. Enjoy a Salsa Dancing demonstration and lessons.
This paper identifies significant variables in the observed career level patent assignment patterns of academic serial inventors. Existing life cycle models test the idea that consulting occurs later in the career span of academic scientists. We find that indeed the proxy for consulting is more likely the later the patent application is from the year of PhD for the faculty inventors. We found strong evidence that faculty performing industry consulting are more likely to continue consulting in subsequent work.

EXPLORING THE DETERMINANTS OF BROADENING AND DEEPENING TECHNOLOGICAL CAPABILITIES: THE IMPACT OF OWNERSHIP STRUCTURE AND ORGANIZATIONAL SLACK

KwangWook Gang, Rensselaer Polytechnic Institute
Dongling Huang, Rensselaer Polytechnic Institute

Better understanding of determinants and how they influence a firm’s broadening and deepening technological capabilities, are critical answering the firm’s heterogeneous innovation. In this study, we probe the relationship between individual and domestic institutional ownerships, and broadening and deepening technological capabilities with the moderation of organizational slack. Our findings suggest that individual shareholders show positive deepening technological capability, and negative broadening technological capability. Domestic institutional shareholders show positive broadening technological capability; moreover, organizational slack helps the impacts of ownership structure on broadening and deepening technological capabilities.

FACULTY SERIAL INVENTORS: FOUNDATIONS OF A LIFETIME OF INNOVATION

Anne W. Fuller, Sacramento State University

This paper identifies significant variables in the observed career level patent assignment patterns of academic serial inventors. Existing life cycle models test the idea that consulting occurs later in the career span of academic scientists. We find that indeed the proxy for consulting is more likely the later the patent application is from the year of PhD for the faculty inventors. We found strong evidence that faculty performing industry consulting are more likely to continue consulting in subsequent work.

UNDERSTANDING THE ABSORPTIVE CAPACITY OF SMES: AN EXAMINATION OF FIRMS IN THE SOFTWARE INDUSTRY

Josh Daspit, Mississippi State University
Derrick E. Dsouza, University of North Texas

Research suggests small and medium-sized enterprises (SMEs) are disadvantaged relative to large firms; however, SMEs that employ refined knowledge conversion processes (e.g., absorptive capacity) can mitigate disadvantages and enhance competitiveness. Although absorptive capacity is beneficial for firms, our understanding of this knowledge conversion process is limited. Thus, we seek to understand the absorptive capacity process through an empirical investigation of SMEs in the software industry. Our findings suggest the dimensions of absorptive capacity are related in a linear, process-like manner, indicating the absorptive capacity process is more parsimonious than previously conceptualized.

CONFIGURE STRATEGIC ALLIANCES FOR SUSTAINABILITY INTRODUCTION

Haiping Lin, University of Waterloo

While organizations are increasingly using strategic alliances to address complex social, economic and environmental issues, the literature lacks adequate knowledge of the antecedents, structure and performances of these alliances. This paper conceptually assesses the association among alliance orientations, structures and their associated strategy outcomes. It suggests that competency-oriented alliances, characterized by exploration learning, diverse partners, non-equity structure and strong-tie relation, are more likely to be associated with more proactive strategies. I integrate a longitudinal dimension into the framework and examine how alliance experiences and other societal factors may shift alliance orientations and structures, which in turn influence the alliance’s performance.

ETHICAL BEHAVIOR: THE INTERACTION OF HOFSTEDE’S CULTURAL DIMENSIONS

Robert Steinbauer, University of Memphis

Hofstede’s cultural dimensions have been associated with unethical conduct, but many studies deliver contradicting results due to isolated analysis of cultural dimensions or focus on specific unethical conduct. This paper provides a detailed overview of ethical decision making and provides a definition of unethical conduct specifically relevant to cross cultural research. It is proposed that each cultural dimension contributes to but does not determine unethical conduct. Hofstede’s (2010) index values for 76 countries are analyzed to identify cultures that are more likely to act unethical out of self-interest or group pressure. The moderating effects of institutional pressure are discussed.
This article explores the relationship between stakeholder management and internationalization. Drawing from the resource-based view of the firm, we argue that the ability to manage competing demands arises from strong stakeholder management and in turn facilitates internationalization. We therefore propose that strengths in stakeholder management are positively related to internationalization, while concerns in stakeholder management are negatively related to internationalization. Using panel data for 169 U.S. multinational firms over a ten year period, we find that possessing strengths in stakeholder management facilitates internationalization. However, engaging in negative actions towards stakeholders does not appear to hinder internationalization.

Session Chair: Mark B. Gavin, West Virginia University
Discussants:
Paul Johnson, Western Carolina University
Kenneth Uzomah Chukwuba, Walden University
Mark B. Gavin, West Virginia University

This paper investigates the influence of visible body modification (VBM) on employee perceptions of trustworthiness and trust. As tattoos and body piercings have become more prevalent, organizations are faced with decisions about employing individuals with VBM. The present research explores the impact that stereotypes and perceived group identities can have on the initial development of trust. What impact visible body modification may have on employee trustworthiness and trust, and how social identity and personality traits may influence these relationships in a training context are two of the primary theoretical questions addressed in this research.

Session Chair: Rhonda K. Reger, University of Maryland, College Park
Discussant: Bruce Barringer, Oklahoma State University

Results of extant research into how ownership control affects performance of International Joint Ventures (IJVs) have been inconclusive. Using IJVs in China as the study background, we offer a two-step conceptual model to solve the ambiguous findings. First, we state the importance of establishing a balanced relationship between ownership and operational control, termed as control parity. Second, we analyze the concept of strategic stakes, a contingency variable that should be considered when designing control parity.

Session Chair: Ikenna S. Uzuegbunam, University of Kentucky

Drawing on social identity theory, this study examines how firms utilize the identities of their alliance partners in choosing initial governance structures in strategic alliances. Leveraging a sample of 483 alliances, the author proposes and finds evidence that joint venture (JV) structures are more likely when a firm’s alliance has more partners with private firm or subsidiary identities. The results also indicate that JV structures are more likely when an alliance involves strong product market identity with partners and less likely when an alliance involves strong geographic identity with partners.
ASymmetric Motives in Indian Bilateral Cross-Border Joint Ventures (CBJVs) with G7 Nations: Impact of Relative Partner Characteristics and Initial CBJV Conditions

Sanjay Dhir, Indian Institute of Management, Lucknow
Amita Mital, Indian Institute of Management, Lucknow

The present study analyzes relative partner characteristics and initial CBJV conditions as antecedents to the degree of asymmetric motives between CBJV partner firms in developing nation. An empirical analysis of 201 bilateral CBJVs in India with G7 nations, for a time period of ten years (2000-2010), shows that while degree of asymmetric motives between partners firms enhances when relative culture difference, capital structure and inter-partner product-market overlap increases, higher level of diversification, critical activity alignment and resource heterogeneity decreases the degree of asymmetric motives between partner firms in CBJV.

ImplicIt Theories, AttributIon Styles, and PercePtIons of Leaders: Does Performance Level Matter?

Brandon Randolph-Seng, Texas A&M University - Commerce
Mark J. Martinko, University of Queensland
Jeremy Ray Brees, University of Scranton
Kevin T. Mahoney, Louisiana Tech University
Stacey R. Kessler, Montclair State University
Winny Shen, University of South Florida

The purpose of this study was to investigate the role that implicit leadership theories and attribution styles play in evaluating specific leader behaviors and performance. We predicted that implicit leadership theories and attribution styles would influence individual’s ratings of a leader, using established leadership scales, independent of the actual performance level displayed by the leader or follower. Results were mixed, but suggest that implicit leadership theories and attribution styles do indeed exert a stronger influence on responses on leadership scales than actual leader or follower performance.

OB: Expatriate Employees and SMA grant presentation

Session Chair: Gery Markova, Wichita State University
Discussants:
Paper 1: Lucy L. Gilson, University of Connecticut
Paper 2: Sara Jansen Perry, University of Houston-Downtown

Personality, Cultural Intelligence, and the Cross-Cultural Adjustment of Expatriates in Japan

Kyle Huff, Georgia Gwinnett College

A relatively new construct called Cultural Intelligence, or CQ, has been theorized to help with assessing the ability of people to successfully handle situations that require cross-cultural competence. This study sought to extend what is already known about CQ by investigating its ability to account for variance in cross-cultural adjustment of a group of expatriates beyond what was accounted for by the five factor model of personality and various demographic variables. Results of a hierarchical regression analysis support the usefulness of CQ in improving the prediction of adjustment over and above the personality measure and the demographic variables.

Social vs. Emotional Connections: Exploring Expatriates’ Sense of Belonging during International Assignments

Zoa Ordoñez, UNC Charlotte

Upon relocation, expatriates are uprooted from their sense of familiarity (e.g. lifestyles, values, and norms) and their sense of belonging (family, friends, work-groups, the community). Such displacement may lead expatriates to experience a sense of isolation despite their constant social interactions with host country nationals. This study examines how expatriates develop or maintain a general sense of belonging during international assignments. The findings revealed that belongingness has two dimensions – social and place belonging. Drawing upon 18 interviews with expatriates, this study highlights sources of both types of belonging and tactics that organizations can use in order to promote them.

Alliance and Venture Capital Networks: An Analysis of Start-Up Firms in the Biotechnology Industry

Lindy Archambeau, University of Florida

This study examines how biotechnology start-up companies build external relationships that allow them to overcome the liability of newness. We investigate two distinct networks that a biotechnology firm belongs to: Venture Capital networks and alliance networks. We hypothesize that the phase of development of the start-up, its innovatory capabilities, and the prominence and capital investment of the venture capitalists determine the extent of alliance formation. We find that innovatory capabilities and size of the venture capitalist network have positive effects on alliance networks. Extent of investment has a negative impact on alliance networks. The prominence impact is not supported.
DEMOGRAPHIC VARIABLES AND CREDIT SCORES: AN EMPIRICAL STUDY OF A CONTROVERSIAL SELECTION TOOL

Jeremy Bernerth, Louisiana State University
Benjamin D. McLarty, Louisiana State University
Catherine A. Helmuth, Auburn University

The widespread use of credit scores as part of the selection process has raised flags with lawmakers and the general public, but little is known about what impact such practices might have on protected classes. To explore this issue, the reported research investigated the relationship between five demographic variables and individual consumer credit scores. Using demographic data from 142 employees and objective credit data obtained from the Fair Isaac Corporation (FICO), the reported research found minority-status was negatively related to credit scores (including large effect sizes) whereas age and education level were positively related to credit scores.

EMPLOYERS USE OF SOCIAL NETWORKING SITES IN THE SELECTION PROCESS

Stephanie Black, University of Texas at San Antonio
Andrew Franklin Johnson, University of Texas at San Antonio

Organizations are increasingly turning to social networking sites for insight into prospective employees. While existing research addresses many of the facets of human resource selection; the context of social networking sites is unique. Issues such as privacy, appearance, stigmas, and discrimination require study in the context of social networking to bridge past research with evolving practice. This article discusses human resource practices as they relate to the use of social networking sites for hiring purposes. We offer a summary overview of social networking sites, briefly discuss applicable existing literature, offer novel theory and hypothesis, and conclude with future research direction.

MODERATING ROLE OF WORK VALUES

Bert Schreurs, Maastricht University
Anja Van den Broeck, HUBrussels and KU Leuven
Hannes Guenter, Maastricht University
Hetty van Emmerik, Maastricht University

Using a daily diary study, we examined the within-individual relationship between skill discretion and employee well-being (i.e., work engagement and emotional exhaustion), and the moderating role of work value orientation. Ninety-nine service workers completed a general survey and daily surveys over five consecutive days. Results of multilevel modeling showed that skill discretion was positively related to work engagement at the end of the work day, but was unrelated to emotional exhaustion. In addition, we found that skill discretion was more positively associated with work engagement in employees who hold a predominant intrinsic (rather than extrinsic) work value orientation.
**THE “GOOD” AND THE “BAD” OF SPIRITUAL LEADERSHIP: TOWARD A SPIRITUAL CONTINGENCY MODEL**

Sukumarakurup Krishnakumar, North Dakota State University
Christopher Neal Ellison, West Virginia University
Jeffrey D. Houghton, West Virginia University
Christopher Neck, Arizona State University

This paper develops and presents a spiritual contingency model of spiritual leadership that includes spiritual leadership characteristics such as follower’s feelings of interconnectedness, religious or existential faith, and leader charisma along with such boundary conditions and contingencies (moderators) as narcissism, pro-social motivation to lead, follower perceptions of leader integrity (ethics), and perceived organizational support. In exploring these contingency factors, the paper also examines the potential “dark side” of spiritual leadership and concludes with implications for future research and managerial practice as suggested by the model.

**THE ROLE OF SPIRITUALITY IN IMPROVING WORK OUTCOMES**

Corey Fox, Oklahoma State University
Gabi Eissa, Oklahoma State University

In this study we examine the impact of employee spirituality on an employee's psychological capital (PsyCap) and on work outcomes. More specifically, we examine the role that an individual's spirituality plays in determining their PsyCap and how PsyCap influences both employee task performance as well as their engagement in citizenship behaviors. We test our hypotheses on a sample of 229 employee-supervisor dyads using structural equation modeling. Our results suggest that employee spirituality impacts work outcomes through employee PsyCap. A discussion of our results and future research directions are provided.

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**REFRAMING HIGH INVOLVEMENT MANAGEMENT: A THEORETICAL MODEL OF WORK-LIFE CONFLICT AND THE MODERATING ROLE OF BOUNDARY ORIENTATION**

Mickey B. Smith, Oklahoma State University
Feibo Shao, Oklahoma State University

This paper introduces a conceptual model of high involvement management and its effects on work-life conflict. Our research suggests a positive relationship between high involvement management and leader’s work-to-life conflict. Our model also examines the moderating effect of boundary orientation (viz., managers as integrators or segmentors). We propose that boundary orientation interacts with high involvement management such that highly involvement managers who are integrators (segmentors) experience more (less) work-life conflict. In line with previous literature, we propose that increased work-life conflict results in negative health-related outcomes, attitudes, and performance. We provide both the theoretical and practical implications of this model.

**THE RECOVERY POTENTIAL OF INTRINSICALLY VERSUS EXTRINSICALLY MOTIVATED OFF-JOB ACTIVITIES**

Lieke L. ten Brummelhuis, University of Pennsylvania
John P. Trougakos, University of Toronto

Based on Self-Determination theory, we examined whether the recovery potential of an off-job activity depends on the employee’s motivation for the activity. During five consecutive days, 74 employees reported the hours spent on six off-job activities before going to sleep and exhaustion and recovery on the next morning, while motivation for each of the six activities was measured by a general questionnaire. The positive relationship between leisure activities and next morning recovery was more pronounced among employees with intrinsic, in comparison to extrinsic motivation for the activity. Intrinsic motivation attenuated the positive relationship between high-duty tasks and next morning exhaustion.

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**Getting by with a little help from friends: Social support for contingent employees**

Laura T. Madden, University of Tennessee
Kimberly Eddleston, Northeastern University
Deborah Kidder, University of Hartford
Barrie E. Litzky, Pennsylvania State University - Great Valley
Franz Kellermanns, University of Tennessee

In this paper, we use a content analysis of 40 interviews to investigate differences between contingent and standard employees' stress levels and social support networks and to explore the Conservation of Resources (COR) claim that social support can help during stressful times. Additionally, we explore differences in which of three work groups contingent and standard employees draw social support from. Our findings suggest that contingent employees perceive more stress than do standard employees in the same profession. Additionally, contingent employees seek out more social support, and look to a wider variety of groups for that social support, than standard employees.
Session Chair: Boris Odynocki, Southern University

Discussants:
Michelle Ruiz, University of Texas at El Paso
Ferhat Devrim Zengul, University of Alabama at Birmingham
Alankrita Pandey, University of Texas at Arlington

★BEST DOCTORAL PAPER IN TRACK★
PROCEDURAL JUSTICE, AFFECTIVE COMMITMENT, AND THE MEDIATING ROLE OF PERCEIVED SUPPORT AND TRUST: A MULTIFOCAL PERSPECTIVE

Alankrita Pandey, University of Texas at Arlington
Jennifer G. Manegold, University of Texas at Arlington
Jim Lavelle, University of Texas at Arlington
Gary C. McMahan, University of Texas at Arlington

We investigate the relationships between procedural justice perceptions and affective commitment through social exchange processes like perceived support and trust in a sample of 140 nurses from a not-for-profit hospital. Six hypotheses are supported, demonstrating that procedural justice directed to targets like the hospital, supervisor, and workgroup positively predicts perceived support, perceived trust and affective commitment directed to the same targets and uniquely explains the variance more than that directed to other targets. Both perceived support and feelings of trust mediate the relationship between procedural justice and affective commitment giving empirical support for the target similarity model framework.

★BEST PAPER IN TRACK★
THE PLACE MAKES THE PLACE, TOO: THE ROLE OF WORKING CONDITIONS IN NURSE TURNOVER INTENTIONS

James M. Vardaman, Mississippi State University
David G. Allen, University of Memphis
Maria B. Gondo, University of New Mexico
Paul Cornell, HPX LLC

This paper explores the influence of perceptions of working conditions on the development of turnover intentions. Drawing on a sample of 57 nurses working in a leukemia unit of a metropolitan hospital, this study suggests perceptions of working conditions explain variance in turnover intentions above that explained by motivational and social factors. Specifically, employee perceptions of noisy working conditions are found to increase turnover intentions, while perceptions that working conditions facilitate task efficiency are found to reduce turnover intentions. Theoretical and practical implications of the study are discussed.

WORK RELATIONSHIPS AND THE RESULT OF TRUST AND TURNOVER; A STUDY OF NURSES AND PHYSICIAN LMX

Michelle Ruiz, University of Texas at El Paso
Prajya R. Vidyarthi, University of Texas at El Paso

The connection between employee’s LMX and two outcome variables (supervisor trust and turnover intention) is explored within this paper. The mediation of voice expression and two moderating variables is tested. Registered Texas nurses were sent a survey looking at these variables. Job embeddedness is a developing theory and the use of it as a moderator in this study adds to the depth of our knowledge. We expand the knowledge of how voice can influence a person’s embeddedness and supervisor trust. Hospital administrators will be able to shape their staffing models in a more effective manner based on this study.

DUE DILIGENCE AND ORGANIZATIONAL LEARNING IN THE M&A PROCESS

Heather R. Parola, Florida Atlantic University

The due diligence process in mergers and acquisitions (M&As) provides organizations with a unique opportunity to gain tacit knowledge. The momentum of the deal and the external environment affect and shape how an organization performs due diligence during an M&A, but the context also affects how and what lessons an organization learns throughout the due diligence process. A model is presented that shows how the deal context and the external environmental context shape the due diligence process, type of learning, and post-deal performance.

INTERNAL CAPABILITY DEVELOPMENT AND STRATEGIC FACTOR MARKETS: R&D AND “NORTHERN” ACQUISITIONS

Barclay James, Louisiana State University
Rajeev J. Sawant, Baruch College
Josh Bendickson, Louisiana State University

Is internal development complementary to a firm’s acquisition of capabilities in strategic factor markets (SFMs), or are these two modes substitutes? We develop and test hypotheses regarding emerging market firms’ R&D intensity and the likelihood of their engaging in up-market (“Northern”) acquisitions in more developed economies. Evidence of a curvilinear relationship exists, whereby as the level of R&D intensity increases, firms become more likely to engage in up-market acquisitions, but only up to a point. This suggests a more nuanced relationship between internal capability development and use of SFMs that reconciles inconsistencies in existing theoretical and empirical research in RBT.
TOWARD A COMPREHENSIVE MODEL OF CEO HUBRIS: EFFECTS ON FIRM RISK-TAKING AND U.S. CROSS-BORDER ACQUISITIONS

Alexander Reinhold, Google Inc.
Taco Reus, Erasmus University Rotterdam

While research on CEO hubris has been extensive, conceptual ambiguity plagues the literature. Some scholars stress situational factors, in the form of a CEO’s confidence-enhancing stimuli, while others stress dispositional factors, such as a CEO’s narcissistic tendencies. We disentangle these two dimensions and consider their interdependent roles with regard to firm risk-taking propensities in the context of international acquisitions. Results from a sample of large cross-border acquisitions made by 145 CEOs suggest that high situational confidence among CEOs increases firm risk-taking, and indirectly lowers cross-border acquisition performance. However, the results suggest a generalizable method to measure narcissism requires further examination.

TOWARD A THEORY OF COALITION FORMS

Timothy Paul Munyon, University of Tennessee
James K. Summers, Iowa State University
Robyn Brouer, University at Buffalo, SUNY

Incorporating social influence and role theories, we develop a taxonomy of coalition forms, defining the types of coalitions that exist in an organizational context based on their composition and participant motives. We then examine how each form (i.e., lobby, cartel, circle, and alliance) influences resource allocations, role innovation, and work performance. Our conceptualization helps clarify previous theoretical inconsistencies and assumptions regarding coalitions, setting an agenda for future research examining the effects of coalitions, and better informing our understanding of the nature of work behavior in new and changing organizational environments.

TOWARD AN UNDERSTANDING OF CONFLICT ASYMMETRY IN TEAMS: A MULTILEVEL PERSPECTIVE

Ayse Karaca, Wayne State University
Amanuel G. Tekleab, Wayne State University

Conflict theorists have long assumed that team members have a shared perception about the level of conflict that occurs in their team. However, recent studies have challenged this assumption, arguing that team members may perceive the same environment differently, and therefore, might possess an asymmetry in their perceptions of conflict. Based on this argument, the concepts of group conflict asymmetry and individual conflict asymmetry have been introduced to the conflict literature. This conceptual paper develops a research model, identifying antecedents and moderators of both team and individual conflict asymmetry. A series of testable propositions are developed, and implications are discussed.
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CALL FOR PAPERS
Southern Management Association 2013 Meeting
November 5-9th, 2013 Hotel Monteleone in New Orleans, Louisiana

Submission Deadline: April 10, 2013

Program Chair: Jim Combs, University of Alabama (jcombs@cba.ua.edu)

The Southern Management Association invites submissions for its 2013 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, symposia, panel discussions, or workshops. The Program Committee also encourages submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2013. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2013 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers’ publication potential. Again, more information will be available on the SMA website in 2013.

SUBMISSION TRACKS & TRACK CHAIRS

1. Entrepreneurship / Information Technology / Innovation
   Matt Rutherford, Virginia Commonwealth University
   (mwrutherford@vcu.edu)

2. Ethics / Social Issues / Diversity
   Millicent Nelson, Middle Tennessee State University
   (M.Nelson@mtsu.edu)

3. Health Care / Hospitality Mgt. / Public Administration
   James Vardaman, Mississippi State University
   (james.vardaman@msstate.edu)

4. Human Resources / Careers / Research Methods
   Donald H. Kluemper, Northern Illinois University
   (dkluemper@niu.edu)

5. Management History / Management Education
   Joyce Heames, West Virginia University
   (joyce.heames@mail.vcu.edu)

6. Organizational Behavior
   Chris Rosen, University of Arkansas
   (crosen@walton.uark.edu)

7. Organization Theory / International Management
   Frances Fabian, University of Memphis
   (FFabian@memphis.edu)

8. Strategic Management
   T. Russell Crook, University of Tennessee
   (trc@utk.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 will also 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. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

SUBMISSION GUIDELINES

• All submissions must be made online at www.southernmanagement.org/meetings/2013/ no later than April 10, 2013 at 11:59 pm Central Standard Time. The deadline is firm and no extensions will be granted.
• Only complete papers should be submitted. Proposals for and/or undeveloped papers will be returned without review.
• Authors are expected to abide by the SMA Code of Ethics, available at www.southernmanagement.org/ethics/.
• 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 not be entered into SMA’s blind review process.
• Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may also be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2013 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
• If a paper/case study is accepted, at least one author (for other formats, every author) must register and present the work at the conference.

• Rule-of-Three: No one is allowed to be included as an author, presenter, or panelist on more than three submissions. Likewise, no participant is allowed to serve as an author, presenter, session chair, discussant, etc. in more than three program sessions. The Rule-of-Three does NOT apply to Professional Development Institute (PDI) sessions.

• The maximum length of paper submissions is 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures.

• Paper format should follow the Academy of Management Journal's Style Guide (see http://journals.aomonline.org/amj/style_guide.pdf). Nonconforming submissions will be returned without review.

• 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.

• The entire paper must be in a single document created in Microsoft Word.

• 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). Symposia, workshops, panel discussions or other formats can contain author information, as these are not blind-reviewed.

• A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2013/sample

Symposium Submissions
• 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. Symposia are NOT blind reviewed and will be judged on overall quality, innovativeness, interest to SMA members, relevance to the track to which they were submitted, and contribution.

• If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.

• A symposium submission must include:
  • A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
  • A 3-5 page overview of the symposium. 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 symposium should be of interest to the track to which it is being submitted.
  • 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, etc.)
  • A statement from the organizer declaring: “I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three.”

• Nonconforming submissions will be returned without review.

NEED ASSISTANCE? Please email our support team at support@southernmanagement.org or call us at 1.201.633.3208.

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2013
Placement Services SMA

MISSION: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists.

OPERATION: The Placement Services Center will be available to conference attendees on the following days:

• Wednesday: 4:00 p.m. - 7:00 p.m. – Site viewing and posting only.

• Thursday: 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available.

• Friday: 8:00 a.m. - Noon & 1:30 p.m. - 3:00 p.m. – all services available.

Placement Services are now online and available for use at http://southernmanagement.org/placements/ . All applicant and position postings will be handled via the SMA web site. The placement web site can be reached from the SMA main web page as well as from the 2012 conference page.

Several netbooks will be available during the above times for posting and viewing both applicants and positions.

There will also be a designated area within the conference center for conducting interviews.

Contact Information

If you have any questions concerning Placement Services, you may contact the directors during the conference at the email addresses or phone numbers below:

Patricia A. Lanier, University of Louisiana at Lafayette
Email: planier@louisiana.edu
Phone: (337) 482-5386

Lee Grubb, East Carolina University
Email: GRUBBW@ecu.edu
Phone: (252) 737-1103

SUMMARY OF SERVICES PROVIDED:

• Applicant listings
• Position listings
• Interview tables
• Photocopy support

Please note that, due to the public posting and dissemination of submitted forms, this process is not confidential – no assumption of privacy should be made.
Westin Beach Resort and Spa
Conference Center Layout

Mezzanine Level, Conference Center

Mezzanine Level, South Tower

Mezzanine Level, South Tower